

Berrigan Shire 2027

Appendix 3.1-A



Long Term Financial Plan 2021 – 2031 Resourcing Strategy

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

Creating our Preferred Future

Berrigan Shire 2027 is the third Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

The **Long Term Financial Plan** includes the financial forecasts for the Council for the next ten years, and is updated annually and rolled forward by one year as part of the development of the Council's **Annual Operational Plan**. The **Long Term Financial Plan** is used by the Council to inform its decision-making about the actions it will undertake to contribute to the vision of **Berrigan Shire 2027** and the development of the Council's **Delivery Program**.

Contents

Creating our Preferred Future	2
Our Vision.....	2
1. INTRODUCTION	6
2. PLAN DEVELOPMENT	7
Financial Strategy 2021	7
3. ASSUMPTIONS	9
Service Delivery	9
Rate pegging	9
Major planned expenditure	10
5. REVENUE FORECASTS.....	11
4.1 Rates and Annual Charges.....	13
4.2 User Charges and Fees	13
4.3 Interest and Investments and Other Revenues.....	13
4.4 Other Revenues.....	14
4.5 Grants - Operating & Capital	14
4.6 Net gain from disposal of assets	15
5. EXPENDITURE FORECASTS.....	16
5.1 On-going Commitments.....	17
5.1.1 Employee Costs.....	17
5.1.3 Materials and Contracts	20
5.1.4 Depreciation.....	20
5.1.5 Other Expenses	20
6. ASSET MANAGEMENT.....	21
7. PERFORMANCE MEASURES	22
8. MODELLING.....	22
APPENDICIES.....	28
Appendix 13 – Berrigan Shire Council Financial Strategy 2021	30

Figures

Figure 1 Council Operational Revenue 2019/20	11
Figure 2 Cash and Investments by Fund.....	23
Figure 3 Operating Surplus before Capital grants and Contributions - Projected: 2019/20 - 2029/31 Base Case	23
Figure 4 Investment in Infrastructure, Property, Plant & Equipment	24

Tables

Table 1 Projected % Change in Global Income Berrigan Shire Council 2021 – 2031 (Base Scenario)	12
Table 2 Berrigan Shire Council Projected % Change in Global Expenses 2021 – 2031 (Base Scenario)	16
Table 3 Outstanding Loans - 31 March 2021	18
Table 4 Projected Outstanding Debt - 2020/21 to 2023/24.....	19

1. INTRODUCTION

This review of the Council's **Long-term Financial Plan** (LTFP) 2021 - 2031 has been developed in accordance with the requirements of the NSW Local Government's Integrated Planning and Reporting Framework. Integrated Planning and Reporting describes how the Council will work toward the realisation of our community's Vision.

Integrated Planning and Reporting involves the development by the Council of a **Resourcing Strategy 2021 – 2031** a critical element of which is the Council's **Long Term Financial Plan 2021 – 2031** together with the Council's **Asset Management Plans** and reviewed **Workforce Development Strategy** (2017 – 2022). These complementary and integrated strategies and plans describe how Council resources and activities contribute toward the planning, development, implementation and review of **Berrigan Shire 2027**.

Council's base case LTFP is used by Council to assess its capacity to deliver the Council activities and services described in its Community Strategic Plan **Berrigan Shire 2027**, extended due to COVID19 pandemic **Delivery Program 2017 – 2022** and our annual **Operating Plans**. It:

- Improves Council transparency and accountability;
- Is an opportunity to identify early financial issues and likely longer term impacts;
- Reinforces how the Council's various plans come together;
- Measures Council's progress and the success of its financial planning; and
- Verifies Council's longer-term financial sustainability.

Covering a 10-year period the LTFP base case scenario is updated annually and substantially reviewed and its alternate scenarios (Scenario 2 and Scenario 3) are modelled and updated once every four years as part of the review of our **Community Strategic Plan**.

The LTFP is not a series of complex financial statements and spreadsheets. It has been developed recognising that residents, local business and other stakeholders do not necessarily need the complex financial information used by Council Officers. As the Council's principal financial planning document it includes:

- Projected income and expenditure, balance sheet and cash flow statements.
- The assumptions used in planning Council services and the factors that influence demand.
- How we will monitor and report upon our financial performance.
- A sensitivity analysis and financial models that test 'what if' financial scenarios.

2. PLAN DEVELOPMENT

The LTFP describes the financial basis of Council's short term, medium term and long term activities and is used to guide Council decision making on the sustainability of Council operations, planned actions, future project proposals and strategies.

Berrigan Shire 2027 is the Shire's long term plan; the 2017 – 2022 **Delivery Program** is a medium term plan; whereas Council's **Annual Operational Plans** describing Council operations, project proposals and strategies is a short term plan.

The LTFP is the tool used by Council to model or 'test' the long term, medium term and or short term financial impact of Council activities, change in service levels and Council programs. It discusses the financial implications of core Council activities and consolidates these as projected income and expenditure, balance sheet and cash flow statements.

The sustainability of the Council's 10-year financial position and hence the validity of this LTFP is based on there being no change to existing policy. As part of the **Long Term Financial Plan's** development a number of different varying scenarios are also modelled. A sensitivity analysis informs each scenario modelled. This analysis describes implications of each scenario and the likely impact on the Council's capacity to deliver the services described in its **Delivery Program 2017 – 2022** should there be significant or material 'change' in projected income or expenditure.

The Council's **Financial Strategy 2016** appended to the LTFP and summarised in the next section is used to inform the development of the LTFP and in doing so ensure that the Council's decision making is informed and does not compromise the financial sustainability of Council's operations and its contribution to the realisation of **Berrigan Shire 2027** Strategic Outcomes.

Financial Strategy 2021

The Council's **Financial Strategy 2021** adopted by Council at its Ordinary Council Meeting on 17 March 2021 identifies four key objectives:

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

To achieve these objectives Council will:

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.
1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs not directly related to core Council services should be regularly reviewed.
1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ol style="list-style-type: none"> 1. There is an urgent need for the asset in the short term, or 2. It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and <ol style="list-style-type: none"> a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or b. To create economic growth and development
3.1	Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio
3.2	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.3	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.

3.4	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
4.1	Where appropriate and affordable, invest in community and infrastructure assets which directly boost the local economy and create employment.
4.2	Actively look for grant funds to deliver improved community amenity

3. ASSUMPTIONS

A successful Community Strategic Plan reflects community aspirations (vision) and the steps that residents, business, and government will take to achieve their vision.

The LTFP is informed by the Council's **Financial Strategy 2021** analysis of the political, social, economic and environmental assumptions that informed **Berrigan Shire 2027** Community Strategic Plan. Namely:

- 1) **Policy context:** - That all levels of government are involved in the development of strategic plans that look at the next 10 years and beyond and that these plans consider:
 - Population change, growth and decline.
 - The changing social, economic and environmental expectations and needs of the people who live and work in our communities.
- 2) **Challenges and Opportunities:** which include
 - a) Ageing Population
 - b) Cost of maintaining, developing and operating Council and community owned facilities and services
 - c) Economic forecasts and likely impact on Council operations and service delivery
- 3) **Change** imposed by regulatory change by other levels of government which impact service delivery, such as the responsibilities of Crown Land reserve management.

Service Delivery

The review of **Berrigan Shire 2023** and the subsequent development of **Berrigan Shire 2027** did not identify any issues that would change significantly the range and type of services delivered by Council.

Further, a Service Review conducted by Council – February 2015 as part of its Corporate Workshop similarly found no significant or emerging issues likely to change the range and type of services delivered by Council. Finding that the

with the exception of its Economic Development activities and discretionary community development activities that statutory reporting requirements and regulations determine to a great extent the service model developed by the Council to meet the needs of our local communities.

Rate pegging

The LTFP base scenario assumes that there will be no significant increase in the total amount of Ordinary rates raised and

that future Ordinary rate increases will be the maximum permissible amount allowed by the Independent Pricing and Regulatory Tribunal (IPART). In 2021/22 IPART determined a 1.8% increase in the Local Government Cost Index. For all LTFP base scenarios the figure has been set conservatively at 2.5% ongoing.

The base scenario included in this LTFP includes expenditure on major projects identified in the Council's [Delivery Program 2017 – 2022](#). It also includes changes in its organisational structure and reviewed [Workforce Development Plan](#).

Major planned expenditure

In accordance with the Council's [Financial Strategy 2021](#) the Council will implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where

1. There is an urgent need for the asset in the short term, or
2. It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and
 - a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or
 - b. To create economic growth and development.

5. REVENUE FORECASTS

The major sources of revenue for Council are:

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

Figure 1 shows the breakdown on Council's 2019/20 revenues and gives an indication of Council's reliance on the various revenue streams. Whereas Table 1 summarises the percentage change in income projected across revenue streams.

Council does not envision that there will be significant change in the source or percentage of Council's revenue across revenue streams.

Population profiling and environmental scans, undertaken as part of the development of [Berrigan Shire 2027](#), further supports the view that there will be and should be no significant change in this regard.

Figure 1 Council Operational Revenue 2019/20

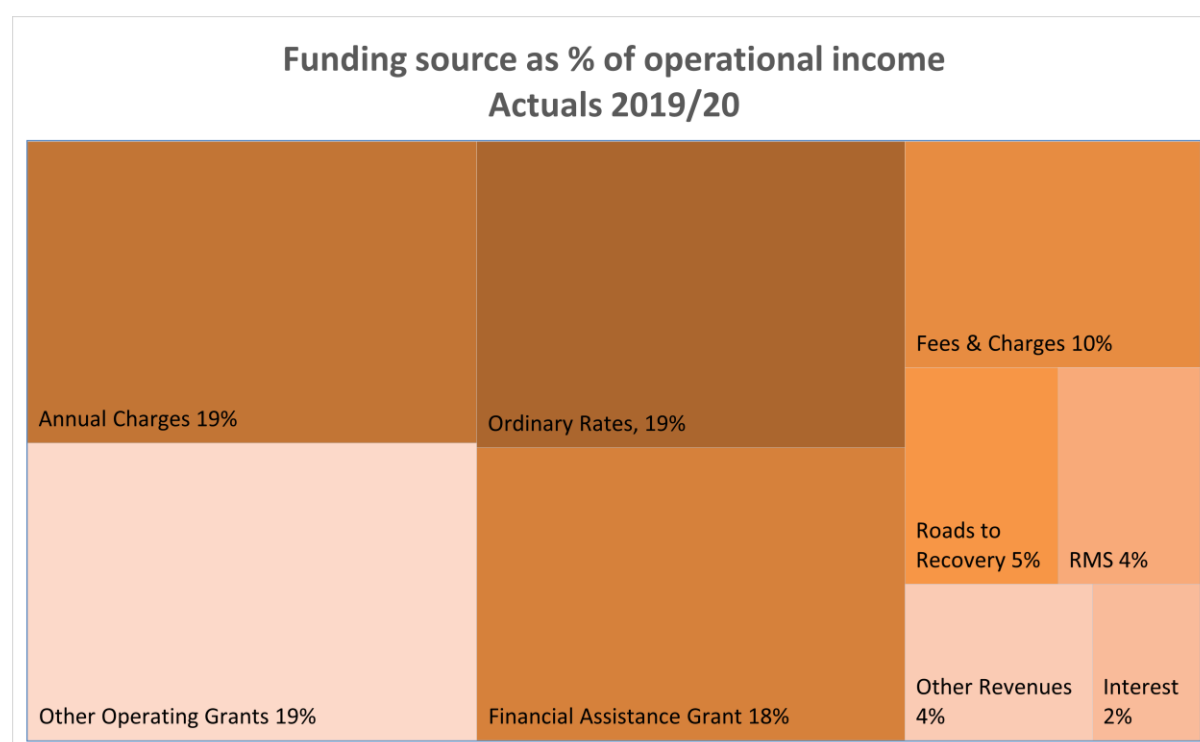


Table 1 Projected % Change in Global Income Berrigan Shire Council 2021 – 2031 (Base Scenario)

Operating Income	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Rates - Ordinary	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User Charges - Specific	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Statutory & Regulatory	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees & Charges - Other	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - o/s Rates & Annual Charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest & Investment Revenues - Investments	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenues	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Grants - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Grants - Specific Purpose	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Operating Contributions - General Purpose (Untied)	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

4.1 Rates and Annual Charges

Council reviews its Rates and Annual Charges Policy each year cognisant of legislative requirements, projected and upcoming change in the number of rating assessments, planned developments and the adequacy of its current schedule of annual charges.

The LTFP's base scenario assumes (Table 1) that Annual Charges will increase by 2.5% (2021/22), then continue to increase by approximately 2.5% per annum 2021 – 2031.

A copy of Council's Rates and Annual Charges Policy is included as an Appendix to the Council's Annual Operating Plan.

4.2 User Charges and Fees

Council also reviews annually its schedule of User Charges and Fees and includes this as an Appendix to the Shire's Annual Operating Plan. The Schedule describes:

- The activity or function
- The title of the fee/charge
- Absorbed cost of the service
- Community Service Obligation
- Council's Pricing Policy (% cost recovery);
- The fee or cost to be levied/ GST treatment
- Public/ Private good

The LTFP's base scenario also assumes (Table 1) that User Charges and Fees will increase by 2.5% (2021/22), then continue to increase by approximately 2.5% per annum in 2021 – 2031.

4.3 Interest and Investments and Other Revenues

Council's [Financial Strategy 2021](#) (Appended) notes that interest and investment income makes up around 2.5% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's [Investment Policy 2020](#) makes the following statement.

Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and

safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

The Council is a "price-taker" with regard to its investment returns with interest rates determined by the market. At present, the vast majority of the Council's investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. There may be scope to explore other investment options over the life of this strategy with the aim of improving returns without undue added risk.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the medium term. The impact of COVID-19 on the national and international economy may see low returns continue for an extended period of time.

The Council may need to revisit its investment policy and strategy to improve returns while still ensuring that public funds are secure.

4.4 Other Revenues

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

- Tocumwal Caravan Park
- Tocumwal Aerodrome
- Hire of Council Plant; and
- Lease arrangements related to Council property

Table 1 notes that the projected change in Other Revenue used for the base scenario is an average 2.5% per annum increase for the period 2021 – 2031.

4.5 Grants - Operating & Capital

Operating and Capital Grants make up a significant proportion of the Council's income. The nature, amount and timing of these grants are not generally in the control of the Council and as such assumptions need to be made about future years. In general, the base case assumes that unless specific information is at hand, recurring grant programs will continue in a similar manner as in the recent past.

The LTFP base case assumes that Financial Assistance Grants and Rural Local Road grants will increase by 1.5% per year

This is consistent with the previous long term pattern of growth in Financial Assistance Grants and is a conservative position to take.

As part of the Local and State Government Road Safety Package announced in the 2019-20 Budget, the Australian Government has committed an additional \$100 million per year to the Roads to Recovery Program from 2019-20. From the 2013-2014 financial year to the 2022-2023 financial year, the Government will provide \$5.6 billion under the Roads to Recovery Program, with an on-going commitment of \$500 million each year following.

Councils share of the Roads to Recovery program is \$5,265,162 over the 5 year program - \$877,527 p.a. and has been included in this plan. This plan assumes the program will continue until 2028 and funding in years post 2023 has been estimated at pre 2019-20 levels (\$877,527 p.a.).

A similar assumption has been made regarding grant funding from Roads and Maritime Services for the Block Grant and the REPAIR program. The Council has taken a conservative position regarding funding likely to be due under the *Natural Disaster Relief and Recovery Assistance* program.

Capital grants have been included where specifically known and agreements have been reached. Where appropriate a matching contribution from the Council has been included. The base case scenario does not include any funding for future infrastructure upgrades over and above the grants specifically identified above.

4.6 Net gain from disposal of assets

The LTFP assumes that the Council will not dispose of any significant assets over the life of the plan. The Council will routinely continue to trade plant and equipment and the LTFP assumes that this will be generally be on a cost recovery basis and no significant gain will be made.

5. EXPENDITURE FORECASTS

The LTFP in addition to considering the implications of forecast revenues also reviews planned expenditures based on the contribution of Council operations to **Berrigan Shire 2027** strategic objectives and Council's **Resourcing Strategy** requirements. As previously mentioned, **Berrigan Shire 2027** and Council's response to the challenges faced by its community rely not on the development of new services and or a substantive increase in service levels but on ensuring that Council assets and resources continue to be focused on:

- Financial Sustainability
- Investment in the maintenance and further development of the Shire's critical physical infrastructure: levees, roads, stormwater, water supply, sewer and waste management facilities – Life cycle cost Asset Management and Planning
- Economic and Regional Development projects,
- Planning for an Ageing population; and
- Engaging our communities in the implementation of **Berrigan Shire 2027**.

Table 2 describes the % change in expenditure by type used in the development of the LTFP base scenario the basis of this LTFP.

Table 2 Berrigan Shire Council Projected % Change in Global Expenses 2021 – 2031 (Base Scenario)

Operating Expenditure	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Employee Costs - Salaries	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee Costs - Superannuation	2.50%	2.50%	2.75%	3.00%	3.50%	4.00%	4.00%	4.00%	4.00%	4.00%
Employee Costs - Workers Comp	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Employee Costs - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials & Contracts - Raw Materials & Consumables	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Contracts	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Legal Expenses	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Materials & Contracts - Other	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Depreciation - IPP&E	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Other Expenses - Insurance	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Utilities	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenses - Other	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

5.1 On-going Commitments

Much of Council's expenditure is regular and ongoing. Council's [Resourcing Strategy – Asset Management Plans](#) and [Workforce Development Plan](#) provide detailed information about the extent of the services and resources controlled and needed to maintain service levels and Council's ongoing commitments.

Scheduled review of the Shire's Asset Management Plan's and the effectiveness of its [Workforce Management Plan](#) during the life of Council's 4-year [Delivery Program](#) embeds ongoing monitoring and review of Council's ongoing commitments ensuring that any changes can be anticipated and expenditure forecasts varied at subsequent reviews of the LTFP.

5.1.1 Employee Costs

The Shire Council's [Workforce Management Plan & Development Plan 2017 – 2022](#) an element of Council's [Resourcing Strategy 2021 – 2031](#) assumes no material change in the base skills, knowledge and competency profile of the Shire's workforce and was developed from a

- Comprehensive analysis of the Shire's Community Strategic Plan [Berrigan Shire 2027](#);
- Summary profile of the Shire's workforce; and
- A survey of Council staff

Therefore, in developing LTFP provision has been made for an increase in staffing costs related to the employment of additional design and project management personnel. This has been factored into the (Table 2) base scenario and global index of 2.5 % applied for employee costs as per the Award.

Wage growth in the private sector has stagnated, and the local government sector is in the midst of negotiating the next Local Government (State) Award. In this context a 2.5% increase year on year over the life of the 10-year long term financial plan is simply a use of the last information to hand, and will need to be closely monitored.

5.1.2 Borrowing Costs

The Council currently has two significant outstanding loans (external) summarised in the table below:

Table 3 Outstanding Loans - 31 March 2021

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Lewis Cres	\$1,000,000	10 y	2.32%	\$112,391	May 2030	ANZ
LCLI Water Plant (Barooga)	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB

The interest cost of the LIRS drainage loan is partially offset by a 3% (300 basis point) interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program. The interest cost of the Lewis Crescent loan is partially offset by a 50% interest rate subsidy from the NSW Government under the Low Cost Loans Initiative (LCLI) – Supporting Local Housing program. The Council will also fund the remediation and upgrade of the Barooga WTP through a subsidised loan under the NSW Government's Low Cost Loan Initiative (LCLI) - the same program funding the Lewis St works. The necessary \$4m loan will require additional annual repayments of approximately \$431,500.

The Council also proposes to borrow internally for the Finley Water Treatment Plan from its Sewer Fund for which it has approval from the Minister of Local Government. The Sewer Fund holds healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment. The Water Fund will pay the Sewer Fund a commercial rate of interest – which will be less than the market rate and better than can be earned on investment.

The alternative for the Council is borrow on the market – from NSW Treasury Corporation or a private sector bank. The Council has considered this and on balance, determined that an internal loan is preferred.

Interest rates and annual repayments are estimated and notional until confirmed at the date of draw down

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
Water Fund – Finley WTP	\$2,600,000	10 y	3.000%	\$302,878	Dec 2030	Sewer fund
General Fund – LED Light Replacement	\$550,000	10y	2.000%		DEC 2031	TBC

The use of loan funds for these works is in line with the Council's **Financial Strategy**.

The Council's **Financial Strategy** states that Council will:

*Implement a **Borrowing Policy** that allows the Council to borrow only for the development of infrastructure where*

- a) There is an urgent need for the asset in the short term, or*
- b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and*
- c) The Council has access to a funding stream to meet its debt obligations without compromising its other activities*

Based on the current LTFP Council is in a position to make these repayments. It will however impact on the Council's financial freedom and flexibility over the term of the LTFP.

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

Table 4 Projected Outstanding Debt - 2020/21 to 2023/24

FUND	30 JUNE 2021	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024
General	2,473,837	2,610,996	2,185,954	1,748,333
Water	6,201,723	5,578,283	4,945,578	4,303,471
Sewer	-	-	-	-
Sub Total	8,675,561	8,189,279	7,131,532	6,051,804
Less Internal loans	3,263,330	2,921,678	2,574,969	2,223,129
TOTAL	5,412,231	5,267,601	4,556,562	3,828,674

Outstanding Loans and Redemptions

Total actual and proposed repayments of principal and interest for loans are as follows:

Table 5 Loan Redemption - 2020/21 to 2023/24

FUND	2020/2021	2021/2022	2022/2023	2023/2024
General	421,133	482,169	482,169	482,169
Water	461,041	712,216	712,216	712,216
Sewer	-	-	-	-
Sub Total	882,174	1,194,385	1,194,385	1,194,385
Less Internal loans	389,950	389,950	389,950	389,950
TOTAL	492,224	804,435	804,435	804,435
Less LIRS subsidy	22,306	17,221	11,694	6,120
Less LCLI subsidy	23,177	36,925	33,038	29,084
NET COST	446,741	750,289	759,703	769,231

5.1.3 Materials and Contracts

The Council has not identified significant changes in this area over the term of the LTFP, other than spending associated with the capital works grant program. There is an identified program to upgrade the Council's information technology and financial management systems, the delivery of which has been deferred.

5.1.4 Depreciation

This LTFP has included depreciation determined from the Council's existing asset management system and its Asset Management Plans. Where new assets have been proposed, depreciation for those amounts has been included in this report. Depreciation is determined in line with the Council's asset accounting policy as identified in the appropriate Notes to its Annual Financial Statements.

5.1.5 Other Expenses

The LTFP base case proposes that the expenses in this category will increase in general terms by 2.0% per year from 2021 - 2031.

While not included in the LTFP base case, the Council has considered the possibility of additional support for the volunteer committees managing some of the Council's recreation and cultural infrastructure such as public halls and recreation reserves. Items such as

contributions to NSW Fire & Rescue and NSW Rural Fire Service have been included at historic levels and inflated in the absence of more specific advice.

Income statement: The operating deficit before capital grants and contributions is forecast to be around \$220,000 for 2021/22 due to significant capital works being undertaken including the upgrade of Water Treatment Plants in Barooga and Finley and finalising the Tocumwal Foreshore Development. Council projects a \$500,000 surplus in 2022/23 which will continue to moderately increase over the 10-year period to reach \$1.85m in 2030/31.

Balance Sheet and Cash Flow Statement: Council's cash and investments are forecast to decrease initially due to large capital works as mentioned above. Council's cash and investments will begin to increase again over the ten-year life of this plan – from \$23.6m in June 2022 – to \$56.4m in June 2031. This increase is forecast with the Council's capital works program remaining upwards of \$2.5m per annum. This should allow the Council to meet its asset management and funding obligations.

The Council's cash holdings in 2029/30 is mainly restricted for use in the Water and Sewer funds, Council's unrestricted cash will decrease in the short term over this period and begin to steadily increase from 2026/27 onwards.

6. ASSET MANAGEMENT

Council's **Asset Management Strategy** specifies what is required to maintain and develop Council's asset management capability and meet its objectives. While, its asset management plans identify service levels and the condition of assets and the likely cost of asset maintenance and development.

The costs resulting from Council's Asset Management Plan are included in the LTFP as capital costs for new assets, renewals, rehabilitation and non-capital expenditure for costs related to maintenance, Council operating costs and depreciation.

Asset related expenditure identified in the Asset Management Plan is being incorporated into the LTFP. Moreover, subsequent reviews of the LTFP will factor in greater detail on planned and forecast expenditure as the Council strengthens its Asset Management capacity through exploration of:

- More efficient use and operation of assets.
- Demand management.
- Asset rationalisation and review of asset growth requests.
- Low cost strategies over high cost strategies.
- Re-evaluation of service levels and standards.

The Council already incorporates into its Asset Management and Planning:

- Forward provision for renewal by reducing its reliance on debt
- Creating and funding its renewal reserves
- Conducting capital reviews for new and existing projects

7. PERFORMANCE MEASURES

The Council's **Financial Strategy 2021** incorporates the Office of Local Government's *Code of Financial Practice* benchmarks. The Council's **Financial Strategy 2021** describes the key performance indicators (KPIs) used to measure the Council's financial performance and the financial sustainability and efficiency of its **Delivery Program** and ongoing operations. These include:

- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Cash Expenses Cover Ratio
- Building and Infrastructure Renewals Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance Ratio

Council reviews its progress against these Key Performance Indicators on an annual basis.

8. MODELLING

Base Case Scenario: Scenario 1

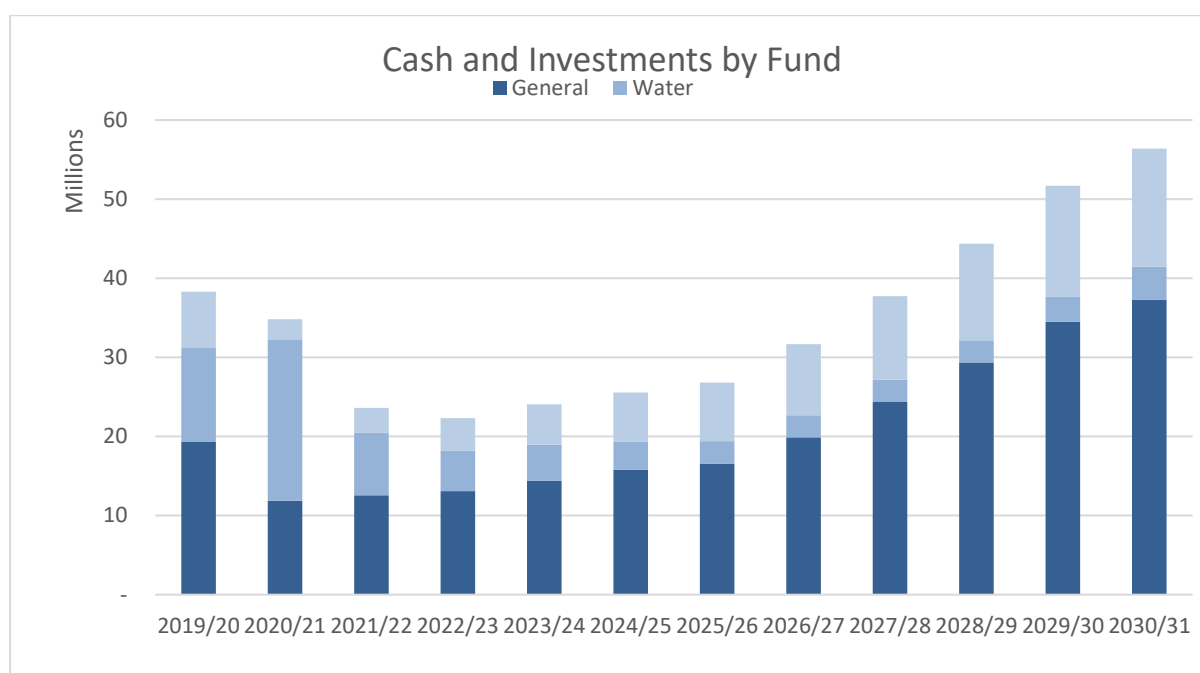
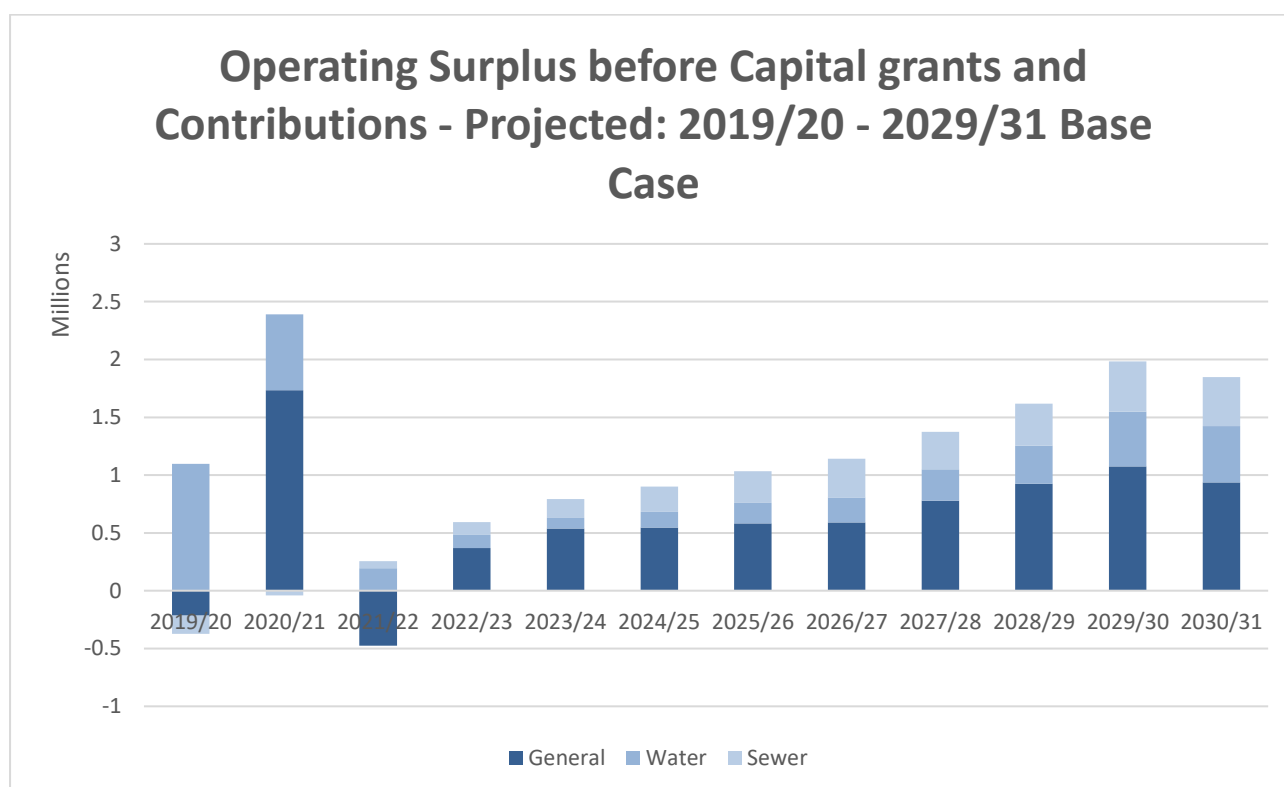
The base case scenario (Appendices 1 – 4) is that previously described in section 5 and is in part repeated as part of the modelling undertaken by Council Officers. The base case scenario reflects the expected financial outcomes from the Council's service delivery and policy settings set out in its 4-year **Delivery Program 2017 – 2022** and is for the LTFP projected until 2031. As part of the review of this LTFP the base case scenario continues to reflect the expected financial outcomes described by the current Council's COVID19 extended 5-year **Delivery Program 2017 – 2022**.

As with any financial projection, the financial predictions become less certain as the projection is pushed further into the future.

Income statement: The operating surplus before capital grants and contributions is forecast to increase gradually to around \$1.84m by 2030/31.

No new income streams are anticipated, although some modest growth in rateable properties as a result of growth predominately in Tocumwal and Barooga, and as a result of Council subdivision in Finley will help to grow the underlying rate base.

Balance Sheet and Cash Flow Statement: Council's cash and investments are forecast to generally increase over the ten-year life of the base case scenario – from \$23.6m in June 2022 – to \$56.4m in June 2031.

Figure 2 Cash and Investments by Fund**Figure 3 Operating Surplus before Capital grants and Contributions - Projected: 2019/20 - 2029/31 Base Case**

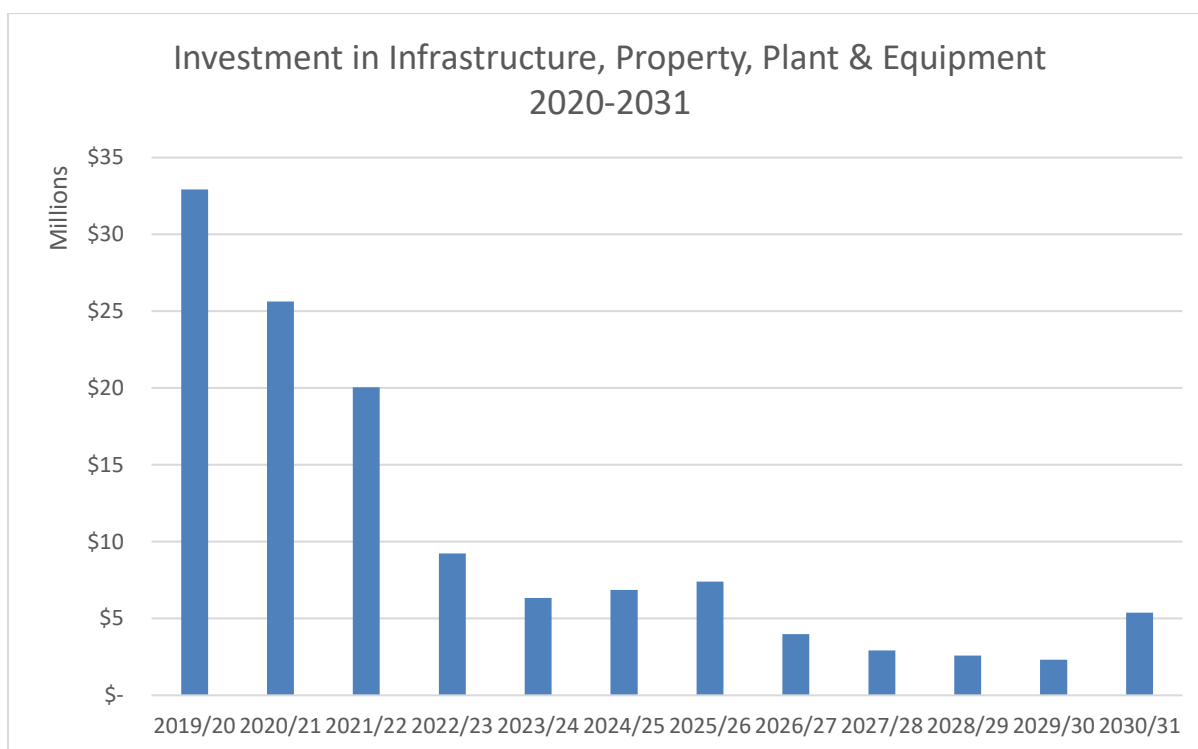


Figure 4 Investment in Infrastructure, Property, Plant & Equipment

Scenario 2 – Operation of the Tocumwal Foreshore development:

Scenario 2 (Appendices 5 - 8) models the impact of the Council delivering, funding and operating the proposed new facilities included in Tocumwal Foreshore development masterplan: facilities that include a splash park, town square and extended riverside dining area.

The scenario includes the cost of financing the development (including an internal loan of \$500,000 over 10 years) and the additional operating, maintenance and depreciation costs associated with the project.

An analysis of the modelled scenario indicates that the development will have an impact on the Council's financial performance and position; however the Council can comfortably manage to maintain an operating surplus and meet its financial benchmarks

Income statement: Under Scenario 1, the operating surplus before capital grants

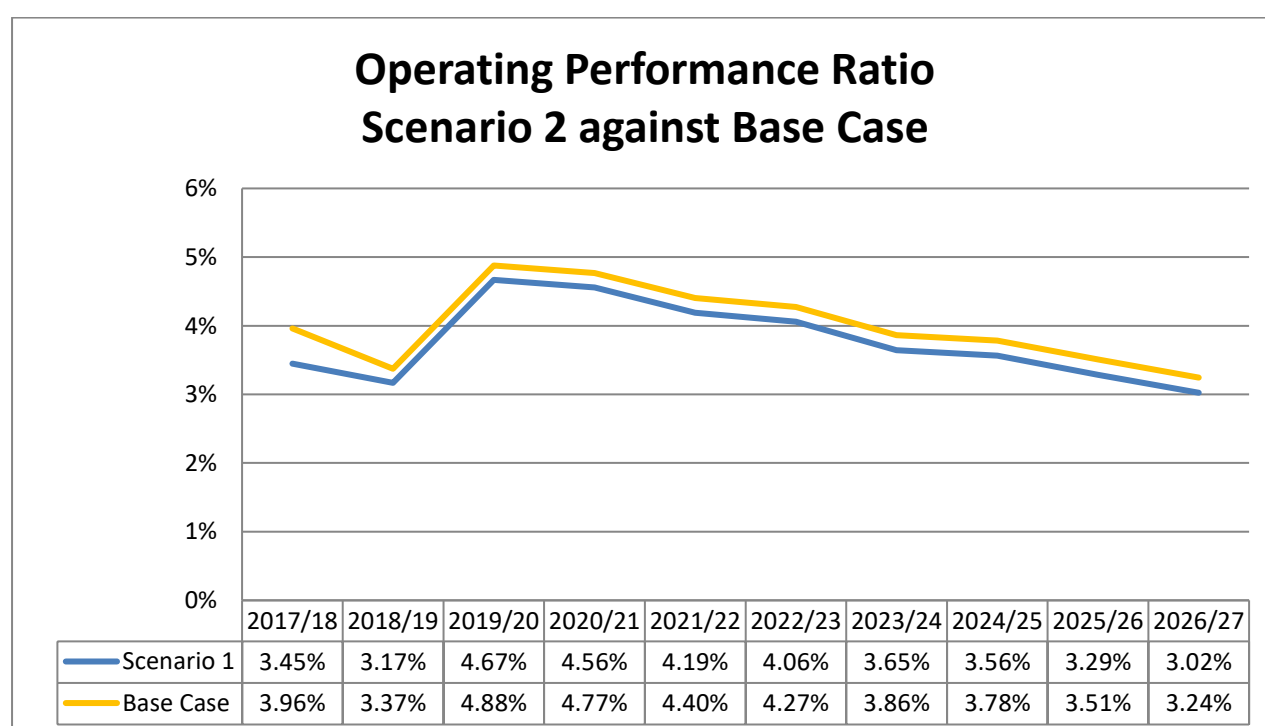
and contributions in the Council's general fund is expected to remain in surplus each year, however, the surplus expected to be approximately \$30,000 to \$60,000 less year on year when compared to the base case.

The Operating Performance Ratio in the General Fund under Scenario 1, while less than the base case, remains comfortably above the Council's benchmark of 2%

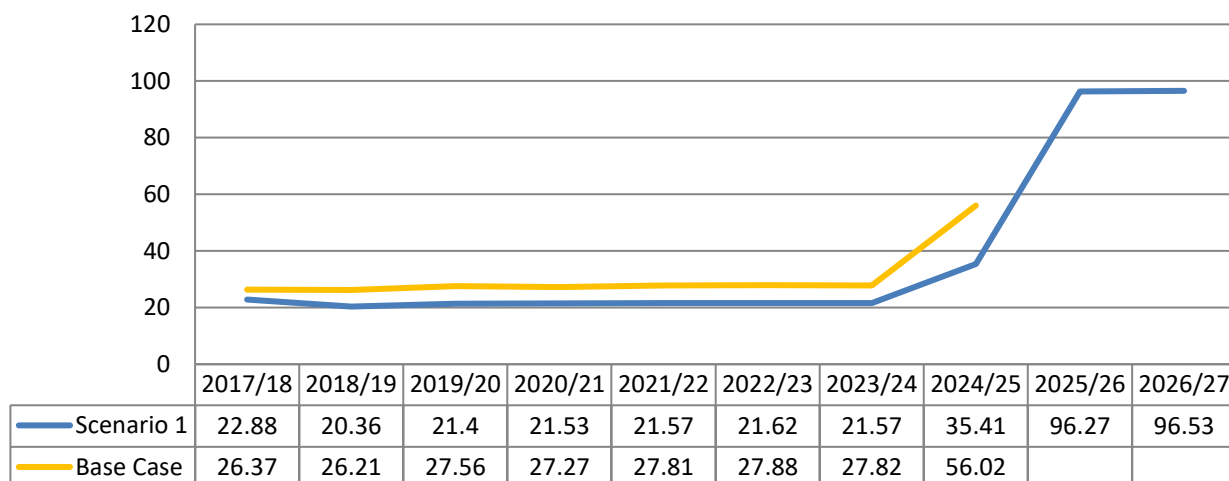
Balance Sheet and Cash Flow

Statement: Under Scenario 1, the Council's total borrowings in its General Fund will increase by \$500,000 in 2017/18 with the Fund not returning to a debt-free status until 2026/27.

Debt redemption (principal and interest) is expected to be approximately \$58,333 per annum. The Debt Service Cover ratio will decline somewhat on a year to year basis but will still remain well above the Council's adopted benchmark.



Debt Service Cover Ratio Scenario 2 against Base Case



Scenario 3 – Continuation of the Financial Assistance Grant pause:

Scenario 3 (Appendices 9 - 12) models the impact of the Federal Government electing to continue their three year “pause” on indexation of the Financial Assistance Grant (FAG) for a further four years.

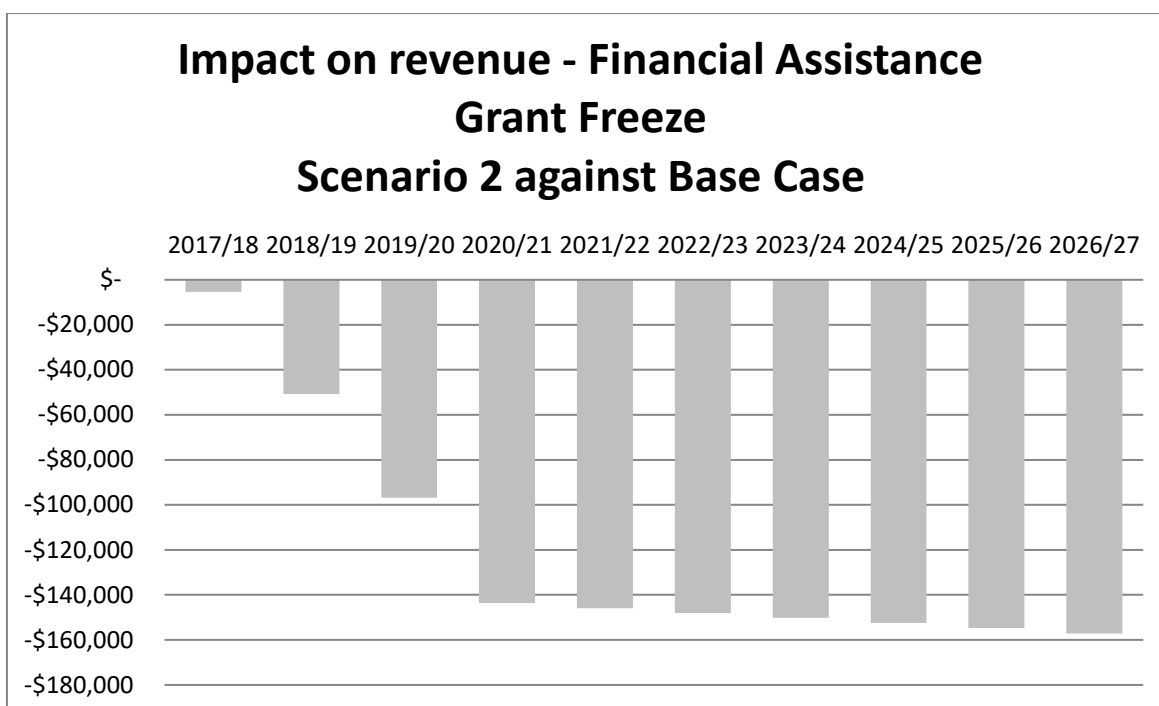
FAG is an untied payment made to Councils annually to assist them to deliver services essential to their community. In the case of Berrigan Shire, FAG totals over \$4m or nearly 20% of its overall budget.

Until 2014/15, the Federal Government would increase the pool of funds to be distributed to Councils as FAG based on a cost index – i.e. indexation – thus allowing Councils to keep up with inflation. In that year, the Federal Government temporarily “paused” this indexation.

This pause is due to expire in 2017/18. However the Federal Government having set the precedent may similarly choose to index or not index the FAG. This uncertainty around FAG creates a real risk for the Council. The modelling for Scenario 2 is therefore, an attempt to determine the impact of the continuation of a FAG indexation “pause” on the delivery of Council services.

The model for Scenario 2 includes two steps

1. Pausing the indexing of FAG for the period 2017/18 to 2020/21 – i.e. no increase in FAG is assumed
2. Reducing Council expenditure on services to cover all but \$30,000 of the shortfall



Income statement: Given the model for Scenario 2, the operating surplus before capital grants and contributions in the Council's general fund will be approximately \$30,000 to \$40,000 less year on year when compared to the base case.

However, income from FAG will have declined year on year, starting at \$50,800 in 2018/19 and increasing to \$157,105 in 2026/27. Over the life of this plan, revenue will have declined by \$1.2m

Absorbing this loss of revenue is not a sustainable long term position for the Council and costs must be cut to match expenditure. This model cuts expenditure by approximately \$100,000 to \$120,000 year-on-year from 2020/21 onwards.

Cutting expenditure means the Council will have to reduce services. Much of the Council's services are compulsory in nature – i.e.: building regulation and road maintenance services that cannot be cut beyond a certain point.

To put this level of expenditure cut in context, it may be useful to consider the Berrigan Shire Library Service.

The library service has 73 hours of operation per week across its four branches. Cutting expenditure to this service by \$120,000 would require reducing this service's operating hours to around 50 hours of operation of week – i.e. each branch would be open for one less day per week. In the case of the Berrigan branch, this could mean the Berrigan library only open for Tuesday and for Saturday morning.

Balance Sheet and Cash Flow

Statement: Under Scenario 2, there would be little change in the Council's cash flow or balance sheet as it would have reduced services to match its income.

However, had it failed to do so, its cash position would have declined by around \$1m over the life of this plan, meaning Council's unrestricted cash holdings would be essentially static over that period.

APPENDICIES

Appendix 1 – Reviewed (June 2021) Base Case
Projected Income and Expenditure

Appendix 2 – Reviewed (June 2021) Base Case
Projected Balance Sheet

Appendix 3 – Reviewed (June 2021) Base Case
Projected Cash Flow

Appendix 4 – Reviewed (June 2019) Base Case
Key Performance Indicators

Appendix 5 – Scenario 2 Projected Income and
Expenditure (June 2017/18)

Appendix 6 – Scenario 2 Projected Balance
Sheet (June 2017/18)

Appendix 7 – Scenario 2 Projected Cash Flow
(June 2017/18)

Appendix 8 – Scenario 2 Key Performance
Indicators (June 2017/18)

Appendix 9 – Scenario 3 Projected Income and
Expenditure (June 2017/18)

Appendix 10 – Scenario 3 Projected Balance
Sheet (June 2017/18)

Appendix 11 – Scenario 3 Projected Cash Flow
(June 2017/18)

Appendix 12 – Scenario 3 Key Performance
Indicators (June 2017/18)

Appendix 13 – Berrigan Shire Council Financial
Strategy 2021

Appendix 13 – Berrigan Shire Council Financial Strategy 2016

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - CONSOLIDATED Scenario: Base Case												
	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,570,000	10,737,637	11,106,000	11,359,000	11,612,000	11,875,000	12,138,000	12,411,000	12,627,000	12,911,000	13,102,000	13,064,000
User Charges & Fees	2,648,000	2,006,960	1,911,000	1,931,000	1,949,000	1,972,000	1,991,000	2,018,000	2,030,000	2,044,000	2,018,000	2,018,000
Other Revenues	1,010,000	1,253,530	726,582	622,196	628,825	637,495	646,186	654,938	655,938	657,133	658,046	659,822
Grants & Contributions provided for Operating Purposes	7,834,000	8,653,832	6,633,161	6,674,264	6,821,809	6,917,825	7,018,241	7,123,386	7,229,994	7,337,194	7,451,018	7,508,378
Grants & Contributions provided for Capital Purposes	3,631,000	11,297,400	2,482,000	1,524,000	1,247,000	1,257,000	1,277,000	1,219,000	1,218,000	1,216,000	1,215,000	1,380,000
Interest & Investment Revenue	669,000	783,469	784,000	795,000	768,000	806,000	843,000	904,000	948,000	996,000	1,005,000	1,005,000
Other Income:												
Net Gains from the Disposal of Assets	-	30,000	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-	-	-
Rental Income	152,000	-	-	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	26,514,000	34,762,828	23,642,743	22,957,460	23,078,634	23,517,320	23,965,427	24,382,324	24,760,932	25,213,327	25,501,064	25,687,200
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,617,000	4,652,520	4,815,484	4,939,900	5,062,527	5,190,377	5,317,477	5,452,816	5,581,917	5,711,754	5,841,106	5,921,438
Borrowing Costs	257,000	92,431	131,803	124,520	104,694	84,740	70,633	57,877	44,825	31,471	17,806	6,321
Materials & Contracts	5,109,000	7,450,863	7,068,012	7,139,469	7,139,946	7,243,432	7,334,924	7,463,439	7,486,439	7,533,439	7,390,927	7,432,508
Depreciation & Amortisation	6,225,000	6,369,518	6,429,650	6,493,325	6,559,028	6,622,758	6,691,516	6,757,300	6,766,113	6,783,953	6,765,823	6,768,721
Impairment of investments	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,394,000	2,551,768	2,936,621	2,141,748	2,171,738	2,217,767	2,240,816	2,289,908	2,288,908	2,319,911	2,288,037	2,330,664
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	558,000	-	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,160,000	21,117,100	21,381,570	20,838,962	21,037,933	21,359,074	21,655,366	22,021,340	22,168,202	22,380,528	22,303,699	22,459,652
Operating Result from Continuing Operations	4,354,000	13,645,728	2,261,173	2,118,498	2,040,701	2,158,246	2,310,061	2,360,984	2,592,730	2,832,799	3,197,365	3,227,548
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	4,354,000	13,645,728	2,261,173	2,118,498	2,040,701	2,158,246	2,310,061	2,360,984	2,592,730	2,832,799	3,197,365	3,227,548
Net Operating Result before Grants and Contributions provided for Capital Purposes	723,000	2,348,328	(220,827)	594,498	793,701	901,246	1,033,061	1,141,984	1,374,730	1,616,799	1,982,365	1,847,548

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - CONSOLIDATED
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
ASSETS												
Current Assets												
Cash & Cash Equivalents	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777	4,816,251	9,720,754	15,826,938	22,469,312	29,778,125	34,498,609
Investments	27,046,000	20,515,288	21,180,280	20,859,860	21,182,689	21,435,584	22,002,703	21,938,907	21,912,441	21,912,441	21,912,441	21,912,441
Receivables	1,743,000	2,452,794	2,288,766	2,315,108	2,356,092	2,405,048	2,441,668	2,520,366	2,603,351	2,695,884	2,764,375	2,804,436
Inventories	275,000	2,480,166	2,275,086	2,295,534	2,281,416	2,315,088	2,342,338	2,385,708	2,388,087	2,396,728	2,356,612	2,376,125
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Other	51,000	154,075	153,802	137,652	137,407	139,651	141,172	143,865	143,822	144,651	142,538	144,329
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	40,360,000	39,902,708	28,336,200	27,048,563	28,847,397	30,404,147	31,744,134	36,709,599	42,874,640	49,619,017	56,954,091	61,735,940
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	302,964,000	321,514,593	334,771,943	337,272,618	336,792,590	336,780,832	337,244,316	334,089,016	329,945,903	325,466,950	320,727,127	319,057,406
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	302,964,000	321,523,979	334,781,329	337,282,004	336,801,976	336,790,218	337,253,702	334,098,402	329,955,289	325,476,336	320,736,513	319,066,792
TOTAL ASSETS	343,324,000	361,426,687	363,117,529	364,330,567	365,649,373	367,194,365	368,997,835	370,808,000	372,829,928	375,095,353	377,690,603	380,802,732
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	1,975,000	2,518,435	2,383,589	2,226,014	2,228,617	2,262,856	2,300,569	2,310,886	2,311,064	2,327,990	2,315,767	2,363,563
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	622,000	848,385	492,286	442,301	435,527	441,619	448,610	451,527	457,651	463,808	470,274	482,475
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	259,000	630,790	699,325	719,171	655,052	552,786	565,564	578,638	592,015	596,356	425,250	60,029
Provisions	2,702,000	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	5,558,000	6,757,636	6,335,226	6,147,513	6,079,222	6,017,286	6,074,770	6,101,078	6,120,757	6,148,181	5,971,316	5,666,094
Non-Current Liabilities												
Payables	-	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	1,567,000	4,882,349	4,734,428	4,016,682	3,363,077	2,811,759	2,247,685	1,670,558	1,080,077	485,279	60,029	249,833
Provisions	688,000	629,974	629,974	629,974	629,974	629,974	629,974	629,974	629,974	629,974	629,974	629,974
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	2,255,000	5,512,323	5,364,402	4,646,656	3,993,051	3,441,733	2,877,659	2,300,532	1,710,051	1,115,253	690,003	879,807
TOTAL LIABILITIES	7,813,000	12,269,959	11,699,628	10,794,168	10,072,273	9,459,019	8,952,428	8,401,609	7,830,807	7,263,433	6,661,319	6,545,901
Net Assets	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346	360,045,407	362,406,391	364,999,121	367,831,920	371,029,284	374,256,832
EQUITY												
Retained Earnings	122,304,000	135,949,728	138,210,901	140,329,399	142,370,100	144,528,346	146,838,407	149,199,391	151,792,121	154,624,920	157,822,284	161,049,832
Revaluation Reserves	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000
Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346	360,045,407	362,406,391	364,999,121	367,831,920	371,029,284	374,256,832
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346	360,045,407	362,406,391	364,999,121	367,831,920	371,029,284	374,256,832

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - CONSOLIDATED
Scenario: Base Case

	Actuals 2019/20	Current Year 2020/21	2021/22	2022/23	2023/24	2024/25	Projected Years					
	\$	\$	\$	\$	\$	\$	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
							\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	10,927,000	10,744,170	11,106,025	11,352,056	11,604,920	11,867,719	12,130,719	12,403,238	12,622,183	12,903,007	13,094,741	13,063,827
User Charges & Fees	2,582,000	1,503,328	1,937,364	1,922,659	1,941,866	1,962,302	1,983,054	2,007,343	2,025,119	2,038,993	2,027,888	2,018,000
Investment & Interest Revenue Received	814,000	801,075	786,261	784,949	749,559	785,827	832,841	855,769	883,589	925,458	932,367	965,716
Grants & Contributions	11,381,000	20,341,051	8,794,558	8,153,262	8,062,710	8,180,310	8,301,536	8,345,012	8,453,508	8,558,737	8,671,839	8,899,364
Bonds & Deposits Received	187,000	-	-	-	-	-	-	-	-	-	-	-
Other	2,634,000	802,505	839,567	673,567	677,144	683,849	693,200	700,849	705,568	706,727	713,469	710,985
Payments:												
Employee Benefits & On-Costs	(8,910,000)	(4,608,588)	(4,809,609)	(4,934,093)	(5,056,360)	(5,184,201)	(5,310,982)	(5,446,356)	(5,576,099)	(5,705,931)	(5,835,190)	(5,917,801)
Materials & Contracts	(4,978,000)	(8,928,183)	(6,864,664)	(7,303,167)	(7,127,883)	(7,257,071)	(7,348,541)	(7,482,760)	(7,489,088)	(7,534,579)	(7,369,885)	(7,436,124)
Borrowing Costs	(41,000)	(92,431)	(131,803)	(124,520)	(104,694)	(84,740)	(70,633)	(57,877)	(44,825)	(31,471)	(17,806)	(6,321)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,386,000)	(2,559,507)	(2,936,428)	(2,142,563)	(2,171,596)	(2,217,468)	(2,240,561)	(2,289,572)	(2,288,745)	(2,319,694)	(2,287,999)	(2,330,453)
Net Cash provided (or used in) Operating Activities	12,210,000	18,003,421	8,721,270	8,382,149	8,575,667	8,736,528	8,970,632	9,035,644	9,291,211	9,541,247	9,929,423	9,967,192
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	954,000	6,530,712	-	854,099	577,171	1,047,105	658,243	63,796	26,466	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	870,000	54,000	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	291,000	707,000	359,000	241,000	251,000	251,000	251,000	373,000	310,000	291,000	291,000	291,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	93,519	1,384	1,405	1,425	1,447	1,468	1,489	1,512	1,534	1,557	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	-	-	(664,991)	(533,679)	(900,000)	(1,300,000)	(1,225,363)	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,290,000)	(25,925,504)	(20,197,991)	(9,243,505)	(6,336,709)	(6,862,044)	(7,395,721)	(4,003,863)	(2,944,366)	(2,599,393)	(2,316,811)	(5,362,290)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(9,175,000)	(18,540,273)	(20,502,598)	(8,680,681)	(6,407,112)	(6,862,493)	(7,710,372)	(3,565,578)	(2,606,388)	(2,306,859)	(2,024,254)	(5,071,290)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	1,000,000	4,000,000	550,000	-	-	-	-	-	-	-	-	285,363
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(168,000)	(407,764)	(630,790)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(460,780)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	832,000	3,592,236	(80,790)	(699,325)	(719,171)	(655,052)	(552,786)	(565,564)	(578,638)	(592,015)	(596,356)	(175,417)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,867,000	3,055,384	(11,862,118)	(997,856)	1,449,384	1,218,984	707,474	4,904,502	6,106,185	6,642,374	7,308,813	4,720,485
plus: Cash & Cash Equivalents - beginning of year	7,378,000	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777	4,816,251	9,720,754	15,826,938	22,469,312	29,778,125
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777	4,816,251	9,720,754	15,826,938	22,469,312	29,778,125	34,498,609
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777	4,816,251	9,720,754	15,826,938	22,469,312	29,778,125	34,498,609
Investments - end of the year	27,046,000	20,515,288	21,180,280	20,859,860	21,182,689	21,435,584	22,002,703	21,938,907	21,912,441	21,912,441	21,912,441	21,912,441
Cash, Cash Equivalents & Investments - end of the year	38,291,000	34,815,672	23,618,545	22,300,269	24,072,483	25,544,361	26,818,955	31,659,661	37,739,380	44,381,753	51,690,566	56,411,051
Representing:												
- External Restrictions	24,675,000	28,928,673	17,771,555	16,742,600	17,965,478	18,874,266	20,205,922	22,516,650	24,904,946	27,455,799	30,501,687	33,406,498
- Internal Restrictions	5,560,000	4,538,000	4,933,000	4,999,000	5,551,000	6,209,000	6,235,000	6,335,000	7,495,000	8,161,000	8,161,000	8,810,000
- Unrestricted	8,056,000	1,348,999	913,991	558,670	556,004	461,095	378,033	2,808,011	6,005,434	9,430,955	13,027,878	14,194,553
Cash, Cash Equivalents & Investments - end of the year	38,291,000	34,815,672	23,618,545	22,300,269	24,072,483	25,544,361	26,818,955	31,659,661	37,739,380	44,381,753	51,690,566	56,411,051

Appendix IV - Base Case Financial Performance Indicators

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS

Scenario: Base Case

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 1)					53.21%	56.61%	66.61%	65.64%	65.32%	66.05%	66.66%	66.96%	67.25%	67.52%	67.81%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 1)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TCorp Ratios															
Operating Performance Ratio 2)					10.18%	4.73%	4.62%	5.96%	6.19%	6.23%	6.57%	6.75%	7.19%	7.46%	7.80%
Own Source Operating Revenue Ratio 2)					48.03%	51.04%	60.01%	59.14%	58.82%	59.43%	59.83%	59.89%	59.94%	59.98%	59.99%
Unrestricted Current Ratio					3.08	3.25	3.30	3.22	3.34	3.58	3.71	4.06	4.58	4.95	5.32
Debt Service Cover Ratio 2)					25.59	34.28	34.51	36.23	36.81	37.32	37.96	38.54	78.85	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.75	0.72	0.71	0.70
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.19	1.82	2.19	2.72	3.82	4.59	4.86	7.98
Interest Cover Ratio					131.47	132.83	152.32	187.21	233.01	305.95	458.28	889.23	6323.57	0.00	0.00

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
INCOME STATEMENT - CONSOLIDATED
Scenario: Tocumwal Foreshore Operating Costs & Loan

	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	535	544	553	563	573	583	593	603	614	625
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,250	6,307	6,647	6,712	6,777	6,843	6,910	6,978	7,052	7,128
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
Other Income:												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,887	23,202	22,077	19,143	19,805	20,304	20,490	20,752	21,139	21,540	21,944	22,375
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,132	4,234	4,337	4,444	4,552	4,664	4,778	4,895	5,015
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	0
Materials & Contracts	3,031	6,555	5,903	5,982	6,092	6,164	6,257	6,352	6,472	6,545	6,643	6,744
Depreciation & Amortisation	5,758	5,876	5,967	6,026	6,086	6,147	6,225	6,270	6,333	6,396	6,459	6,524
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,015	2,051	2,087	2,124	2,162	2,201	2,240	2,280	2,321
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	18,805	17,935	18,201	18,502	18,767	19,075	19,353	19,678	19,960	20,278	20,604
Operating Result from Continuing Operations	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,131	825	867	1,155	1,217	1,245	1,334	1,395	1,515	1,600	1,705

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2027 BALANCE SHEET - CONSOLIDATED Scenario: Tocumwal Foreshore Operating Costs & Loan												
	Actuals 2015/16 \$'000	Current Year 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projected Years					
							2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,125	2,756	1,787	1,604	1,860	1,525	1,972	2,609	3,902	4,848	5,263	9,025
Investments	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526
Receivables	1,230	1,297	1,287	1,283	1,304	1,331	1,364	1,393	1,427	1,466	1,506	1,548
Inventories	223	530	473	479	487	491	498	504	513	517	524	531
Other	27	71	61	62	63	64	65	66	67	68	69	70
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	22,970	22,405	22,704	23,489	24,187	26,574	29,048	31,985	35,276	38,889	42,701
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	108
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,722	228,061	228,450	229,143	228,022	226,792	225,160	223,372	221,455	219,444
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,987	223,630	227,919	228,259	228,647	229,340	228,220	226,990	225,358	223,570	221,653	219,671
TOTAL ASSETS	241,222	246,600	250,324	250,963	252,137	253,527	254,794	256,038	257,342	258,846	260,541	262,371
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,897	1,749	1,782	1,804	1,832	1,861	1,897	1,920	1,950	1,981
Borrowings	253	149	155	162	169	176	184	192	99	0	-	29
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,823	4,964	4,701	4,559	4,599	4,629	4,665	4,702	4,645	4,569	4,599	4,659
Non-Current Liabilities												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,136	981	820	651	475	291	99	0	(0)	(0)	-
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,651	1,491	1,336	1,174	1,005	829	645	453	354	354	354	354
TOTAL LIABILITIES	5,474	6,455	6,036	5,733	5,605	5,458	5,310	5,155	5,000	4,923	4,954	5,013
Net Assets	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358
EQUITY												
Retained Earnings	100,527	104,924	109,067	110,009	111,311	112,848	114,263	115,662	117,122	118,701	120,367	122,137
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358

Berrigan Shire Council												
10 Year Financial Plan for the Years ending 30 June 2027												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Tocumwal Foreshore Operating Costs & Loan												
	Actuals	Current Year					Projected Years					
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884
Interest & Investment Revenue Received	743	623	723	750	758	776	796	852	914	982	1,049	1,132
Grants & Contributions	10,579	10,857	9,568	6,382	6,795	7,032	6,947	6,908	6,975	7,043	7,117	7,193
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-
Other	1,666	527	542	560	552	562	573	583	593	604	615	625
Payments:												
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,305)	(4,234)	(4,337)	(4,444)	(4,552)	(4,664)	(4,778)	(4,895)	(5,015)
Materials & Contracts	(4,705)	(5,705)	(6,106)	(5,967)	(6,072)	(6,150)	(6,240)	(6,334)	(6,450)	(6,530)	(6,624)	(6,724)
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	(0)
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-
Other	(1,943)	(2,256)	(1,994)	(2,014)	(2,050)	(2,086)	(2,123)	(2,161)	(2,200)	(2,240)	(2,280)	(2,321)
Net Cash provided (or used in) Operating Activities	11,201	11,095	9,910	6,821	7,394	7,676	7,631	7,664	7,788	7,956	8,110	8,278
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	-	1,513	70	320	-	-	-	-	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	148	-	0	0	0	-	0	-	-	0	-	0
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,354)	(5,329)	(4,981)	(4,899)	(4,833)	(4,804)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	(79)	-	(1,000)	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,505)	(12,194)	(11,735)	(6,846)	(6,975)	(7,840)	(7,005)	(6,840)	(6,300)	(6,908)	(7,692)	(4,513)
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	1,000	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings & Advances	(262)	(265)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(0)	-
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(262)	(265)	851	(155)	(162)	(169)	(176)	(184)	(192)	(99)	(0)	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(566)	(1,364)	(974)	(180)	258	(332)	450	640	1,296	949	418	3,765
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284
Cash & Cash Equivalents - end of the year	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284	9,049
Cash & Cash Equivalents - end of the year	4,125	2,761	1,787	1,607	1,865	1,532	1,982	2,622	3,917	4,866	5,284	9,049
Investments - end of the year	19,630	18,317	18,796	19,276	19,776	20,776	22,676	24,476	26,076	28,376	31,526	31,526
Cash, Cash Equivalents & Investments - end of the year	23,755	21,077	20,583	20,883	21,641	22,308	24,658	27,098	29,993	33,243	36,810	40,575
Representing:												
- External Restrictions	14,018	13,832	13,255	13,902	14,774	15,134	16,824	18,889	21,213	23,604	26,239	29,036
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006
- Unrestricted	5,088	3,374	3,548	3,110	3,112	3,253	3,386	3,298	3,379	3,719	4,117	4,533
	23,755	21,077	20,583	20,883	21,641	22,308	24,658	27,098	29,993	33,243	36,810	40,575

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
EQUITY STATEMENT - CONSOLIDATED
Scenario: Tocumwal Foreshore Operating Costs & Loan

	Actuals 2015/16 \$'000	Current Year 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projected Years					
							2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Opening Balance	231,081	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	(1,215)	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	5,882	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
Total Recognised Income & Expenses (c&d)	4,667	4,397	4,143	942	1,303	1,537	1,415	1,399	1,460	1,580	1,665	1,770
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,145	244,288	245,230	246,532	248,069	249,484	250,883	252,343	253,922	255,588	257,358

Appendix VIII - Scenario 3 Financial Performance Indicators

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS

Scenario: Tocumwal Foreshore Operating Costs & Loan

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 1)					53.21%	56.66%	66.66%	65.69%	65.37%	66.10%	66.71%	67.00%	67.30%	67.57%	67.85%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 1)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TCorp Ratios															
Operating Performance Ratio 2)					10.18%	4.40%	4.55%	5.87%	6.09%	6.13%	6.45%	6.62%	7.05%	7.31%	7.64%
Own Source Operating Revenue Ratio 2)					48.03%	50.98%	59.93%	59.06%	58.73%	59.34%	59.74%	59.81%	59.85%	59.89%	59.90%
Unrestricted Current Ratio					3.08	3.39	3.44	3.34	3.44	3.66	3.77	4.10	4.60	4.94	5.24
Debt Service Cover Ratio 2)					24.70	34.13	34.61	36.31	36.89	37.38	38.01	38.59	78.92		
Capital Expenditure Ratio					2.30	1.72	1.06	1.06	1.11	0.82	0.80	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	1.80	1.59	1.80	1.45	1.84	2.40	3.51	4.29	4.57	7.69
Interest Cover Ratio					131.47	132.26	152.72	187.64	233.48	306.47	458.94	890.26	6327.13	0.00	

Appendix IX - Scenario 3 Income Statement

Berrigan Shire Council 10 Year Financial Plan for the Years ending 30 June 2027 INCOME STATEMENT - CONSOLIDATED Scenario: Continuing Financial Assistance Grant Freeze												
	Actuals	Current Year	Projected Years									
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	9,201	9,449	9,586	9,781	9,982	10,188	10,397	10,612	10,831	11,054	11,282	11,515
User Charges & Fees	2,367	1,694	1,669	1,691	1,714	1,738	1,762	1,786	1,812	1,838	1,861	1,888
Interest & Investment Revenue	722	617	720	745	760	784	811	863	929	1,001	1,070	1,154
Other Revenues	820	585	509	517	526	535	544	553	563	572	582	593
Grants & Contributions provided for Operating Purposes	7,993	8,591	6,245	6,256	6,550	6,568	6,631	6,695	6,760	6,826	6,897	6,971
Grants & Contributions provided for Capital Purposes	2,586	2,267	3,318	75	148	320	170	65	65	65	65	65
Other Income:												
Net gains from the disposal of assets	198	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	23,887	23,202	22,046	19,065	19,680	20,132	20,315	20,574	20,958	21,356	21,757	22,185
Expenses from Continuing Operations												
Employee Benefits & On-Costs	7,188	3,998	4,034	4,119	4,189	4,262	4,366	4,473	4,583	4,695	4,810	4,928
Borrowing Costs	87	61	52	45	39	32	24	17	9	1	-	-
Materials & Contracts	3,031	6,555	5,847	5,917	6,010	6,070	6,164	6,256	6,373	6,442	6,538	6,635
Depreciation & Amortisation	5,758	5,876	5,935	5,994	6,054	6,114	6,193	6,237	6,299	6,362	6,425	6,489
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,941	2,314	1,980	2,065	2,101	2,130	2,168	2,206	2,244	2,284	2,324	2,365
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	18,005	18,805	17,848	18,140	18,392	18,608	18,916	19,188	19,509	19,784	20,097	20,417
Operating Result from Continuing Operations	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,296	2,131	880	850	1,140	1,205	1,229	1,321	1,385	1,507	1,595	1,703

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
BALANCE SHEET - CONSOLIDATED
Scenario: Continuing Financial Assistance Grant Freeze

	Actuals 2015/16 \$'000	Current Year 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projected Years					
							2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
ASSETS												
Current Assets												
Cash & Cash Equivalents	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164
Investments	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112
Receivables	1,230	1,297	1,277	1,272	1,293	1,320	1,353	1,383	1,417	1,456	1,497	1,540
Inventories	223	530	469	473	479	483	490	496	504	509	515	522
Other	27	71	61	62	63	63	64	65	67	67	68	69
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,235	22,981	22,424	22,686	23,420	24,067	26,421	28,862	31,769	35,032	38,619	42,407
Non-Current Assets												
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Receivables	-	79	79	79	79	79	79	79	79	79	79	79
Inventories	185	118	118	118	118	118	118	118	118	118	118	118
Infrastructure, Property, Plant & Equipment	215,802	223,433	227,753	228,125	228,546	229,271	228,169	226,958	225,344	223,576	221,679	219,688
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Investment Property	-	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	215,987	223,630	227,951	228,322	228,743	229,469	228,367	227,155	225,542	223,774	221,876	219,885
TOTAL ASSETS	241,222	246,612	250,375	251,009	252,163	253,536	254,788	256,018	257,311	258,805	260,495	262,293
LIABILITIES												
Current Liabilities												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	-
Payables	929	2,167	1,881	1,744	1,772	1,789	1,818	1,846	1,881	1,903	1,932	1,962
Borrowings	253	149	155	162	169	176	184	192	99	-	-	-
Provisions	2,641	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649	2,649
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	3,823	4,964	4,685	4,555	4,590	4,614	4,651	4,686	4,629	4,552	4,581	4,611
Non-Current Liabilities												
Payables	-	8	8	8	8	8	8	8	8	8	8	8
Borrowings	1,297	1,148	993	831	662	486	302	110	11	11	11	11
Provisions	354	346	346	346	346	346	346	346	346	346	346	346
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,651	1,502	1,347	1,185	1,017	841	657	465	366	366	366	366
TOTAL LIABILITIES	5,474	6,466	6,032	5,740	5,606	5,454	5,307	5,151	4,995	4,918	4,947	4,977
Net Assets	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316
EQUITY												
Retained Earnings	100,527	104,924	109,123	110,048	111,336	112,861	114,259	115,645	117,095	118,667	120,327	122,095
Revaluation Reserves	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221	135,221
Council Equity Interest	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316
Minority Equity Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total Equity	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316

Appendix XI - Scenario 3 Cash Flow Statement

Berrigan Shire Council													
10 Year Financial Plan for the Years ending 30 June 2027													
CASH FLOW STATEMENT - CONSOLIDATED													
Scenario: Continuing Financial Assistance Grant Freeze													
	Actuals	Current Year					Projected Years						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	9,275	9,328	9,580	9,771	9,972	10,178	10,387	10,601	10,820	11,043	11,271	11,504	
User Charges & Fees	2,937	1,712	1,676	1,688	1,711	1,734	1,758	1,783	1,808	1,834	1,857	1,884	
Interest & Investment Revenue Received	743	622	730	749	758	776	795	852	914	981	1,048	1,131	
Grants & Contributions	10,579	10,857	9,562	6,331	6,698	6,888	6,801	6,760	6,825	6,891	6,962	7,036	
Bonds & Deposits Received	10	-	-	-	-	-	-	-	-	-	-	-	
Other	1,666	522	519	532	522	532	542	551	560	570	580	590	
Payments:													
Employee Benefits & On-Costs	(7,279)	(3,930)	(4,026)	(4,291)	(4,189)	(4,262)	(4,366)	(4,473)	(4,583)	(4,695)	(4,810)	(4,928)	
Materials & Contracts	(4,705)	(5,705)	(6,060)	(5,891)	(5,992)	(6,060)	(6,146)	(6,238)	(6,351)	(6,429)	(6,519)	(6,616)	
Borrowing Costs	(29)	(61)	(52)	(45)	(39)	(32)	(24)	(17)	(9)	(1)	-	-	
Bonds & Deposits Refunded	(53)	-	-	-	-	-	-	-	-	-	-	-	
Other	(1,943)	(2,256)	(1,989)	(2,064)	(2,100)	(2,130)	(2,167)	(2,205)	(2,243)	(2,283)	(2,323)	(2,364)	
Net Cash provided (or used in) Operating Activities	11,201	11,089	9,940	6,781	7,342	7,625	7,580	7,614	7,740	7,911	8,066	8,237	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities	-	1,502	517	299	-	-	-	-	-	-	-	-	
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Real Estate Assets	330	-	-	-	-	-	-	-	-	-	-	-	
Sale of Infrastructure, Property, Plant & Equipment	164	459	346	399	456	314	249	289	281	291	291	291	
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors Receipts	148	-	-	-	-	-	-	-	-	-	-	-	
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Purchase of Investment Securities	(3,000)	(200)	(550)	(800)	(500)	(1,000)	(1,900)	(1,800)	(1,600)	(2,300)	(3,150)	-	
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Infrastructure, Property, Plant & Equipment	(9,068)	(13,966)	(10,602)	(6,765)	(6,930)	(7,154)	(5,339)	(5,314)	(4,967)	(4,884)	(4,818)	(4,789)	
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Debtors & Advances Made	(79)	-	-	-	-	-	-	-	-	-	-	-	
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-	-	-	
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash provided (or used in) Investing Activities	(11,505)	(12,205)	(10,289)	(6,867)	(6,975)	(7,840)	(6,990)	(6,825)	(6,286)	(6,893)	(7,677)	(4,498)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-	-	
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-	-	-	
Payments:													
Repayment of Borrowings & Advances	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-	
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-	
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-	-	-	
Net Cash Flow provided (used in) Financing Activities	(262)	(254)	(149)	(155)	(162)	(169)	(176)	(184)	(192)	(99)	-	-	
Net Increase/(Decrease) in Cash & Cash Equivalents	(566)	(1,369)	(498)	(241)	205	(384)	413	605	1,262	918	389	3,738	
plus: Cash, Cash Equivalents & Investments - beginning of year	4,691	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	
Cash & Cash Equivalents - end of the year	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164	
Cash & Cash Equivalents - end of the year	4,125	2,756	2,257	2,017	2,222	1,838	2,251	2,856	4,118	5,037	5,426	9,164	
Investments - end of the year	19,630	18,328	18,361	18,862	19,362	20,362	22,262	24,062	25,662	27,962	31,112	31,112	
Cash, Cash Equivalents & Investments - end of the year	23,755	21,083	20,619	20,879	21,584	22,200	24,514	26,918	29,781	32,999	36,538	40,276	
Representing:													
- External Restrictions	14,018	13,832	13,726	14,314	15,128	15,429	17,061	19,067	21,332	23,665	26,242	28,980	
- Internal Restrictions	4,649	3,871	3,780	3,871	3,755	3,921	4,448	4,911	5,402	5,920	6,454	7,006	
- Unrestricted	5,088	3,380	3,112	2,694	2,701	2,850	3,005	2,941	3,046	3,415	3,842	4,290	
	23,755	21,083	20,619	20,879	21,584	22,200	24,514	26,918	29,781	32,999	36,538	40,276	

Berrigan Shire Council
10 Year Financial Plan for the Years ending 30 June 2027
EQUITY STATEMENT - CONSOLIDATED
Scenario: Continuing Financial Assistance Grant Freeze

	Actuals 2015/16 \$'000	Current Year 2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	Projected Years					
			2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000				
Opening Balance	231,081	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548
a. Current Year Income & Expenses Recognised direct to Equity												
- Transfers to/(from) Asset Revaluation Reserve	(1,625)	-	-	-	-	-	-	-	-	-	-	-
- Transfers to/(from) Other Reserves	-	-	-	-	-	-	-	-	-	-	-	-
- Other Income/Expenses recognised	410	-	-	-	-	-	-	-	-	-	-	-
- Other Adjustments	-	-	-	-	-	-	-	-	-	-	-	-
Net Income Recognised Directly in Equity	(1,215)	-	-	-	-	-	-	-	-	-	-	-
b. Net Operating Result for the Year	5,882	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
Total Recognised Income & Expenses (c&d)	4,667	4,397	4,198	925	1,288	1,525	1,399	1,386	1,450	1,572	1,660	1,768
c. Distributions to/(Contributions from) Minority Interests	-	-	-	-	-	-	-	-	-	-	-	-
d. Transfers between Equity	-	-	-	-	-	-	-	-	-	-	-	-
Equity - Balance at end of the reporting period	235,748	240,145	244,343	245,269	246,557	248,081	249,480	250,866	252,316	253,888	255,548	257,316

Appendix XII - Scenario 3 Financial Performance Indicators

Berrigan Shire Council

10 Year Financial Plan for the Years ending 30 June 2027

FINANCIAL PERFORMANCE INDICATORS

Scenario: Continuing Financial Assistance Grant Freeze

	Past Years				Current Year	Projected Years									
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
New Note 13 Ratios															
Operating Performance Ratio 1)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 1)					53.21%	56.63%	66.79%	65.97%	65.79%	66.52%	67.14%	67.44%	67.73%	68.00%	68.29%
Unrestricted Current Ratio	3.49	4.05	4.19	7.05	3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 1)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage	5.44%	5.05%	4.44%	3.53%	4.68%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%	4.63%
Cash Expense Cover Ratio 1)					2.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TCorp Ratios															
Operating Performance Ratio 2)					10.18%	4.70%	4.48%	5.84%	6.08%	6.10%	6.44%	6.63%	7.08%	7.35%	7.70%
Own Source Operating Revenue Ratio 2)					48.03%	51.05%	60.17%	59.43%	59.23%	59.85%	60.26%	60.32%	60.36%	60.41%	60.42%
Unrestricted Current Ratio					3.08	3.25	3.29	3.20	3.31	3.55	3.67	4.01	4.52	4.88	5.25
Debt Service Cover Ratio 2)					25.59	34.25	34.37	36.08	36.66	37.14	37.78	38.37	78.51	0.00	0.00
Capital Expenditure Ratio					2.30	1.73	1.06	1.07	1.12	0.82	0.81	0.74	0.72	0.70	0.69
Infrastructure Backlog Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Asset Maintenance Ratio					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Building & Infrastructure Renewals Ratio					0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash Expense Cover Ratio 2)					2.57	2.28	2.00	2.17	1.77	2.13	2.65	3.74	4.50	4.76	7.90
Interest Cover Ratio					131.47	132.73	151.66	186.44	232.06	304.49	456.15	885.19	6295.76	0.00	0.00

Financial Strategy 2021

Adopted 19-05-2021

Making an even better Berrigan Shire

Contents

Executive Summary	3
Objectives.....	3
Actions.....	3
Performance Measures	5
Statutory and Regulatory Environment.....	6
Where are we now?	7
Funding.....	7
Operating results	10
Working capital	12
Expenses.....	13
Asset condition.....	16
Where are we going?	18
Population growth.....	18
Community Strategic Plan	20
Council Activities / Services and Berrigan Shire 2027	20
Asset planning	21
Assumptions and scenarios	22
What is our financial direction?.....	22
How are we going to get there?	25
Actions.....	25
How will we know if we are on course?	30
Appendix	33



Executive Summary

The Financial Strategy has been prepared as part of Berrigan Shire Council's overall Integrated Planning and Reporting model. Along with the Asset Management Strategy, the Financial Strategy is designed to inform the preparation of the Council's Long Term Financial Plan (LTFP), itself a part of the Council's Resourcing Strategy.

The financial strategy provides guidance on the financial 'assumptions' or objectives that will guide the development of the LTFP. By establishing a financial strategy, the Council can demonstrate where it wishes to progress and the goals it wishes to achieve.

As with everything that Berrigan Shire Council does, this Strategy has been prepared to help Council achieve its stated purpose:

'Building an even better Berrigan Shire'

The Financial Strategy can be broken down into the following components:

- A brief review of the Council's current position – demographically, economically and financially
- A brief analysis of the Council's activities and future plans – especially the Community Strategic Plans and the Asset Management Plans.
- A set of financial objectives that the Council aims to achieve while delivering on its future plans
- Actions that will assist in meeting financial objectives
- A set of indicators and targets to measure progress against the objectives.

Objectives

The Financial Strategy identifies four key objectives:

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

Actions

To achieve these objectives, the Council has identified 17 core actions.

1.1	Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
1.2	Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.



1.3	Resist the pressure to fund services that are the responsibility of other levels of government.
1.4	Retain control of urban water supply and sewer services.
1.5	Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding, community support and preferably some contribution from other levels of government.
1.6	Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocumwal Caravan Park and Tocumwal Aerodrome. Subsidies to programs not directly related to core Council services should be regularly reviewed.
1.7	Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.
1.8	Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.
2.1	Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.
2.2	Prioritise the renewal of existing assets over the development and delivery of new services.
2.3	Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where <ol style="list-style-type: none"> 1. There is an urgent need for the asset in the short term, or 2. It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and <ol style="list-style-type: none"> a. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or b. To create economic growth and development
3.1	Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio
3.2	Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.
3.3	Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.
3.4	Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels. Consideration should also be given to the extended lead time and the cost involved in seeking a variation.
4.1	Where appropriate and affordable, invest in community and infrastructure assets which directly boost the local economy and create employment.
4.2	Actively look for grant funds to deliver improved community amenity

Performance Measures

Berrigan Shire Council will measure whether or not this strategy achieves its objectives using following indicators and performance measures

These measures have been selected as ones common across local government and able to be derived simply from the Council's existing financing reporting systems.

Financial Objectives	Strategy	Possible Indicators	Performance Measures/Target
1. Financial sustainability		Operating Performance Ratio	Greater than 0% across any five year period
		Unrestricted Current Ratio	At least 1.5X
		Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	To remain under 10% as at 30 June each year
2. Cost effective maintenance of infrastructure service levels		Building, Infrastructure & Other Structures Renewals Ratio	To remain over 100% on average over the life of the LTFP.
		Infrastructure Backlog Ratio	Less than 2%
		Asset Maintenance Ratio	To remain over 100% on average over the life of the LTFP.
3. Financial capacity and freedom		Debt Service Cover Ratio	Greater than 2X
		Cash Expense Cover Ratio	Greater than 3 months

Statutory and Regulatory Environment

Berrigan Shire Council is a body politic of NSW, Australia and constituted as a local government area by proclamation and duly empowered by the *Local Government Act 1993 (LGA)*

The LGA, along with the associated Local Government (General) Regulation 2005 provides the Council with the authority to raise and collect funds and to expend those funds as required to fulfil its functions. The Council also has a range of obligations under other legislation.

The Council is also bound by other guidelines issued by the Office of Local Government including:

- The Local Government Code of Accounting Practice and Financial Reporting (issued annually)
- [Capital Expenditure Guidelines](#)
- [Local Government Borrowing Order - 13 May 2009](#)
- [Debt Management and Hardship Guidelines](#)
- [Local Government Investment Order - 12 January 2011](#)
- [Investment Policy Guidelines](#)
- [Council Rating and Revenue Raising Manual](#)
- [Stormwater Management Service Charge Guidelines](#)
- [Tendering Guidelines](#)
- [Integrated Planning and Reporting Manual](#)

The LGA requires the Council to undertake an Integrated Planning and Reporting (IP&R) process. This includes the preparation of a Long Term Financial Plan (LTFP). The LTFP is to be used to inform decision making on the Council's other integrated plans and has a minimum 10-year duration. It must be updated annually.

The Council's ability to raise revenue is highly constrained by regulation. The Council is only permitted to increase its general income - for Berrigan Shire, this is its ordinary rate levy - by a maximum percentage each year. This maximum percentage is known as the **rate peg**. The rate peg is set annually by the Independent Pricing and Regulatory Tribunal (IPART).

Councils wishing to increase general income by an amount over the rate peg must seek approval from IPART for a Special Rates Variation (SRV). This is a costly and time-consuming process effectively working as a deterrent.



Where are we now?

Berrigan Shire is a rural community on the New South Wales and Victorian border with an economy based largely around irrigated agriculture and to a lesser extent, tourism. The Shire has an estimated population of 8,750, growing at around 1% per annum.

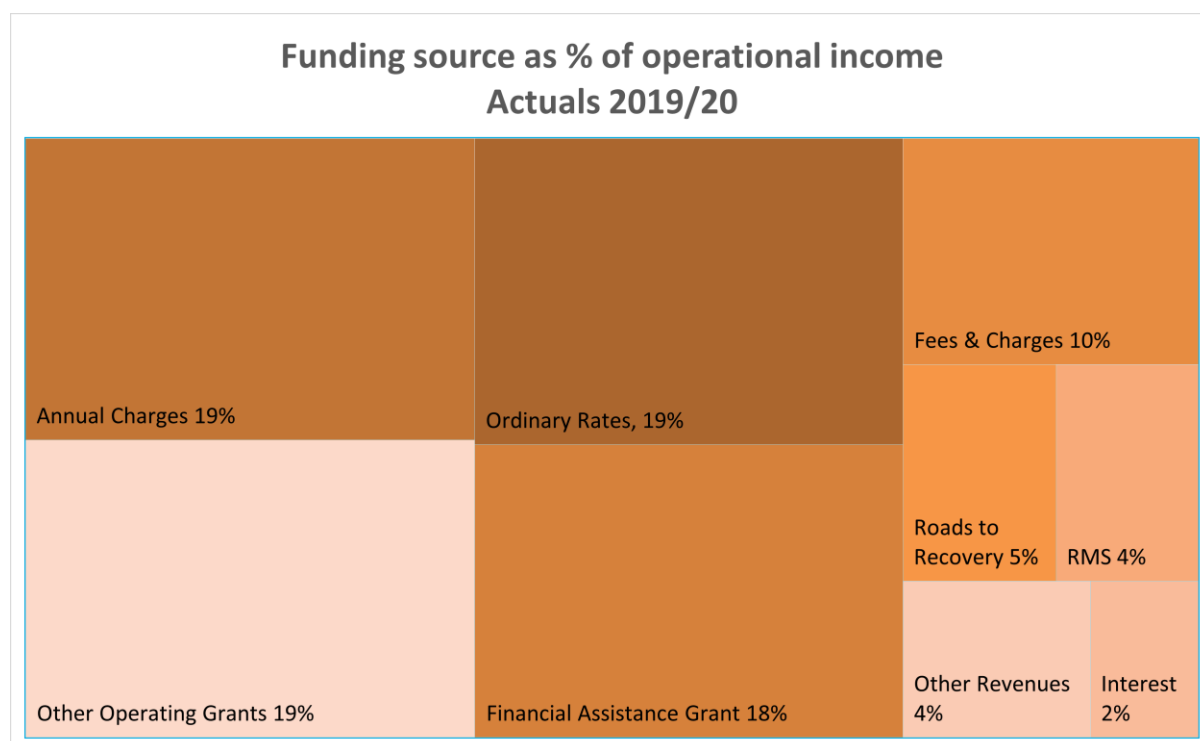
Berrigan Shire has four towns. The Murray River border towns of Tocumwal and Barooga support a range of tourism, leisure and lifestyle services while the “inland” towns of Berrigan and Finley service the surrounding dry land and irrigated farming districts.

Drought and the impact of the implementation of the Murray-Darling Basin Plan have had a significant impact on the economy of Berrigan and Finley. Recent population growth has been in the Murray River border townships of Barooga and Tocumwal attracting families to lifestyle blocks and retirees from metropolitan Melbourne.

The COVID-19 pandemic and the subsequent closure of state borders and other restrictions highlighted Berrigan Shire’s dependence on Victoria - for its services, for its markets, for its visitors and also for its future residents.

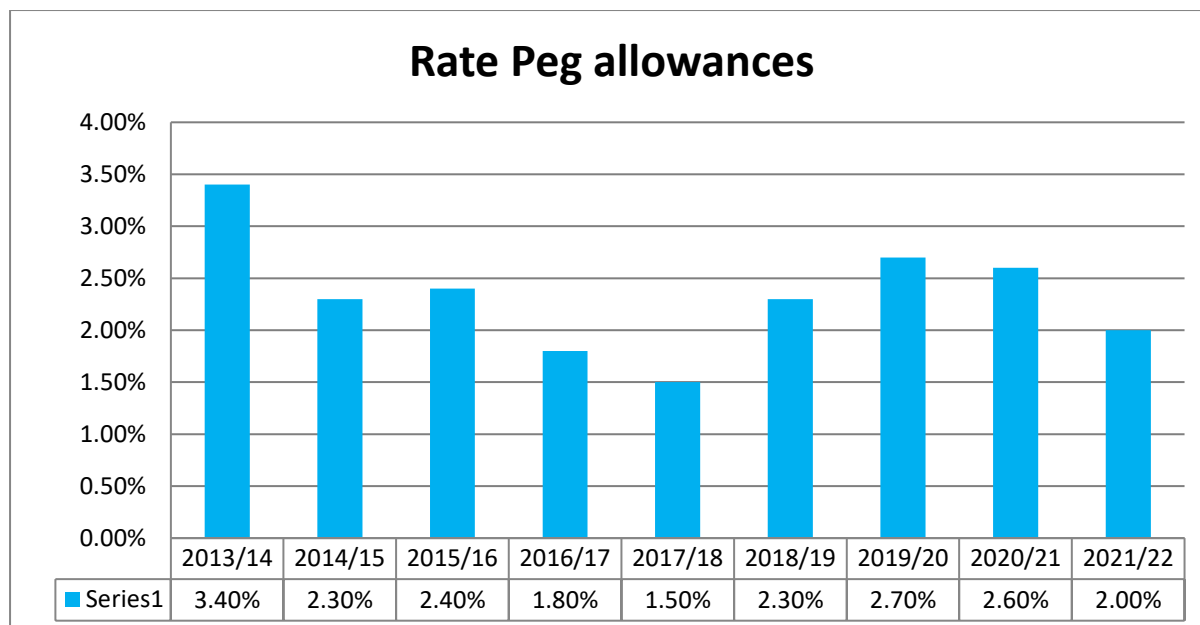
Funding

The following figures provide a summary of the source of Council’s funds. The overwhelming majority of the Council’s income is subject to rate pegging or external regulation or control.



Council does not anticipate significant growth in rateable properties. Growth in the Council's Ordinary Rate Revenue will need to come from Rate Peg increases set by the Independent Pricing and Regulatory Tribunal (IPART).

Since 2013/14, Rate Peg allowances have ranged between permissible increases of 1.5% and 3.4%. The Council does not expect the Rate Peg to move much outside the lower end of this range.

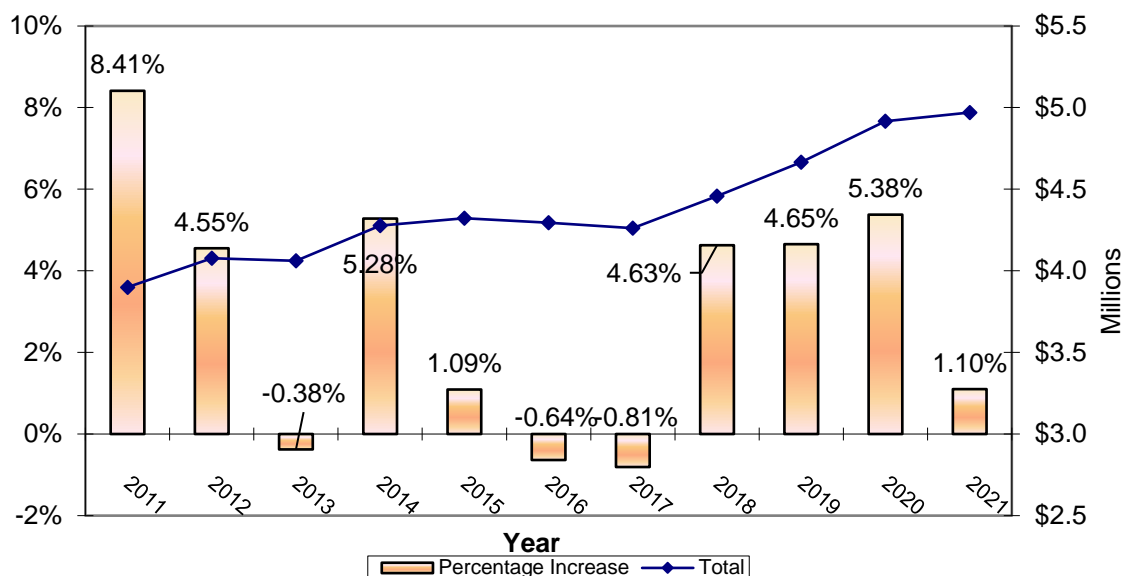


Berrigan Shire Council has little control over the amount of Financial Assistance Grant (FAG) it receives, with a complex formula distributing the state-wide amount set by the Federal Government across NSW Councils.

There has been some discussion at NSW Government level about modifying the formula to provide more of the NSW allocation to smaller, rural Councils. This does not appear to have led to any appetite for change at this stage.

In recent years, the Federal Government has made a habit of paying up to 50% of the Council's allocation in advance. For the purposes of the Council, this makes little difference in the use of these funds and this strategy assumes the funds will be used in the year for which they are allocated, rather than the year in which they are received.

Berrigan Shire Council Financial Assistance Grant



Berrigan Shire Council uses Roads to Recovery (R2R) and Transport for NSW (TfNSW) funding to maintain its extensive rural and urban road network. Any reduction in the amount of these grants will significantly impact the Council's ability to maintain its existing road infrastructure service levels.

TfNSW Block Grant funding increases are not keeping up with the increased cost of road maintenance, repair and construction. This is putting pressure on the Council's budget and works program.

The Federal Government in particular has increased funding for programs such as R2R in recent years as part of the general trend to reduce general purpose unpaid grants and increase tied funds for projects such as road construction. The Council expects this trend to continue – meaning capital works on roads will continue to increase while other projects such as upgrades of community facilities may be left behind unless specific grant funding can be found.

The past three years has seen both the Federal and NSW Governments develop large-scale infrastructure grant programs. This has included:

- Stronger Country Communities (NSW)
- Drought Communities Programme (Federal)
- Local Roads and Community Infrastructure Program (Federal)
- Regional Growth - Environment and Tourism Fund (NSW)

While this additional income is welcome, it is mostly tied to specific capital projects. It does, however, allow the Council to upgrade and replace ageing infrastructure and - increasingly - allow the Council to provide increased amenity to help attract visitors and residents.



Approximately 20% of Council's revenue is derived from its utility services and investments. Utility charges for water supply, sewer and waste management services are set at a level that delivers a return on those assets.

Interest and investment income makes up around 2.5% of the Council's total revenue. The Council traditionally takes a conservative approach to investment income. Berrigan Shire Council's [Investment Policy 2020](#) makes the following statement.

Preservation of capital is the principal objective of the investment portfolio. Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio. This includes managing credit and interest rate risk within identified thresholds and parameters.

The Council is a "price-taker" with regard to its investment returns with interest rates determined by the market. At present, the vast majority of the Council's investments are in Term Deposits with institutions under the oversight of the Australian Prudential Regulation Authority. There may be scope to explore other investment options over the life of this strategy with the aim of improving returns without undue added risk.

Interest rates and investment returns are at historic lows and the Council expects this will continue in the medium term. The impact of COVID-19 on the national and international economy may see low returns continue for an extended period of time.

The Council may need to revisit its investment policy and strategy to improve returns while still ensuring that public funds are secure.

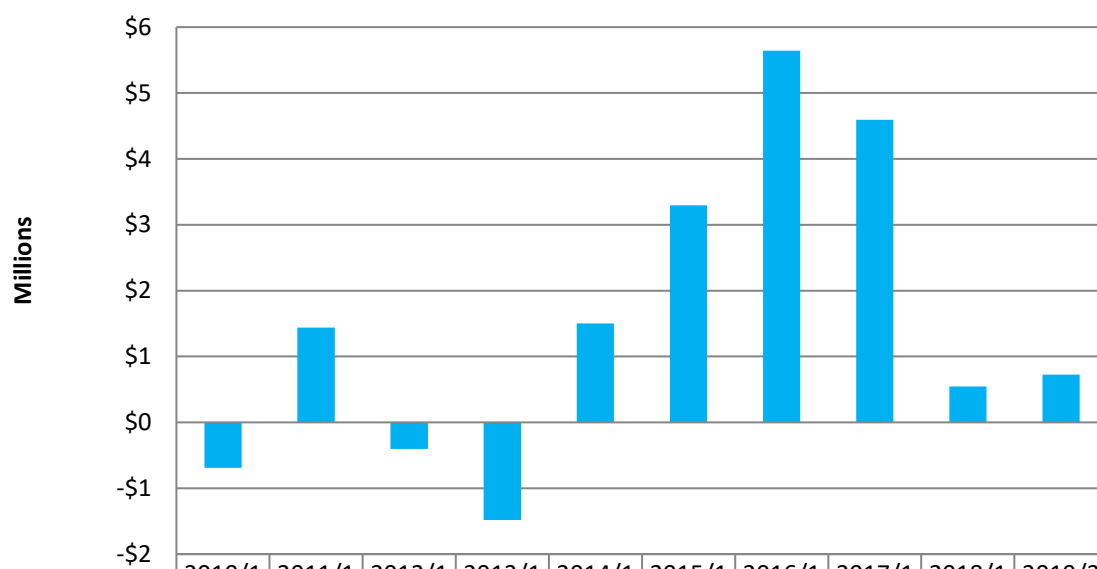
Operating results

Over the past 10 years, the Council has moved to a position where it ordinarily makes an operating profit after capital grants and contributions. This position can jump around somewhat from year-to-year - generally as operating grants fluctuate.

The recent, but persistent, habit of the Federal Government paying a portion of the Financial Assistance Grant in advance each year creates a distortion in the Council's operating result - artificially inflating the operating result when first implemented but artificially deflating it when it ceases.



Operating surplus before capital grants and contributions



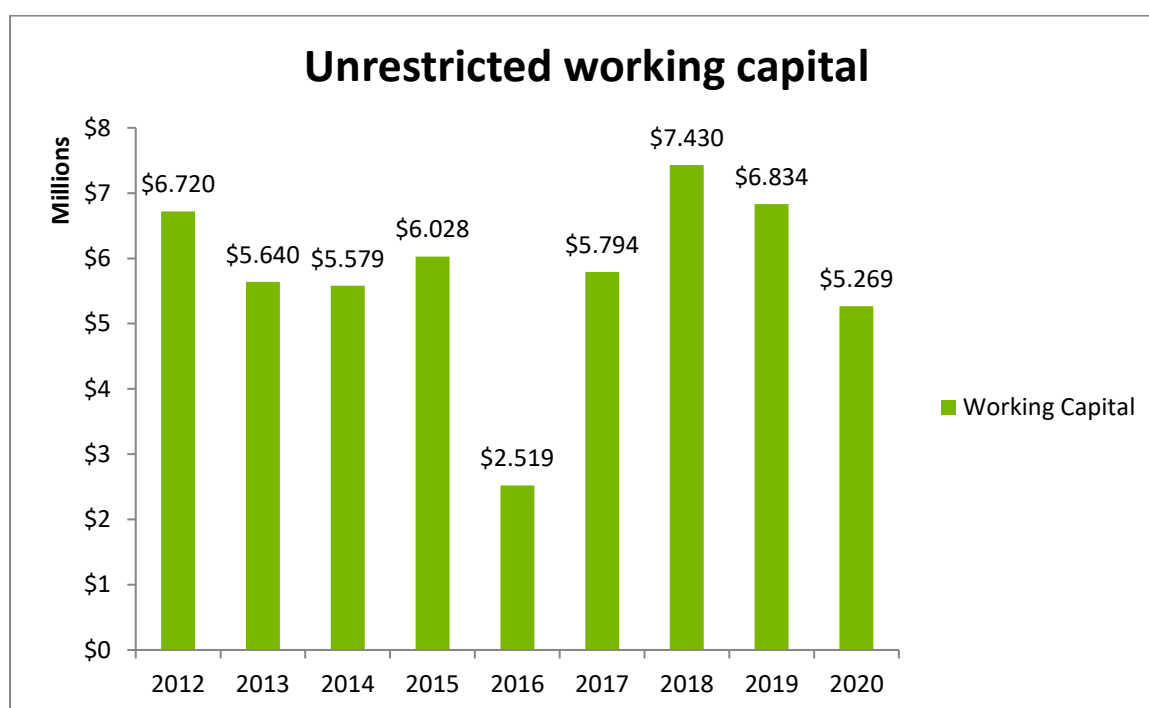
■ Surplus/Deficit	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	1	2	3	4	5	6	7	8	9	0
	-\$690	\$1,441	-\$402	-\$1,483	\$1,502	\$3,296	\$5,645	\$4,591	\$546	\$723

Working capital

At 30 June 2020, the Council had \$5.3 million in unrestricted working capital. The Council's unrestricted working capital are those funds available to meet its future spending requirements after making allowance for any restrictions in place over the use of such working capital.

Unrestricted working capital is required not just for future infrastructure works but also to meet items such as staff leave entitlements and to allow a buffer for day-to-day Council operations.

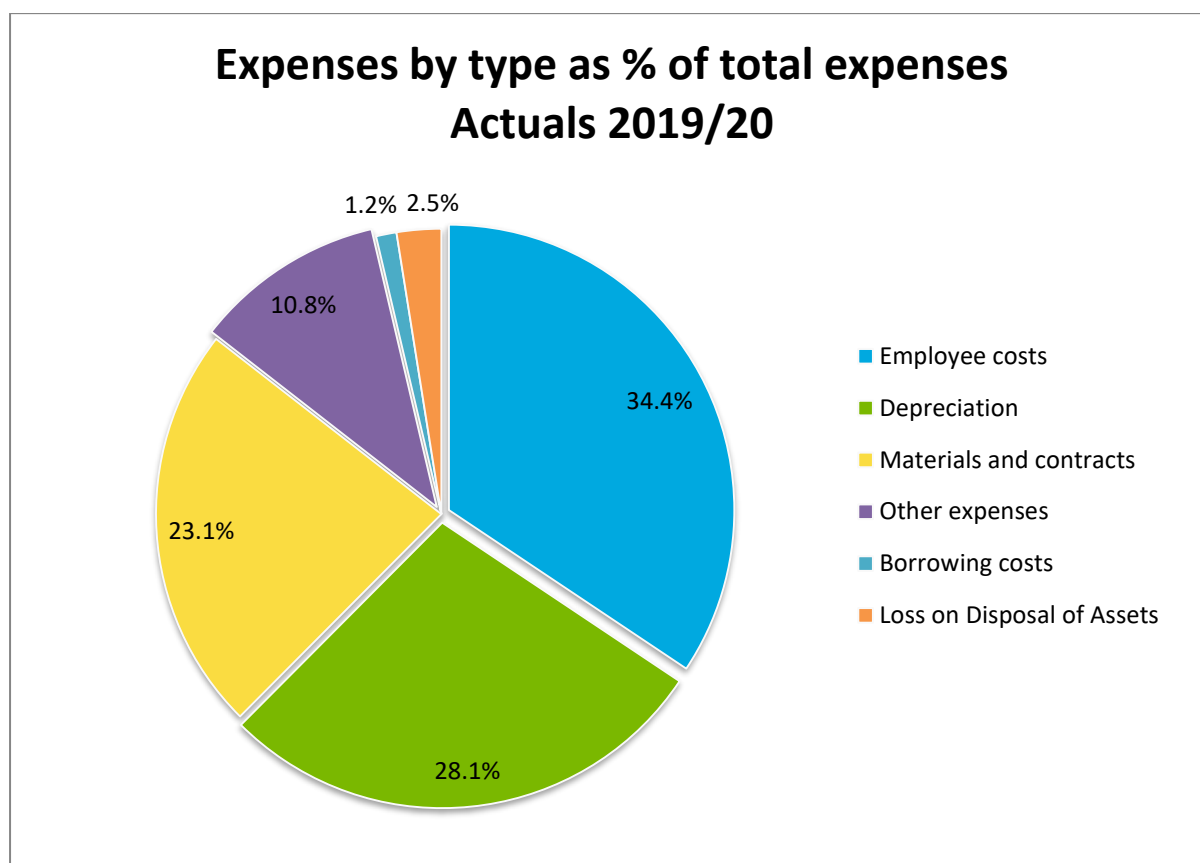
The Council has in recent years made use of its working capital to fund community infrastructure projects such as the Tocumwal Foreshore redevelopment.



Expenses

The chart below provides a summary of the Council's operating expenses by type. Employee costs, Materials and Contracts, and Depreciation make up the majority of the Council's operating costs.

As can be seen, the largest expenditure item for the Council is employee costs – overwhelmingly consisting of wages and salaries.



The Council's wages and salaries expense is influenced by two major factors:

- The number of staff employed
- The wage and salary rates payable

The Council's Workforce Development Plan does not identify any significant increase in staff numbers and the Council's Community Strategic Plan does not identify any new services likely to require additional staff.

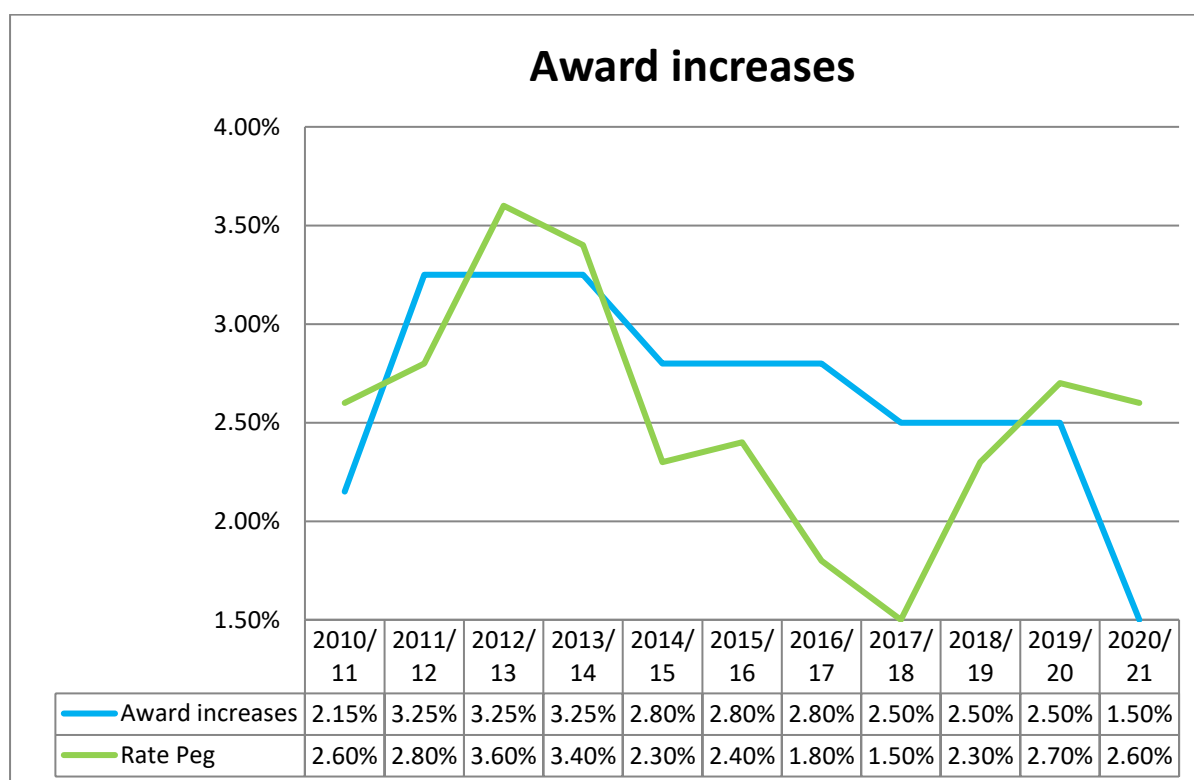
However, the Council is coming under pressure from two directions that may require hiring additional staff.

1. The Council's tourism strategy is designed around the Council providing high quality community infrastructure - in the form of parks, playgrounds, streetscapes and public

toilets. While the provision of this infrastructure is often provided by grants, the ongoing maintenance is labour-intensive.

2. The burden placed on the Council to meet requirements from other levels of government continues to grow. As these regulatory and reporting requirements grow, it starts to impact on the Council's ability to actually deliver service.

Berrigan Shire Council operates under the *NSW Local Government (State) Award 2020*. The Award sets out the annual increase in wage rates and salaries that the Council is obliged to pay its workforce. The annual increase has been agreed for 2020/21.



Note that in general, the net amount received from the Council general rate peg allowance is not sufficient to meet its additional wages and salary expense. The Council expects wages and salaries to increase by around 2.0% per annum in the medium term, this is inclusive of the .5% increase in Superannuation Guarantee Contributions.

Materials and contracts will increase as a result of inflation. The Reserve Bank has indicated that its medium-term target for inflation is between 2-3% on average, as measured by the Consumer Price Index. Given the unique cost pressures on local government, for the Council's purposes the Local Government Cost Index prepared by IPART provides a better guide to inflation. The Council estimates that its costs will increase by around 2% more than CPI. At the time of writing, inflation as measured by CPI is 0.7% per annum. Therefore, Council estimates the cost of materials and contracts will increase by around 2.5%.

On the revenue side, the Council makes the assumption that the rate peg will continue to be set in reference to the Local Government Cost Index (i.e. a measure of inflation). It also makes the assumption that – post-“pause” – FAG will be increased more-or-less in line with inflation.

Depreciation expense is simply a method of allocating the cost of assets across multiple accounting periods (i.e. financial years) and as such is discussed in detail in the Asset Management section below.

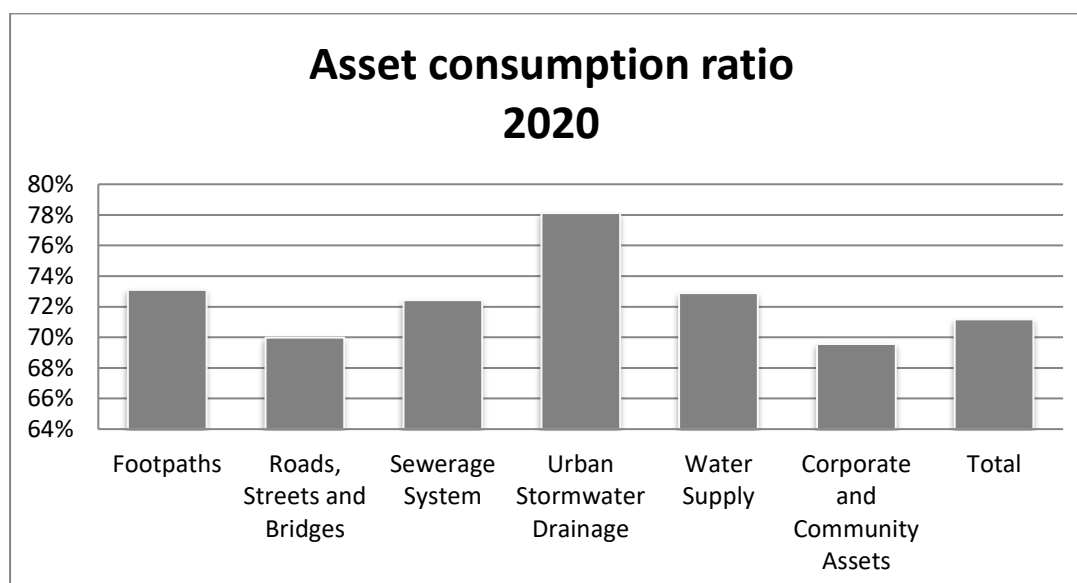


Asset condition

One method of assessing the condition of the Council's assets is to measure how much the Council asset has been depreciated down from its "as new" condition. This gives a rough guide as to how much of the original service potential or productive capacity remains in the asset.

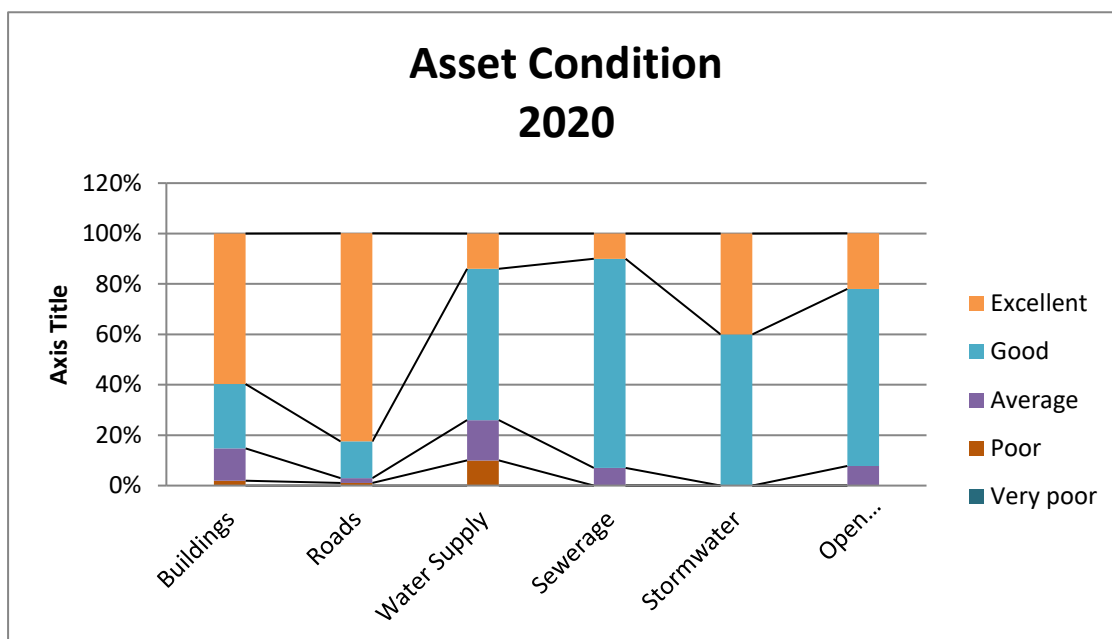
This measurement is done by dividing the written down value of the asset (the fair value of the asset less accumulated depreciation) by the fair value of the asset. This is called the Asset Consumption Ratio.

The Asset Consumption ratios of Council's assets at 30 June 2020 are shown below. The Asset Consumption Ratio shows the average proportion of "as new condition" left in assets by comparing the "written down" value of the Council's assets – replacement cost less the depreciation charged to the asset over time – against the replacement of the Council's assets. An asset with a 100% ratio is in "brand new" condition while one at 0% has been fully depreciated over time.



Another method of measuring the condition of the Council's assets is to make a technical assessment of their condition using measures such as number of faults or breaks along with some professional judgement.

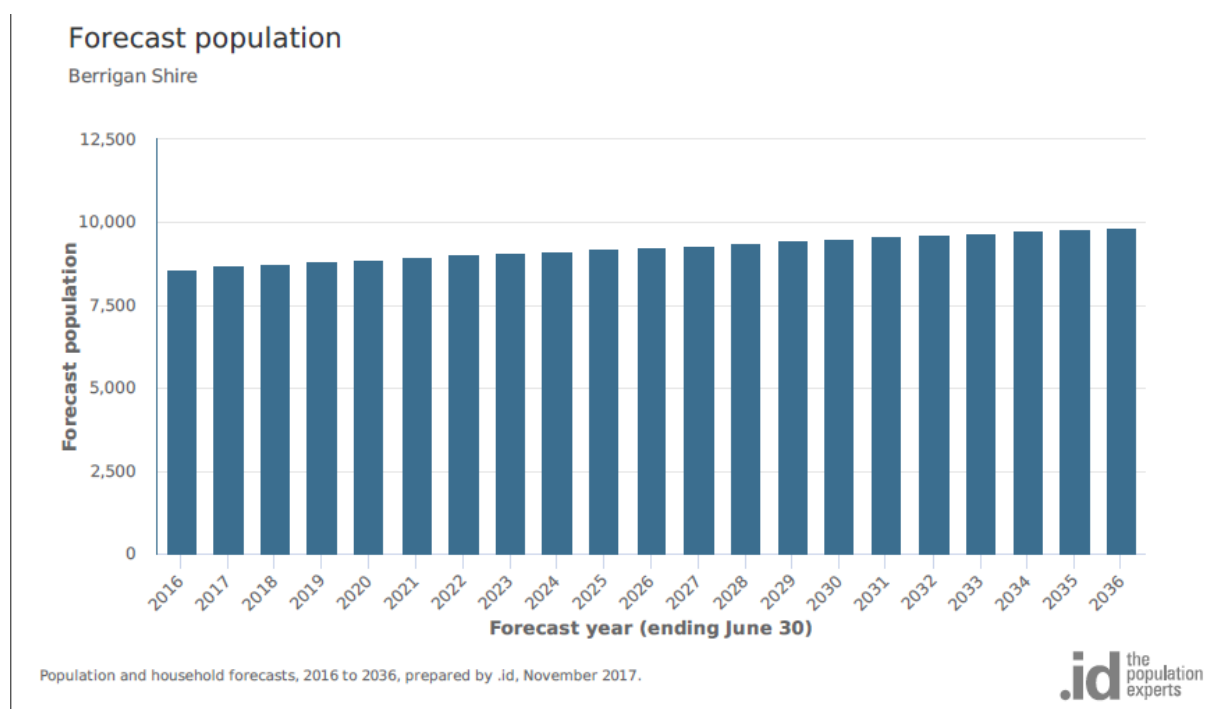
A technical assessment of the condition of the Council's infrastructure assets is shown in the chart below. These condition ratings have been derived from the ratings shown in the Report on Infrastructure Assets included in the 2019/20 Financial Statements



Where are we going?

Population growth

Berrigan Shire is expected to continue growing at a modest rate with the Shire population in 2036 expected to be around 9,818. Population growth will be mainly in the south of the Shire, along the Murray River in Tocumwal and Barooga. Population growth in the northern towns of Berrigan and Finley will be minor.

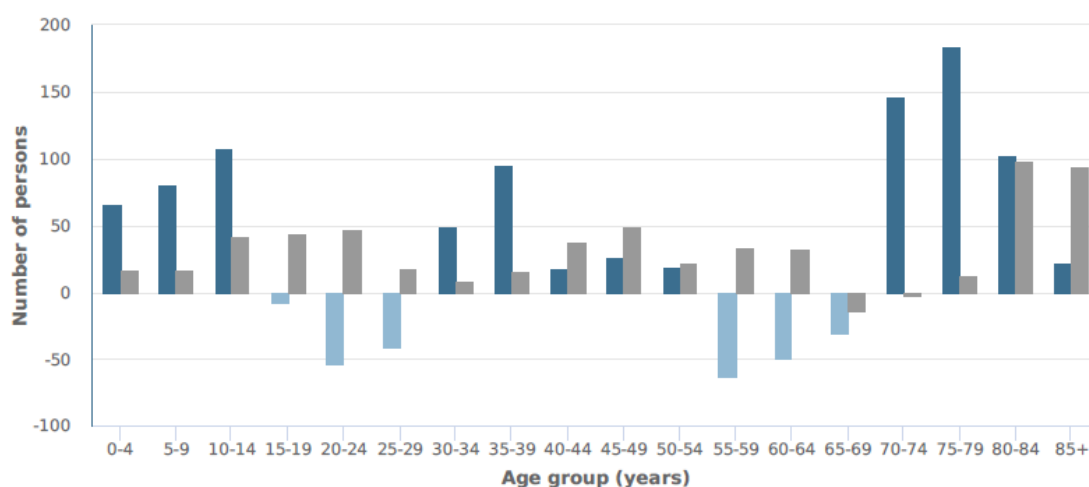


The population profile of the Shire will be an ageing one with 31.0% of the population aged over 65 in 2036. Consequently, consideration is being given by Council to how the delivery of its current activities and services will be influenced by the needs of an ageing population.

Forecast change in age structure - 5 year age groups

Berrigan Shire - Total persons

■ 2016 to 2026 ■ 2026 to 2036



Population and household forecasts, 2016 to 2036, prepared by .id the population experts, November 2017.

.id the population experts

A [Land Use Strategy](#) developed in 2018 identified sufficient spare infrastructure capacity in the all four towns to cater for expected population growth. As a result, there is not expected to be great demand for new “greenfield” infrastructure - with the possible exception of water supply in both Tocumwal and Barooga.

Rather, the focus is expected to be on maintaining existing infrastructure, identification of surplus community infrastructure, and improvement on the margins. Similarly, there is not expected to be huge demand pressure on most Council-funded services.

On the other hand, there is also unlikely to be a significant increase in the Council’s rating and revenue base. The Council has the option to raise additional rates via a special rate variation but should be cognisant of the ability of the community to meet a larger rating burden.

Community Strategic Plan

Berrigan Shire Council has facilitated the development of a Community Strategic Plan – [Berrigan Shire 2027](#). The plan adopts the following vision for the shire.

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.

The aim of this Financial Strategy is to ensure the Council has the financial resources it needs to progress the implementation of Berrigan Shire 2027 objectives and associated Council activities and services.

Council Activities / Services and Berrigan Shire 2027

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services
1. Sustainable Natural and Built Landscapes	<p>1.1 Support sustainable use of our natural resources and built landscapes</p> <p>1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife</p> <p>1.3 Connect and protect our communities</p>	<p>Water, sewerage and drainage</p> <p>Local roads and paths</p> <p>Land use planning and development</p>
2. Good Government	<p>2.1 Berrigan Shire 2022 objectives and strategies inform Council planning and community led projects</p> <p>2.2 Ensure effective governance by Council of Council operations and reporting</p> <p>2.3 Strengthen strategic relationships and partnerships with community, business and government</p>	<p>Council governance, enterprise risk management and business operations</p> <p>Community Planning</p>
3. Supported and Engaged Communities	<p>3.1 Create safe, friendly and accessible communities</p> <p>3.2 Support community engagement through life-long learning, culture and recreation</p>	<p>Libraries and community services</p> <p>Parks and reserves</p> <p>Environmental health</p> <p>Animal Control</p>
4. Diverse and Resilient Business	<p>4.1 Invest in local job creation, retention and innovation</p> <p>4.2 Strong and diverse local economy</p> <p>4.3 Diversify and promote local tourism</p>	<p>Business and economic development</p>



	4.4 Connect local, regional and national road, rail and aviation infrastructure	
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These activities and services all require the Council:

- To be financially sustainable
- To cost effectively maintain existing infrastructure service levels and increase them when opportunities arise
- To retain sufficient financial flexibility to undertake new projects and/or activities as desired.

Berrigan Shire 2027 does not indicate any major change in direction or significant new activity for the Council.

Asset planning

The development of this Financial Strategy is also informed by the Council's *Asset Management Strategy*. The *Asset Management Strategy* was adopted by the Council in May 2020 and is reviewed annually. The Council also has adopted an Asset Management Policy and a series of Asset Management Plans:

- Roads, streets and bridges
- Water
- Sewer
- Urban Stormwater
- Footpaths etc.
- Corporate and Community Assets

The *Asset Management Strategy* has the following aim:

To ensure adequate provision is made for the long-term management and replacement of major technical and physical assets, (including land and property).

In line with this aim, the objectives of the Shire's *Asset Management Strategy* include:

- *Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.*
- *Establishing processes that integrate asset management and community strategic planning with Council corporate and long-term financial planning.*
- *Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.*



- *Meeting legislative requirements for asset management.*
- *Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.*
- *Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.*

This review of the Financial Strategy has been undertaken in conjunction with a concurrent review of Council's Asset Management Policy.

Assumptions and scenarios

When preparing its Long Term Financial Plan, the Council is obliged to make a series of assumptions about future events that will have an impact on the Council's financial position. These assumptions are based on the analysis of the Council's position shown above.

These assumptions are as follows:

- Inflation, as measured by the Local Government Cost Index will average 2.5% per annum
- Wages growth will average 2.0% per annum inclusive of the .5% increase in Superannuation Guarantee Charge, after the expiration of the current mandated award wage rate increases.
- Staffing levels will increase gradually over time to reflect changed community expectations.
- The rate peg will increase by the rate of inflation as measured by the Local Government Cost Index
- The number of rateable properties will increase slowly
- User charges and other fees and charges will increase by the rate of inflation, as will operating grants and contributions.
- Financial Assistance Grant will increase by the rate of inflation as measured by the Local Government Cost Index
- Roads to Recovery (or an analogous program) will continue indefinitely
- Investment returns will average around 1% per annum.
- Interest rates for Council borrowings will remain approximately 1-2% per annum

What is our financial direction?

The medium to long term financial outcomes to be achieved by this strategy are:

1. Financial sustainability



Berrigan Shire will be financially sustainable if its infrastructure capital and its financial capital are able to be maintained over the long term.

A financially sustainable Berrigan Shire will be able to manage likely developments and unexpected financial shocks in future periods without having at some time to introduce economically significant or socially destabilising income or expenditure adjustments.

Financial sustainability is determined by comparing the Council's long-term financial capacity with its long-term financial requirements.

- **Financial capacity** is the sum total of the financial resources (operating and capital) that a Council can mobilise through its (present and prospective) revenue-raising and financing policies.
- **Financial requirements** is the sum total of the spending (operating and capital) that is necessary to meet the Council's present obligations and expected future functions, pressures and shocks.

Maintaining Berrigan Shire's financial capital will require the Council to maintain a position where it is making operating surpluses before capital grants and contributions. Achieving an operating breakeven position or better on average over time is likely to generate sufficient funds to enable renewal or replacement of the Council's existing assets

2. Maintenance — and gradual and sustainable increase — of service level standards for infrastructure assets.

One of local government's roles is to provide facilities and services to communities that cannot be or are not provided by the private or for-profit sector. In the case of local government, these services are largely physical infrastructure-based services and facilities such as:

- transportation (roads, footpaths etc.);
- public health (water, sewer, waste management, cemeteries, drainage etc.);
- recreational (pools, parks, sporting fields);
- cultural (buildings etc.).

Maintaining the level of service for infrastructure-based services such as the above requires the Council to maintain its physical productive capacity – that is “Is the Council's infrastructure – in an overall sense – in a position to deliver the same level of service at the end of the period as it was at the beginning of the period.”

As a general rule, the level of service supplied by infrastructure assets is a function of their age – provided that the assets are maintained in a reasonable fashion. Therefore, a systematic replacement, renewal and improvement program for these assets is the key to ensuring service level standards are maintained.

While the Council continues to look to improve the standard of its infrastructure where possible, this needs to be done in a sustainable and responsible manner.

3. Sufficient financial capacity and freedom to undertake new projects and activities if desired.



As community expectations, wants and needs change Berrigan Shire Council needs to retain sufficient financial capacity and flexibility to ensure that it can cater for those changes.

As listed above, the Council's financial capacity is the sum total of the financial resources that a Council can mobilise through its revenue-raising and financing policies. As well as obvious items such as rates and charges, grants and fees, this includes:

- Cash reserves
- Borrowing capacity
- Discretionary funds (i.e. funds not committed to other specific projects and activities)

In simple terms retaining financial capacity is about ensuring the Council has the ability to access funds as it requires. This means limiting its commitments to new activities with on-going costs, minimising the costs of servicing debt and putting aside funds for future projects.

4. Economic and community growth through investment in improved community amenity where appropriate and affordable

The Council's suite of strategic plans have an emphasis on growing our economy.

Berrigan Shire 2027 lists as objectives:

- Families with young children will want to live in or come to the area"
- "Tourists will go out of their way to come to the area"
- "Strengthen and diversify the local economy and invest in local job creation and innovation "

The Council's Tourism Strategy also states that investment in infrastructure and amenity can help grow our economy:

- "The Council will continue to invest in infrastructure that promotes tourism and improves community amenity"
- "Maintenance of, and investment in, infrastructure that enhances the tourism and community experience should remain the Councils primary role"

To this end, the Council has recently invested heavily in community infrastructure — including the development of the Tocumwal and Barooga foreshores, main street beautification, upgrading parks and gardens and the construction of a museum at Tocumwal Aerodrome.

This investment has been assisted through large scale grant programs from other levels of government. Lower interest rates have also provided an incentive for the Council to borrow.



How are we going to get there?

Actions

To achieve its financial objectives, Berrigan Shire Council has identified a range of specific actions and activities aligned with Berrigan Shire 2027. These will be used in the preparation of the Council's Long Term Financial Plan.

Berrigan Shire 2027 and Financial Strategy Actions	
2. Good Government	
<i>2.2 Ensure effective governance by Council of Council operations and reporting</i>	
2.2.2 Council operations support ethical, transparent and accountable corporate governance	

Objectives	Actions
1. Financial sustainability	1.1 Prepare and review annually a Long Term Financial Plan with the aim of achieving the financial objectives identified in this strategy.
	Using a ten year financial planning horizon allows the Council to take into account the longer term consequences of current decision making. It also allows for consideration of short term fluctuations etc.
	A minimum 10 year Long Term Financial Plan is a component of the Council's resourcing strategy, a core requirement of the new Integrated Planning and Reporting Model
	1.2 Prepare Capital Expenditure Reviews, including an assessment of lifecycle costs, for all new and/or upgraded infrastructure assets – with the exception of upgrades of roads, water mains and sewer mains.
	When making decisions regarding new and upgraded infrastructure it is important that the costs of operating, maintaining and replacing that infrastructure is taken into account. A sustainable Council only takes on obligations that it can afford to meet

Objectives	Actions
	<p>1.3 Resist the pressure to fund services that are the responsibility of other levels of government.</p> <p>While cost-shifting is often inevitable, the Council will resist this where possible and certainly will not look to take on obligations properly belonging to other levels of government without a corresponding funding stream.</p> <p>The Council's response to inadequate service delivery from other levels of government will not be to take on these obligations itself but to act as an advocate for the community to the NSW and Federal governments.</p>
<p>1. Financial sustainability cont.</p>	<p>1.4 Retain control of urban water supply and sewer services.</p> <p>The Council will continue to resist plans to remove control of its urban water supply and sewer services. Berrigan Shire Council runs these services in an efficient and effective manner.</p> <p>These services share the cost of running the Council's governance, corporate and financial services. Losing these services will significantly financially disadvantage Berrigan Shire Council with little if any benefit to the local community.</p> <p>1.5 Recognise that funding for renewal and upgrading of sport, recreation and cultural infrastructure requires a combination of Council funding and community support and preferably some contribution from other levels of government.</p> <p>Berrigan Shire Council does not have the capacity to fund the replacement and upgrade of this recreational, sporting and cultural infrastructure (Recreation Reserves, Community Halls, etc.) without support from the community and ideally other levels of government.</p> <p>Without funding assistance from the community and/or other levels of government, the Council cannot responsibly consider upgrade and replacement of these assets</p> <p>1.6 Seek methods of achieving a return (or at least minimise ratepayer subsidy) on business activities such as the Finley Saleyards, Tocomwal Caravan Park and Tocomwal Aerodrome. Subsidies to programs not directly related to core Council services should be regularly reviewed.</p> <p>Berrigan Shire Council has made significant progress over the past ten years in limiting its exposure to loss-making commercial enterprises. The Finley Saleyards, the Tocomwal Caravan Park and the Berrigan Caravan park have</p>

Objectives	Actions
	<p>all been leased to private operators to run on a commercial basis and this has markedly improved the Council's financial position.</p> <p>The development of the Tocumwal Residential Airpark has increased activity at the precinct, helping to justify the Council's subsidy of its operations.</p> <p>On the other hand, the Council has developed land and buildings for lease on a commercial basis. This needs constant review to ensure that any arrangements are providing value for the Council.</p> <p>1.7 Encourage and support the existing model of community provision and operation of sport, recreation and cultural infrastructure.</p> <p>Berrigan Shire Council relies on a volunteer-driven model to provide services such as sporting fields, public swimming pools and community halls.</p> <p>Without the in-kind support of these volunteers, the community would be required to choose between service level reductions or rate increases.</p> <p>Cultural change and increasing regulatory burdens have seen this volunteer model come under some stress in recent years. The Council will conduct a range of activities to support, retain and attract volunteers to assist in supplying these services.</p>
1. Financial sustainability cont	<p>1.8 Actively lobby the State and Federal Governments to retain existing grant funding levels for road maintenance and upgrades.</p> <p>Without the retention of existing levels of TfNSW and R2R funding, the Council cannot continue to maintain its existing road service levels.</p>
2. Cost effective maintenance of infrastructure service levels	<p>2.1 Prepare and review its Asset Management Strategy and its Asset Management Plans for the Council's major infrastructure assets annually as part of annual budget preparation.</p> <p>The Council reviews its Asset Management Strategy annually and has prepared Asset Management Plans for all its major classes of assets.</p> <p>The Council's major expenditure items relate to replacement and upgrading of its infrastructure assets. It is important that the Council continues to review its asset plans and strategies as circumstances change.</p> <p>2.2 Prioritise the renewal of existing assets over the development and delivery of new assets and services.</p>

Objectives	Actions
	<p>A sustainable Council ensures it can fund its existing range of services before taking on new obligations. The challenge is to be able to manage community expectations on sustainable service levels</p>
<p>2. Cost effective maintenance of infrastructure service levels cont</p>	<p>2.3 Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where</p> <ul style="list-style-type: none"> a) There is an urgent need for the asset in the short term, or b) It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and <ul style="list-style-type: none"> i. The Council has access to a funding stream to meet its debt obligations without compromising its other activities, or ii. To create economic growth and development. <p>This has been traditionally the Council's preference and adoption of a policy will formalise this process.</p> <p>In effect, this will mean that borrowing will be largely be restricted to functions such as urban water supply, sewer and waste management where the Council retains some control over its future revenues. It may also be an appropriate funding tool for land development in limited circumstances.</p> <p>The policy will still allow for the possibility of borrowing for other services where borrowing is identified as the cheaper whole-of-life funding option or immediate construction allows the Council to access an opportunity that would otherwise be missed. Interest subsidies may influence any decision to borrow.</p> <p>The Council now has the opportunity to cheaper finance via NSW Treasury Corporation which may make borrowing a more attractive option in the future.</p> <p>Finally, if community support can be demonstrated, the borrowing policy for the replacement of recreational, sporting and community assets where it can be tied to additional funding from a Special Rates Variation.</p>

Objectives	Actions
3. Financial capacity and freedom	<p>3.1 Look to improve investment returns while managing investment risk through a diverse and secure investment portfolio</p> <p>Berrigan Shire Council has historically sought to avoid investment risk through the use of relatively safe investment products such as Term Deposits and through a diverse investment portfolio.</p> <p>Traditionally Council has only invested funds over a period of less than 12 months, due to historic low interest rates Council will consider investing funds over a longer period of time to take advantage of higher interest rates and minimise re-investment risk.</p> <p>At the same time, the Council is acutely aware that the community's risk appetite regarding investments is low and expects that all Council's investments are secure.</p>
	<p>3.2 Continue to actively recover outstanding rates debt as identified in the Council's Revenue Policy.</p> <p>The Council has an active and successful debt recovery process and this will continue. This assists the Council to maintain an adequate level of working capital.</p>
3. Financial capacity and freedom cont	<p>3.3 Set utility charges for water supply, sewer and waste management services at a level that delivers a return on those assets sufficient to ensure long term sustainability.</p> <p>The Council may not receive funding assistance for replacement or upgrade of its assets for these services should look to generate sufficient funds from its own sources to do so. Making a return on these assets will generate sufficient funds to ensure the sustainability of these services.</p> <p>A necessary corollary of this action is that revenues generated from these assets should be reasonably predictable. This means targets such as raising at least 50% of its water revenue from variable user charges may not always be appropriate.</p>

Objectives	Actions
	<p>3.4 Consider seeking a Special Rates Variation where there is a clearly identified demand for new or significantly improved service levels.</p> <p>While Berrigan Shire Council's preferred approach will be to live within its means where possible, it is of course required to respond to community demand.</p> <p>Where the community has clearly identified that is willing to pay for increased levels of service, the Council will consider applying for a Special Rate Variation to fund this. This will only occur after considering and exhausting all other actions as identified above.</p>
<p>4. Economic and community growth</p>	<p>4.1 Invest in community assets - such as parks, public toilets and main street beautification - that improve town amenity</p> <p>In its suite of integrated plans, the Council has placed an emphasis on attracting more people to live, work and invest in Berrigan Shire. One activity it has identified to achieve this aim is to invest in community infrastructure that make our community a more pleasant place to be - such as parks and streetscapes.</p> <p>While these investments do not necessarily generate a financial return for the Council directly, the intent is to build a larger economic base for Berrigan Shire.</p> <p>4.2 Actively look for grant funds to deliver improved community amenity</p> <p>The Council has been successful in recent times in obtaining grant funds to deliver its plans to improve community amenity - often well ahead of schedule.</p> <p>While there is a risk that the grant funding "tap" will be turned off, the Council will actively look for opportunities to leverage its own funds with grants from other levels of government.</p>

How will we know if we are on course?

Berrigan Shire Council will measure its progress against its three desired outcomes by tracking performance against a set of key performance measures. The Australian Local Government Planning Ministers Council's National Financial Sustainability Frameworks defined



performance measures as “signals used to convey the directions being taken by the Council and to assess whether or not desired outcomes are being achieved.

Effective performance indicators:

- Measure those factors which define financial sustainability
- Are relatively few in number
- Are based on information that is readily available and reliable.

Performance measures cannot and should not try and measure everything but rather should be pitched at a reasonably high level. They should be used as a guide as to where to look for reasons behind any differences and trends and to identify specific areas for further analysis.

The Council has chosen to base its performance measures on data that can be found in its Annual Financial Statements. While this is necessarily a “broad-bush” approach, it has the advantages of not requiring the additional work and expense involved in data-gathering and analysis. Data from the Annual Financial Statements is transparent, audited and reasonably consistent from Council to Council.

The measures below have been selected as ones common across local government:

- Operating Performance Ratio
- Own Source Operating Revenue Ratio
- Unrestricted Current Ratio
- Debt Service Cover Ratio
- Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage
- Cash Expenses Cover Ratio
- Building and Infrastructure Renewals Ratio
- Infrastructure Backlog Ratio
- Asset Maintenance Ratio

The Council will need to determine which of these measures (or other measures not listed here) will be adopted to track progress against the objectives of this strategy.

There are no measures identified in the strategy to measure Objective 4: the economic and community growth through improving community amenity. This is not a traditional financial outcome and finding an appropriate measure that can be found in (or calculated from) the Council’s financial statements is difficult.

The Council has chosen not to use a measure that effectively measures inputs - such as expenditure on community amenity. This type of indicator does not measure how effective the activity has been and therefore isn’t suitable. Other measures such as changes in the Socio-Economic Indexes for Areas (SEIFA) index may be more suitable but this is provided by a third-party and only measured infrequently - every five years.



To that end, the Council will investigate suitable measures and include them in this strategy at a later date.

Financial Objectives	Strategy	Possible Indicators
1. Financial sustainability		<p>Operating Performance Ratio</p> <p>Unrestricted Current Ratio</p> <p>Operating Surplus before Capital Grants and Contributions</p> <p>Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage</p>
2. Cost effective maintenance of infrastructure service levels		<p>Building and Infrastructure Renewals Ratio</p> <p>Infrastructure Backlog Ratio</p> <p>Asset Maintenance Ratio</p> <p>Asset Consumption Ratio</p>
3. Financial capacity and freedom		<p>Debt Service Cover Ratio</p> <p>Cash Expense Cover Ratio</p>
4. Economic and community growth		Investigation to determine appropriate measures

- See Appendix for description of indicator and indicative targets

Appendix

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
1. Operating Performance Ratio	The percentage by which income (excluding capital grants) varies from expenses	The operating performance ratio is the operating surplus (or deficit) before capital grants expressed as a percentage of total expenses	Operating surplus/deficit divided by operating expenditure.	An operating performance ratio greater than 0% across any five year period
	What does it mean?	<p>A positive value indicates the Council is meeting its operating expenses, including depreciation.</p> <p>A negative value indicates the Council needs to reduce its expenses or raise additional revenue to be sustainable in the long term.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
2. Unrestricted Current Ratio	The ratio between current assets and current liabilities – not including those assets and liabilities held for a specific purpose	This measure is the Council's current assets (i.e. liquid assets) expressed as a ratio of its current liabilities (i.e. short term debts) –	Current assets (less all external restrictions.) divided by current expenses	An Unrestricted Current Ratio of at least 2x
	What does it mean?	<p>If the Council is not maintaining its current assets at the at least the level of its current assets it may not be able to pay its debts and other obligations as and when they fall due.</p> <p>It means that the Council's obligations over the next 12 months exceed the funds available to pay them as they fall due. If the Council's current liabilities exceed its current assets and the Long Term Financial Plan does not provide a proposal to turn this around, it is inevitable that the Council will face a cash flow crisis in the future.</p> <p>The position would come to a head when a major obligation was required to be paid and the Council would be required to borrow to meet this obligation – increasing its debt and reducing its financial flexibility.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
3. Rates, Annual Charges, Interest and Extra Charges Outstanding Percentage	What rates, annual charges are owing to the Council as a proportion of its total rates and annual charges revenue.	Indicates the amount of rates and changes outstanding as a percentage of total rates and charges.	Rates, annual and extra charges outstanding divided by rates, annual and extra charges, expressed as a percentage	Outstanding rates, annual and extra charges percentage to remain under 8% as 30 June each year
	What does it mean?	<p>This indicator identifies how well the Council collects its outstanding rates, annual and extra charges</p> <p>A result of greater than 8% per year – if unchecked – would lead to Council facing potential cash flow problems in the future due to a lack of working capital.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
4. Building, Infrastructure & Other Structures Renewals Ratio	The amount spent on asset renewals expressed as a percentage of depreciation and impairment.	Indicates the extent to which Council is renewing its asset base	Asset renewals on buildings, infrastructure and other structures divided by depreciation, amortisation and impairment expressed as a percentage	<p>Building, Infrastructure & Other Structures Renewals Ratio to remain over 100% on average over life of the LTFP.</p> <p>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</p> <p>The Council should consider its performance on this measure over no shorter than a 10 year period and preferably longer.</p>
	What does it mean?	<p>It is possible for the Council to save money by not renewing its assets as they deteriorate over time. This indicator attempts to measure if the Council is renewing its assets at an adequate rate.</p> <p>A measure below 100% indicates that the Council's asset base is depreciating faster than the Council is able to renew it.</p> <p>If this continues over time, the Council's assets will eventually become unsuited for purpose, adding to its infrastructure backlog and creating severe financial pressure for future generations.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
5. Infrastructure Backlog Ratio	The cost to bring the Council's assets to a satisfactory condition as a proportion of its overall assets.	An overall indicator the standard of the Council's assets. Provides a measure of the amount of work that is required to bring its assets to an acceptable standard	Estimated cost to bring Assets to a Satisfactory Condition divided by the total Value of Infrastructure, Building, Other Structures and depreciable Land Improvement assets, expressed as a percentage	Infrastructure Backlog Ratio to remain at less than 2% at all times
	What does it mean?	<p>This indicator is a general guide to the condition of the Council assets.</p> <p>This indicator tends to reflect the Council's performance against the Building, Infrastructure & Other Structures Renewals Ratio over time, If that ratio is consistently under 100%, the Infrastructure Backlog Ratio will increase. Conversely, reducing the Infrastructure Backlog Ratio tends to require maintaining the Building, Infrastructure & Other Structures Renewals Ratio at greater than 100% over time</p> <p>If this ratio is over 2% and growing, it indicates that the Council needs to either put more effort into renewing its assets (perhaps requiring rate increases to fund) or reconsider what standard of asset the community feels is acceptable</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
6. Asset Maintenance Ratio	The ratio of actual asset maintenance vs. required asset maintenance	Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	Actual asset maintenance divided by Required Asset Maintenance	Asset Maintenance Ratio to remain at greater than 100% at all times
	What does it mean?	The indicator is a general guide to how Council is keeping up with Asset Maintenance.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
7. Asset Consumption Ratio	The ratio of the consumption of Council Assets.	This ratio highlights the aged condition of Council's assets.	Written Down Value of Assets vs. Current Replacement Cost	Asset Consumption Ration to remain above 60% at all times
	What does it mean?	This ratio shows the current value of Council's depreciable assets relative to their "as new value" in current prices.		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
8. Debt Service Cover Ratio	The amount of operating cash available as a proportion of its debt repayment obligations	Measures the availability of operating cash to service debt including interest, principal and lease payments	Operating result before capital excluding interest and depreciation, impairment divided by principal repayments and borrowing costs	Debt service ratio is greater than 2.00 x
	What does it mean?	<p>This ratio seeks to highlight if the Council is generating sufficient cash to meet its debt obligations</p> <p>A ratio of less than 2.00 x, unless addressed, may see the Council struggle to raise sufficient cash to pay its debt obligations without selling realisable assets.</p> <p>The Council currently has a low level of indebtedness and its Long Term Financial Strategy does not seek to change this.</p>		

Indicator	Description	Comment	Calculation (\$M)	Indicative Target
9. Cash Expense Cover Ratio	How many months work of operating expenses can the Council meet with its existing holdings of cash	Measures the number of months a Council can continue paying for its immediate expenses without additional cash inflow	Cash and Cash Equivalents and Term Deposits divided by payments from cash flow of operating and financing activities x 12	Cash Expense Cover Ratio is to be no less than three months
	What does it mean?	<p>This ratio seeks to highlight the Council's ability to meet a short term revenue and/or cash flow shock and continue to operate.</p> <p>A ratio of less than three months could see the Council struggling to meet expenses on a periodic basis without having to borrow. Rates instalments and Financial Assistance Grants tend to paid in three-monthly cycles.</p>		



Asset Management Strategy 2021
Resourcing Strategy 2021 - 2031

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2	29/04/13			J Ruffin	
3	21/05/14	Reviewed by Council as part of an annual review of Council's suite of IPR documents		J Ruffin	
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Asset Management for Small, Rural or Remote Communities Guidelines

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Contents

Executive Summary	3
Strategy Outlook	3
Asset management strategies	4
1. Introduction.....	5
1.1 Legislation	7
1.2 Asset Management Planning Process.....	9
2. What Assets do we have?.....	10
3. Council's Assets and their management?	11
3.1 State of the Assets	11
3.2 Life Cycle Cost	13
3.3 Asset Management Structure	14
3.4 Council's Asset Management Team	14
3.5 Financial & Asset Management Core Competencies	15
3.6 Strategy Outlook	15
4. Where do we want to be?.....	16
4.1 Council's Vision, Mission, Goals and Objectives	16
4.2 Asset Management Policy	17
4.3 Asset Management Aim	17
5. How will we get there?	18
6. Asset Management Improvement Plan	20

Tables

Table 1: Asset Management Strategies	4
Table 2: Legislative Framework	7
Table 3: Assets used for providing Services	10
Table 4: Replacement Cost of Assets 30 June 2019.....	11
Table 5: Life Cycle Costs, Expenditure and Gap	13
Table 6: Goals and Objectives for Infrastructure Services	16
Table 7: Asset Management Strategies	18
Table 8: Asset Management Improvement Action Plan	20

Figures

Figure 1: Asset Management Planning Process	9
Figure 2: Assets as % of Replacement Cost	11
Figure 3: Asset Replacement Value and Condition.....	12
Figure 4: Proportion of Assets Consumed (Depreciated)	12

Executive Summary

This [Asset Management Strategy](#) is prepared to assist Council in improving the way it delivers services from 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. In addition to service delivery from infrastructure Council assets also include plant and Council business operations technology and systems.

As at 30 June 2020 Council's infrastructure assets have a gross carrying value of \$383,189 million, land and land improvements \$11,278 million, all other assets \$29,728 million for a total asset gross carrying amount of \$424,195 million

The [Asset Management Strategy](#) is to enable Council 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
- ✓ Ensure the integration of Council's asset management with its long term strategic plan.¹

Adopting this [Asset Management Strategy](#) will assist council in meeting the requirements of national sustainability frameworks, New South Wales Local Government Act 1993 and the services needed by the community in a financially sustainable manner.

The [Asset Management Strategy](#) is prepared following a review of the Council's service delivery practices, financial sustainability indicators, asset management maturity and fit with Council's vision for the future outlined in the Berrigan Shire Community Strategic Plan – [Berrigan Shire 2027](#). The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategy Outlook

1. Council aims to be able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council aims to be able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
3. Council's current asset management maturity is approaching 'core' level and investment is needed to continue to improve information management, lifecycle management and service management.

¹ LGPMC, 2009, Framework 2 *Asset Planning and Management*, p 4.

Asset management strategies

Table 1: Asset Management Strategies

No.	Strategy	Desired Outcome
1	Long Term Financial Planning informs the development of Annual budgets	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct in accordance with Asset Management Accounting and Asset Management Policy reviews of Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Annual desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainability of funding model to provide Council services
4	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
6	Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Accountable and transparent management of Council's Assets in accordance with this Strategy and Council's Asset Management Policies
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
9	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage, pools and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.²

The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.³

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC), and used by the Berrigan Shire, requires councils to adopt a longer-term approach to service delivery and funding comprising:

- ✓ A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- ✓ Annual budget showing the connection to the strategic objectives, and
- ✓ Annual report with:
 - explanation to the community on variations between the budget and actual results,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the council against strategic objectives.⁴

Framework 2 Asset Planning and Management has seven elements to assist in highlighting key management issues, promote prudent, transparent and accountable management of local government assets and introduce a strategic approach to meet current and emerging challenges.

- ✓ Asset management policy,
- ✓ Strategy and planning,
 - asset management strategy,
 - asset management plan,
- ✓ Governance and management arrangements,
- ✓ Defining levels of service,
- ✓ Data and systems,
- ✓ Skills and processes, and
- ✓ Evaluation.⁵

² LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

⁴ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

The Shire's **Asset Management Strategy** is to enable Council 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
- ✓ ensure the integration of Council's asset management with its long term strategic plan.⁶

The goal of asset management is to ensure that services are provided:

- ✓ in the most cost effective manner,
- ✓ through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets for present and future consumers.

The objective of the Shire's **Asset Management Strategy** is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community.

⁵ LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

⁶ LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

1.1 Legislation

This **Asset Management Strategy** has been developed cognisant of the context of local government service delivery, legislative reform and the legislative and regulatory requirements of Commonwealth and State legislation.

The Council has a legislative compliance policy which outlines the commitment to compliance with applicable legislation.

The following table provides a summary of but is not limited to the relevant legislation and requirements upon Council.

Table 2: Legislative Framework

Legislation	Requirements
<i>Local Government Act 1993</i> <i>Local Government (General) Regulation 2005</i>	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a Community Strategic Plan and 10 year Resourcing Strategy informing the development of Council's Long term Financial Plan and Asset Management Strategy
<i>Environmental Planning and Assessment Act 1979</i> <i>Environmental Planning and Assessment Amendment Act 2008</i>	Requirement for Local Environmental Plans and Development Control Plans. Provides for Council control of development of towns and approval of infrastructure expansion.
<i>Local Land Services Act 2017</i>	Delivery of Local Land Services in the social, economic and environmental interests of the State
<i>Soil Conservation Act 1938</i>	Preservation of water course environment.
<i>Work Health and Safety Act 2011</i> <i>Work Health and Safety Regulations 2011</i>	Impacts all operations in relation to safety of workers and the public. Council's responsibility to ensure health, safety and welfare of workers at places of work.
<i>Workers Compensation Act 1987</i> <i>Workplace Injury Management and Workers Compensation Act 1998</i> <i>Workers Compensation Regulation 2010</i>	Sets out the return to work and rehabilitation responsibilities for employers and for injured employees.
<i>Roads Act 1993</i>	Requirements for access arrangements from public roads
<i>Road Transport Act 2013 & 2017 Amendments</i>	Requirements for vehicles and operator using roads
<i>Transport Administration Act 1988</i>	Authorises Roads and Traffic management of roads
<i>Australian Road Rules</i>	Requirements for vehicles and operator using roads

Legislation	Requirements
<i>Food Act 2003</i>	Standard of Food Preparation Areas
<i>National Construction Code of Australia (Vol 1,2,3)</i>	Requirements for building construction and safety
<i>Disability Discrimination Act 1992 (Cwlth)</i>	Provision of facilities for the disabled
<i>Disability Inclusion Act 2014</i>	Promotes the inclusion of people with disability by requiring government departments and local councils to engage in disability inclusion action planning
<i>Public Health Act 2010</i>	Promote, protect, and improve public health, promote the control and spread of infectious diseases and to control the risks to public health
<i>Swimming Pools Act 1992</i>	Registration and safety requirements for swimming pools install on premises on which a residential building, a moveable dwelling or tourist and visitor accommodation is located.
<i>Companion Animals Act 1998</i>	Provide for the effective and responsible care and management of companion animals
<i>Impounding Act 1993</i>	Enables impoundment of unattended, abandoned or trespassing animals or articles
<i>Protection of the Environment Operations Act 1997</i>	Pollution control
<i>Prevention of Cruelty to Animals Act 1979</i>	Saleyards operations
<i>Meat Industry Act 1978</i>	Saleyards operations
<i>Civil Aviation Act 1988 (Cwlth)</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Civil Aviation Safety Regulations 1998 (Cwlth)</i>	Requirements for construction standards, markings and maintenance of aerodromes
<i>Public Works Act</i>	Role of DPWS in planning and construction of new assets.
<i>Water Act 1912</i>	Water rights, licenses, allocations.
	Determining developer charges.
<i>Water Management Act 2000</i>	Sustainable and integrated management of water resources
<i>Independent Pricing and Regulatory Tribunal Act 1992</i>	Charging guidelines. Trends toward a user pay system in the industry. Gives powers to the Independent Pricing and regulatory Tribunal to inquire into and regulate prices.
<i>Native Titles Act</i>	Provides definition of freehold zone-able land.
<i>Civil Liability Act 2002</i>	Safety of Public

1.2 Asset Management Planning Process

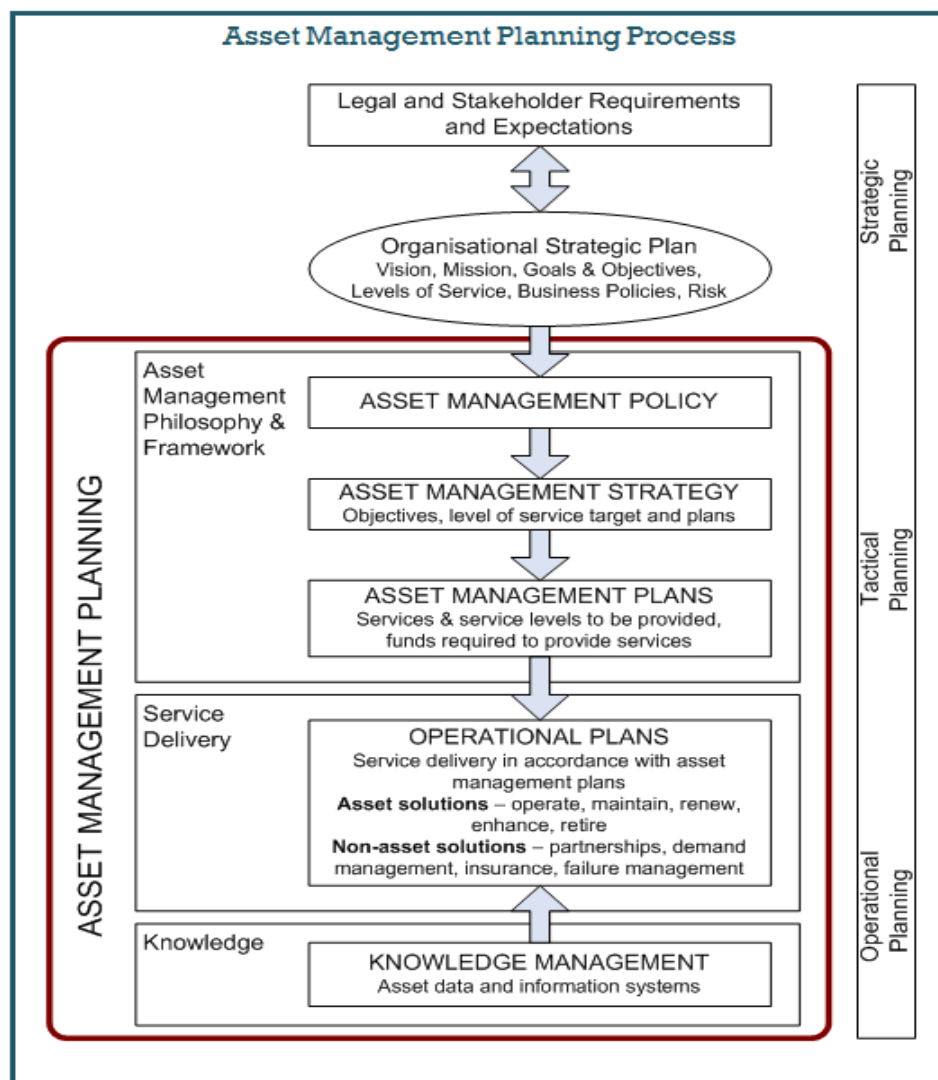


Figure 1: Asset Management Planning Process

Asset management planning is a comprehensive process which ensures that assets are managed and maintained in a way that is affordable. Moreover, the infrastructure or asset optimises the affordability and economic delivery of services. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset

management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.⁷

2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 3.

Table 3: Assets used for providing Services

Asset Class	Description	Services Provided
Footpaths	Footpaths, Shared Paths and Pedestrian Bridges	Provide pedestrian and bicycle access within towns.
Roads, Streets and Bridges	Road and Street Assets within the Berrigan Shire Area other than State and Federal Highways and Forest Roads	Provide vehicular access to properties and provision for freight movement within Council area.
Sewerage System	Sewerage infrastructure for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a sewerage system to convey liquid waste from urban properties, treat and dispose of it in an environmentally friendly manner
Urban Stormwater Drainage	Stormwater pipes, pits, kerb & gutter, kerb, spoon drains, culverts and levee banks	Provide stormwater collection from urban properties and disposal in an environmentally friendly way. Levee banks to protect properties from inundation by floodwater from the Murray River
Water Supply	Water supply assets including: water treatment plants, water storage dams, water reservoirs, water mains and water pump stations for the townships of Barooga, Berrigan, Finley and Tocumwal	Provide a water supply network in four townships to enable extraction, treatment and delivery of the garden and filtered water supplies at highest standards
Corporate and Community Services	All Corporate and Community Services Assets owned by Berrigan Shire Council that are not included in specific Asset Management Plans	Recreation Reserves and Sporting Grounds, Public Parks and Gardens, Council Chambers and Offices, Public Halls, Public Swimming Pools, Public Libraries, Finley Saleyards, Aerodromes, Council Depots, Emergency Services, Waste Disposal Facilities, Quarries, Residences, Cemeteries, Transport Facilities

⁷ IPWEA, 2009, AIFMG, Quick Guide, Sec 4, p 5.

3. Council's Assets and their management?

3.1 State of the Assets

The financial status of Council's assets is shown in the following tables and figures and is sourced from the Council's Special Schedule 7: appended to its 2019/20 Financial Statements.

Table 4: Replacement Cost of Assets 30 June 2019

Asset Class	Replacement Cost (\$,000)
Buildings	45,807
Roads Network (inc Kerb, Bridges, Footpaths)	175,907
Water Network	62,652
Sewer Network	62,024
Stormwater Drainage	23,397
Open Space / Recreational	13,420

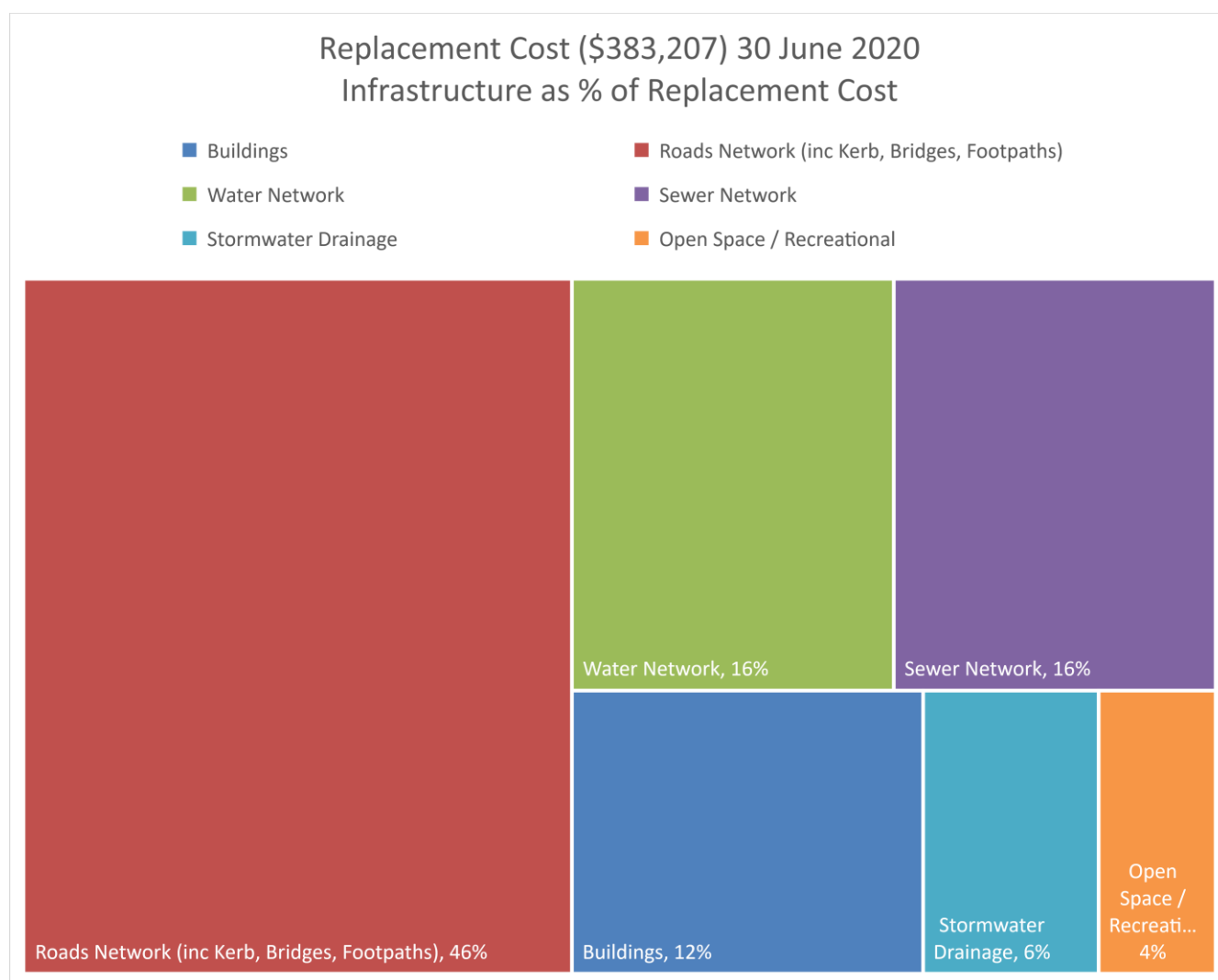


Figure 2: Assets as % of Replacement Cost

The condition of Council's assets is shown in Figure 3 as at April 2021 is derived from the ratings shown in 2019/20 financial statements for Council. The proportion of Council assets consumed or depreciated is shown in Figure 4.

Figure 3: Asset Replacement Value and Condition

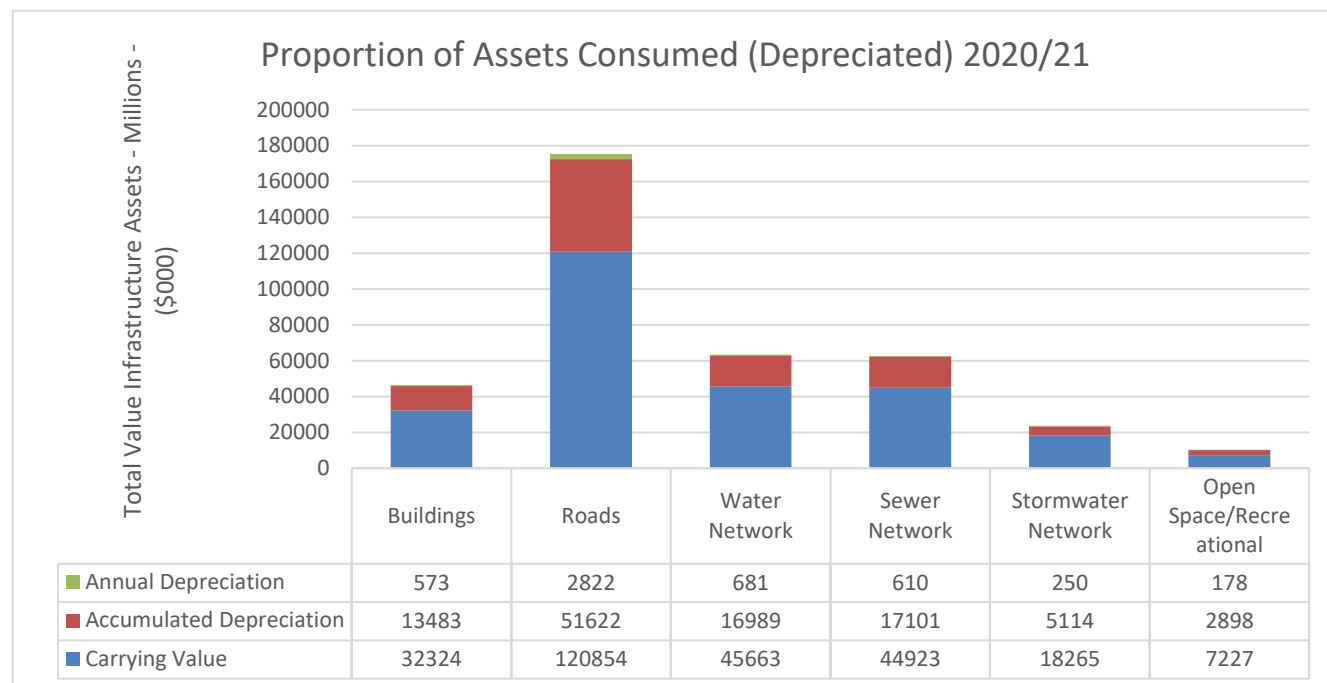
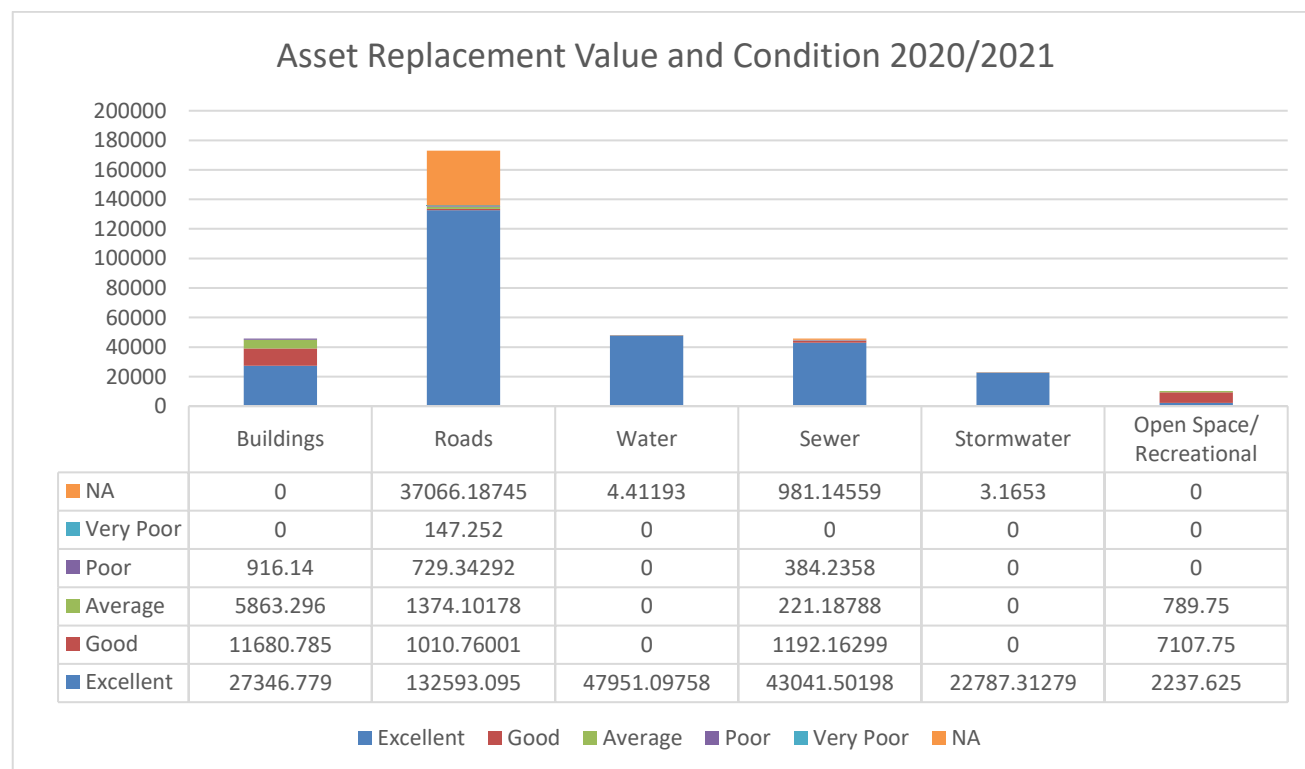


Figure 4: Proportion of Assets Consumed (Depreciated)



3.2 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. For example, life cycle sustainability and associated capital expenditure for lumpy items such as water and sewer and buildings is averaged out over the expected life of an asset. Therefore, the annual expenditure for one year is not useful as this does not give a true result. In the case of the Council's Water Assets provision the Long Term Financial Plan accounts for lumpy assets and their management by allocating money to Reserves on an annual basis: in this example the Water Reserve. Quarantining the capital needed for the renewal and or replacement of a Water asset when it approaches the end of its operational life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense).

As, part of the (2021) review of this [Asset Management Strategy](#) the life cycle cost for the services covered in this asset management plan is shown in the following table. The costs shown in the following table are based on actual **2019/20** expenditure on operations and maintenance.

		Life Cycle Costs		Life Cycle Expenditure		Life Cycle Gap	
	2019/20 Operations & Maintenance Expenditure	2019/20 Annual Depreciation	Life Cycle Cost	Capital Renewal Expense (\$/yr)	Life Cycle Expense (\$/yr)	(\$/year)	Life Cycle Sustainability Index
Asset Class	A	B	C (A + B)	D	E (A + D)	E - C	
Buildings	495	573	1,068	1605	2100	1,032	1.97
Roads	1,788	2,822	4,610	4,174	5,962	1,352	1.29
Water	1,571	681	2,252	231	1802	-450	0.80
Sewer	1084	610	1,694	285	1369	-325	0.81
Stormwater	108	250	358	0	108	-250	0.30
Open Space	421	178	599	1090	1511	912	2.52
	5,467	5,114	10,581	7,385	12,852	2,271	1.21
Figures pulled from financial statements							
				* A life cycle gap is reported as a negative value.			

Table 5: Life Cycle Costs, Expenditure and Gap

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure varies depending on the timing of asset renewals. The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than the life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future. Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available helps the Council plan the provision of its services in a financially sustainable manner.

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the Council's overall asset management and long term financial plans.

The life cycle gap and sustainability indicator for services covered by this asset management plan is also summarised in the preceding table.

3.3 Asset Management Structure

Director of Technical Services has responsibility for service delivery and asset management planning. The Engineering Services Manager coordinates asset management planning while the Development Manager, Environmental Engineer and Assets and Operations Operations Manager are responsible to the Director for delivering the service levels adopted by council for the associated budget

3.4 Council's Asset Management Team

A 'whole of organisation' approach to asset management is reflected by the Shire Council's Asset Management Team. The benefits of a council asset management team include:

- Corporate and Council support for sustainable asset management
- Corporate and Council buy-in and responsibility
- Coordination of strategic planning, information technology and asset management activities
- Uniform asset management practices across the organisation
- Information sharing across IT hardware and software
- Pooling of corporate expertise
- Championing of asset management process
- Wider accountability for achieving and reviewing sustainable asset management practices

Council's Asset Management Team is

- Director Technical Services
- Director Corporate Services
- Enterprise Risk Manager
- Engineering Services Manager
- Assets and Operations Manager
- Environmental Engineer
- Development Manager
- Finance Manager
- Management Accountant
- Technical Officer Asset Management
- Asset Maintenance Officer

3.5 Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. Eleven (11) core competencies have been developed from these elements to assess 'core' competency under the National Frameworks. The core competencies are:

Financial Planning and Reporting

- Strategic Long Term Financial Plan
- Annual Budget
- Annual Report

Asset Planning and Management

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

There are no plans for the duration of the current Delivery Program to re-commission a similar audit. It is, however, timely that this 'Strategy' flag the challenges inherent in the maintenance of existing service levels. Namely in addition to increase in community expectations it is evident that CPI-based funding increases will not be sufficient to cover maintenance and capital replacement costs. Hence, maintain current service levels for all classes of Council assets.

3.6 Strategy Outlook

The outlook for the next 10-years is that

1. Council aims to be able to maintain current service levels for the next ten years at current funding levels. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
2. Council aims to be able to fund current infrastructure life cycle cost at current levels of service and available revenue. This is dependent on maintenance, in real terms, of existing funding streams including Roads to Recovery funding and community contributions for maintenance and replacement of recreation facilities. There is also no capacity to improve assets to meet adopted levels of service in some areas.
3. Council has made good progress in key areas to produce documentation for IPR resourcing strategy. Service level reporting is needed as a priority to determine the likely risk and service impact of the resourcing strategy.

4. Where do we want to be?

4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Council's Community Strategic Plan – Berrigan Shire 2027.

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.

Berrigan Shire 2027 sets strategic outcomes and the objectives that will frame Council decision making during the planning period. The strategic outcomes describe where Council wants to be. The objectives are the steps needed to get there. Strategic outcomes and objectives relating to the delivery of services from infrastructure are shown in Table 6.

Table 6: Goals and Objectives for Infrastructure Services

Strategic Outcome	Strategic Objectives
Sustainable natural and built landscapes	Support sustainable use of our natural resources and built landscapes
	Connect and protect our communities
Good government	Ensure effective governance by Council of Council operations and reporting
Supported and engaged communities	Create safe, friendly and accessible communities
	Support community engagement through life-long learning, culture and recreation
Diverse and resilient business	Strengthen and diversify the local economy
	Connect local, regional and national road, rail and aviation infrastructure

Council's Asset Management Policy defines the Council's aim and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council's Asset Management Policy 2020 and Asset Management Accounting Policy 2019 defines the Council's aims and service delivery objectives for asset management and these are in accordance with Berrigan Shire 2027 and applicable legislation.

The Council's Asset Management Strategy is developed to support its asset management policy and is to enable Council 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
- Ensure the integration of Council's asset management with its long-term financial plan and Community Strategic Plan.

4.3 Asset Management Aim

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

To ensure adequate provision is made for the long-term management and replacement of major technical and physical assets, (including land and property).

In line with this aim, the objectives of the Shire's *Asset Management Policy 2020* and this *Asset Management Strategy* include:

- ✓ Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- ✓ Establishing processes that integrate asset management and community strategic planning with Council corporate and long-term financial planning.
- ✓ Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council.
- ✓ Meeting legislative requirements for asset management.
- ✓ Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- ✓ Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The **Asset Management Strategy** proposes strategies to enable the objectives of the **Community Strategic Plan**, **Asset Management Policy** and **Asset Management Strategy** to be achieved.

Table 7: Asset Management Strategies

No.	Strategy	Desired Outcome
1	Long Term Financial Planning informs the development of Annual budgets	The long term implications of Council services are considered in annual budget deliberations
2	Develop and conduct in accordance with Asset Management Accounting and Asset Management Policy reviews of Asset Management Plans covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs
3	Annual desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainability of funding model to provide Council services
4	Integrate review and update LTFP with the finalisation of Annual Budget	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report on Council's infrastructure assets in accordance with Special Schedule 7	Financial sustainability information is available for Council and the community
6	Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Accountable and transparent management of Council's Assets in accordance with this Strategy and Council's Asset Management Policies
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Key positions and personnel are aware of and responsible for asset management of Council assets in accordance with this strategy
9	Ensure that accurate and timely asset management information informs the Council's suite of Integrated Planning and Reporting documents	Improved financial and asset management capacity within Council

6. Asset Management Improvement Plan

Asset management improvement plan

Actions in the Asset Management and improvement plan describe the actions Council Officers will take to implement strategies described firstly by the Council's Asset Management Policy and the Council's commitment to the asset management strategies described in Section 5 of this Strategy.

Table 8: Asset Management Improvement Action Plan

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
1. Ensure that planned reviews of Asset Management Plans reflect Berrigan Shire 2027 priority projects and the Council's 4-year Delivery Program	Staff with asset management responsibilities identify role and the function of an asset in the achievement of Berrigan Shire 2027 priority projects	Asset Management Plans reflect Berrigan Shire 2027 priority projects and services included in the Council's 4-year Delivery Program	Director Technical Services Director Corporate Services	As required	Ongoing
	Improve horizontal and vertical integration of council's suite of IP&R documents	Financially sustainable management of Council Assets	Director Technical Services Director Corporate Services Finance Manager	Asset Management Training Integration of Finance and Asset Management Systems	Ongoing
	Include state of Assets reporting in Annual Report	Community is informed about the State & Financial Sustainability of Council Assets	Director Technical Services Strategic and Social Planning Coordinator Finance Manager	Cost Neutral	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
2. Resourcing Strategy and Asset Management Strategy development and coordination	Resource Strategy integrates the Long Term Financial Plan (LTFP) with the relevant AMP.	Resourcing Strategy that meets IPR legislative requirements	Chief Executive Officer Director Technical Services Finance Manager	Strategic and Social Planning Coordinator	Ongoing
	Asset Management Strategy describes risks of current maturity of the Council's management of assets as well as service levels that can be achieved by resourcing strategy	Maturity of Asset Management systems and processes is maintained in accordance with the Council's Asset Management Policy	Director Technical Services	Training and Development Asset Management Systems and Software	Ongoing
	Community – service users are engaged in reviewing and updating the Council's Asset Management Plan's and Asset Management Strategy.	Asset management is informed by users experience and expectations	Director Technical Services Strategic and Social Planning Coordinator	Finance Manager Asset Management Team	Ongoing
	Accurate and timely review of Asset Management Plans informs Council decision making	Council decision making is informed by community expectations and the risks /costs associated with the financial sustainability and operation of an asset	Director Technical Services Director Corporate Services		Ongoing
3. Integration with Long Term Financial Plan (LTFP)	Annual desktop review of Long Term Financial Plan includes revised expenditure projections for Asset Management Plans reviewed and adopted in the preceding year	Sustainable funding model to provide Council services	Director Technical Services Director Corporate Services (Corporate Services AMP)	Finance Manager	Ongoing

What we want to do	How are we going to do it?	What will be the outcome	Lead Responsibility	Cost / Other resources	Commencing
	Report to the Council by CEO on development and implementation of Asset Management Strategy, AM Plans and Long Term Financial Plans	Audit Committee and Council oversight of resource allocation and performance	Chief Executive Officer	Finance Manager Asset Management Team	
4. Knowledge and Information Management	Responsibilities for asset management are identified and incorporated into staff position description	Key positions and personnel are aware of and responsible for management of Council assets in accordance with this Strategy and Council Policy	Director Corporate Services	Workforce Development Strategy and Action Plan	Ongoing
5. Community Engagement	As Asset Plans scheduled for Review include a Community Engagement Strategy that shares information on achievable service targets/risks	Community feedback is informed	Director Technical Services Strategic and Social Planning Coordinator	Social Media	Ongoing

Berrigan Shire 2027



Berrigan Shire 2027: Workforce Management and Development Plan 2017 - 2022

Contents

Introduction.....	4
Purpose	4
Context: NSW Local Government	6
Budgetary Constraints.....	6
Ageing Infrastructure	6
Changing Community Expectations	7
Council Activities and Berrigan Shire 2027	8
Council Workforce	11
Skills Shortages	12
Staff retention	12
Staff Survey.....	14
Attraction.....	15
Recruitment.....	16
Retention	16
Training.....	18
Issues for Berrigan Shire Council.....	19
Work Force Management & Development Plan Implementation	21
Strategic Outcome 2.....	22
Workforce Development Action Plan-Attract and Recruit	23
Workforce Development Action Plan - Retention	27
Workforce Development Action Plan – Training and Skills	29
Appendix – People Matter Survey Results Berrigan Shire Council 2016	32

Figures

Figure 1 Organisational Structure	10
Figure 2: Employees x Age & Gender	11
Figure 3: Length of Service	12
Figure 4: Motivation to stay	13
Figure 5: People Matters Survey Top Line Result - Role	15
Figure 6: People Matter Survey Topline Result - Workgroup	15
Figure 7: People Matter Survey Topline Result - Organisation	16
Figure 8: People Matter Survey Topline Result - Workgroup Manager	16
Figure 9: People Matter Survey Top Line Result - Senior Manager	17
Figure 10: Change that would improve the effectiveness of the workplace	18
Figure 11: People Matter Survey Top Line Results - Organisation	19

Tables

Table 1: CSP Strategic Outcomes and Council Activities	8
Table 2: Profile of Council Workforce	11

Introduction

Workforce planning is a requirement of Integrated Planning and Reporting. The Shire's [Workforce Management Strategy and Action Plan 2017 – 2022](#) is an element of the [Berrigan Shire 2027: Resourcing Strategy](#) and it contributes toward the achievement of [Berrigan Shire 2027 Strategic Outcomes](#) of:

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

The [Workforce Management Strategy and Action Plan 2017 – 2022](#) includes a snapshot of the demographic features of Council's workforce of 93 equivalent full time staff (EFT), our current organisational and reporting structure, workforce development issues and an action plan designed to facilitate the resourcing and workforce requirements of the Shire's [Delivery Program 2017 – 2022](#).

This strategy and action plan assumes no change in the skills, specialist knowledge and competency profile of the Shire's workforce and was developed with reference to:

- Analysis of the Shire's Community Strategic Plan *Berrigan Shire 2027*
- Consideration of Council's [Delivery Program 2017 – 2022](#) ;
- A review of the Council's [Workforce Management Strategy and Action Plan 2013 – 2017](#);
- An updated summary profile of the Shire's workforce and analysis of future requirements as at February 2019; and
- A survey (2016) of Council staff.

Purpose

The [Workforce Management Strategy 2017 – 2022](#) and its Action Plan facilitates the maintenance and development of a workforce with the technical and managerial competence needed to implement the Shire's 4-year *Delivery Program* and annual operating plans. Aligned with the [NSW Local Government Workforce Strategy 2016 – 2020](#) and its strategic themes (Box 1) the Council's [Workforce](#)

Box 1:

NSW Local Government Workforce Strategy 2016 – 2020

The [NSW Workforce Strategy](#) adopts the same broad vision of the National Strategy, namely to ensure local government has:

- The workforce capability it requires for a productive, sustainable and inclusive future
- The capacity to develop and use the skills of its workforce to meet the needs; and
- Aspirations of its communities.

The National Strategy includes eight strategic themes, all of which are relevant to the NSW context and are adopted in the NSW Workforce Strategy.

These are:

1. Improving workforce planning and development
2. Promoting local government as a place-based employer
3. Retaining and attracting a diverse workforce
4. Creating a contemporary workplace
5. Investing in skills
6. Improving productivity and leveraging technology
7. Maximising management and leadership
8. Implementation and collaboration (OLG, 2016, p. 2)

Management Strategy and Action Plan is themed according to three interrelated elements workforce **attraction**, **retention** and **training**.

1. **Attraction** and **Recruitment** which includes planning for, and forecasting the demand for specialist skills and local government as an employer. NSW Strategic Themes 1, & 2
2. **Retention**: Improving the value from investments current being made in the existing and future workforce NSW Strategic Themes 3, 4,5 & 6 (**Retention**)
3. **Training**: Integrating policy, planning and service delivery with broader workforce participation, social inclusion and innovation ensuring that we have a workforce able to connect with or leverage wider economic, employment and social strategies

Or **Attraction Recruitment Retention and Training (ARRT)**.

This Strategy and Action Plan uses the three pillars of workforce development: **attraction / recruitment, retention** and **training** to promote the development by the Council of a workforce with the skills, knowledge and experience needed to implement the Council's **Delivery Program 2017 – 2022**. This 'Strategy and Action Plan' is also the Council's response to the strategic workforce management issues identified through analysis of the profile of Council's current workforce and the People's Matters Staff Survey (2016) conducted by University of Technology Sydney as part of a broader NSW Local Government Pilot project.

Strategic workforce issues identified and to addressed by this Strategy and Action Plan include:

1. Leadership
2. Training and succession planning,
3. Recruitment to key roles,
4. Change in community expectations, and
5. An inclusive and ageing workforce.

Context: NSW Local Government

Council's **Workforce Management Strategy and Action Plan**, recognises that New South Wales Local Government is a rapidly changing milieu and that the focus of Council and recent local government reform is on council performance. And that Council performance is related to the skills, knowledge and experience of the Council's workforce which requires monitoring to ensure that we continuously improve the delivery and performance of the Council's facilities and services.

In the next four-years, the Council will continue the delivery of its current range of services, cognisant of the need to be responsive to broader trends in local government and more broadly the delivery of public services, which include:

- Budgetary constraints;
- Ageing infrastructure; and
- Changing community expectations about the nature and responsiveness of Council services.

Budgetary Constraints

Budgetary constraints in NSW local government is not a new issue. In the context of the Council's workforce management and development planning - employee costs are not expected to decrease. Further, in addition to employee costs, the costs associated with attracting and retaining professional staff and the investment in training needed to respond to increased audit, performance monitoring and reporting requirement in the next four years will also continue to rise.

The Council is committed to ongoing monitoring and review of the services it provides and to investigating more efficient and productive modes of delivering the same service. On the other hand and in the context of similar sized New South Wales Councils (Office of Local Government Group 10 Councils') the Council's employee complement of 93 staff is compares favourably to similar sized Group 10 Councils. Other than investing in technology and training, the Council has few options and limited capacity with its current program of services to manage operational constraints. Where it can without compromising services the Council does control operational costs and constraints through vacancy control.

Budgetary constraints in the context of this workforce management plan continue to impact the financial sustainability of Council operations. Hence, actions that retain and or attract finance and revenue professionals critical to the management of the Council's budget and which also invest in the technologies needed to monitor council expenditure are crucial to the financial sustainability of the Council's Delivery Program.

Ageing Infrastructure

For the staff and volunteers engaged in the management and operation of ageing infrastructure Council and community facilities: pools, halls and the multiple small buildings and facilities in our recreation reserves. The need to enhance asset management staff and volunteers ability to plan and think strategically about current and future use will add value to the Council's approach to the management and stewardship of Council assets and service infrastructure. Consideration, therefore, is given by the **Workforce Management Plan** to actions; that increase the strategic, the asset management, financial literacy and leadership capabilities of Councillors, non-finance staff and Council volunteers. Increasing the financial and asset management literacy of Councillors, non-finance staff and Council volunteers ensures that decision-making about continued investment in assets is strategic and

considers the full-cost (current and future) of developing new assets and or upgrading ageing infrastructure.

Changing Community Expectations

According to research undertaken by University of Technology Sydney (2015) and commissioned by Civica International the users of Council services and citizens more broadly are changing how they interact with their local councils. In the next 4-years the trend toward the use by all age groups (not just those aged 30 years and under) of internet connected mobile phones will continue to increase. Changing how the Council communicates with residents and ratepayers and in doing so changing also community expectations about the immediacy and timeliness of the Council's response. Requiring that the Council, further develop its social media, communication and electronic records and content management systems and invest in training and supporting staff develop the skills, knowledge and expertise needed to respond to increased demands (particularly when Council services are disrupted or disruption is planned) for timely information about Council services.

Council Activities and Berrigan Shire 2027

The following table describes the relationship between Council's **Delivery Program** activities and **Berrigan Shire 2027** strategic outcomes which, in turn contribute toward the realisation of our community's vision that

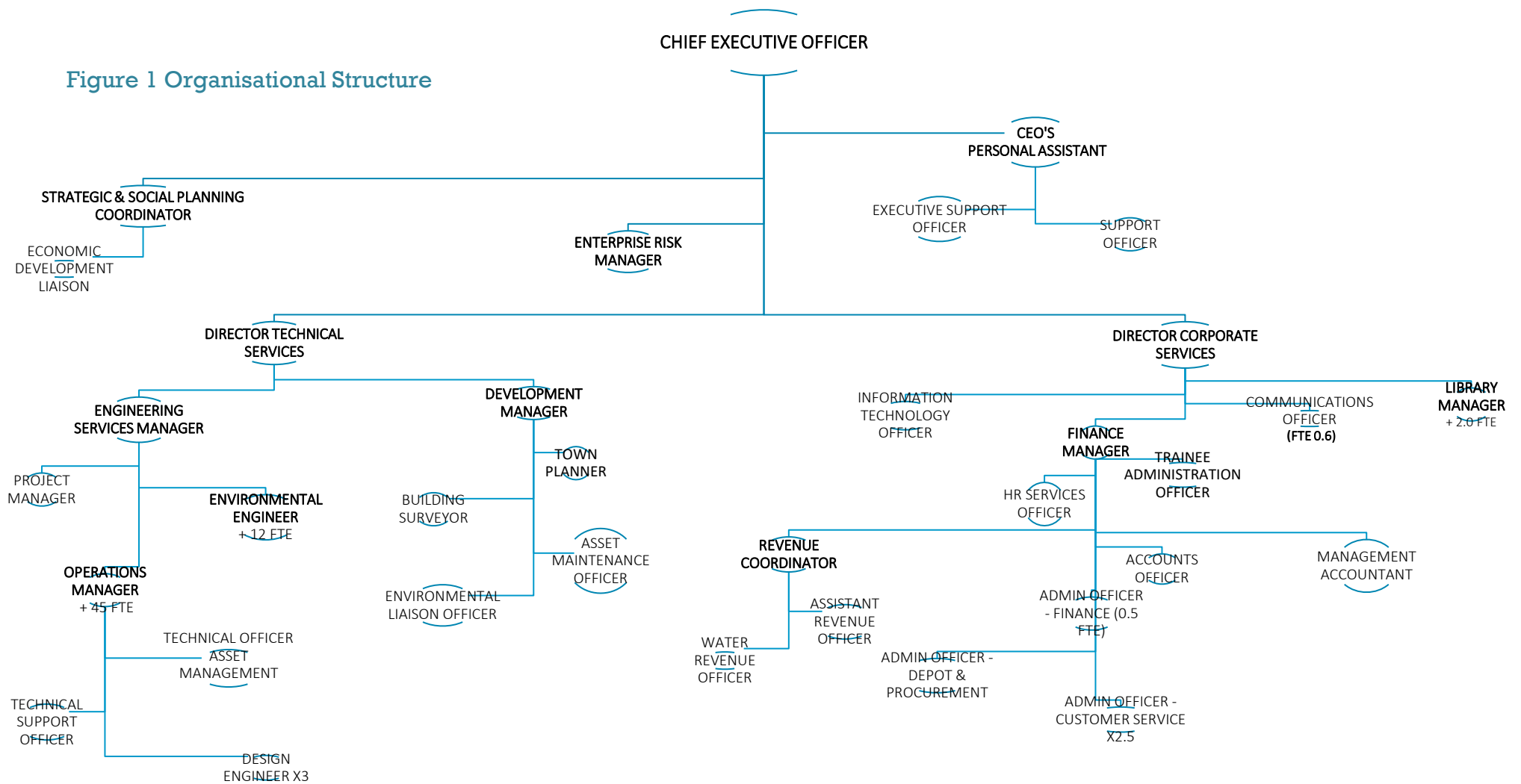
In 2027 we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists.

CSP Strategic Outcome	CSP Strategic Objective	Council Activities and Services	Professional & Technical Skills
1.Sustainable Natural and Built Landscapes	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	Stormwater Council roads, paths, levees Land use planning and development Waste Weed Control	Engineering & Surveying Statutory and Land Use Planning Project Management Building Control Environmental Management
2. Good Government	2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 2.2 Strengthen strategic relationships and partnerships with community, business and government	Council governance, enterprise risk management, plant and business operations Community planning	Strategic Planning / Corporate Planning Finance Accounting Risk Management Human Resource Management Asset Management Information & Records Management Partnerships and network development Workforce Leadership Information Technology Media and Communications
3. Supported and Engaged Communities	3.1 Create safe, friendly and accessible communities 3.2 Support community engagement through life-long learning, culture and recreation	Libraries and community services Parks, reserves, recreation facilities Cemeteries Water and Sewerage Environmental health Animal Control Emergency Services	Information Studies (Libraries) Open Space Planning & Management Engineering and Design Public Safety Environmental Health Social Planning
4. Diverse and Resilient Business	4.1 Invest in local job creation, retention and innovation 4.2 Strong and diverse local economy 4.3 Diversify and promote local tourism 4.4 Connect local, regional and national road, rail and aviation infrastructure	Business, industry & economic development Tocumwal Aerodrome Tourism and events promotion Sale yards	Economic Development & Planning Marketing Business Development

Table 1: CSP Strategic Outcomes and Council Activities

In addition to providing an overview of the integration of [Berrigan Shire 2027](#) strategic outcomes and Council activities this table describes also the breadth of professional, technical and managerial competencies inherent in the provision of Council services and the implementation of its 4-year Delivery Program.

Figure 1 Organisational Structure



Council Workforce

In March 2021, there were 98 persons employed by Berrigan Shire Council. This number fluctuates throughout the year and is the result of the employment of casual staff such as pool lifeguards. As with previous years, the majority of Council employees are men employed on a full-time basis by contrast, women are more likely to be employed on a part-time or casual basis.

	Council Governance	Corporate Services	Technical Services	EFT	Full-time	Trainee	Part-time	Casual	Total
Male	1	5	65	71	70	0	1	0	71
Female	6	20	1	27	16	1	7	3	27
Total	7	25	66	98	86	1	8	3	98

Table 2: Profile of Council Workforce

The median age of a Council employee in March, 2021 was 47 years of age a 5-year decrease in median age when compared with median age of employees in 2012. This means that more than 50% of the Council workforce is aged 47 years of age or over. Twenty-three (23%) of the Council's workforce is aged over 55 years with a significant number of staff retiring within the next twelve months. The most common single 10-year age group for Council employees has changed. The 45-54 years of age cohort, comprises 28% of the Council's employees: displacing, the 60+ years cohort as the most common age group.

By contrast, 20% of Council's employees were aged under 34 years of which over three quarters of these are women.

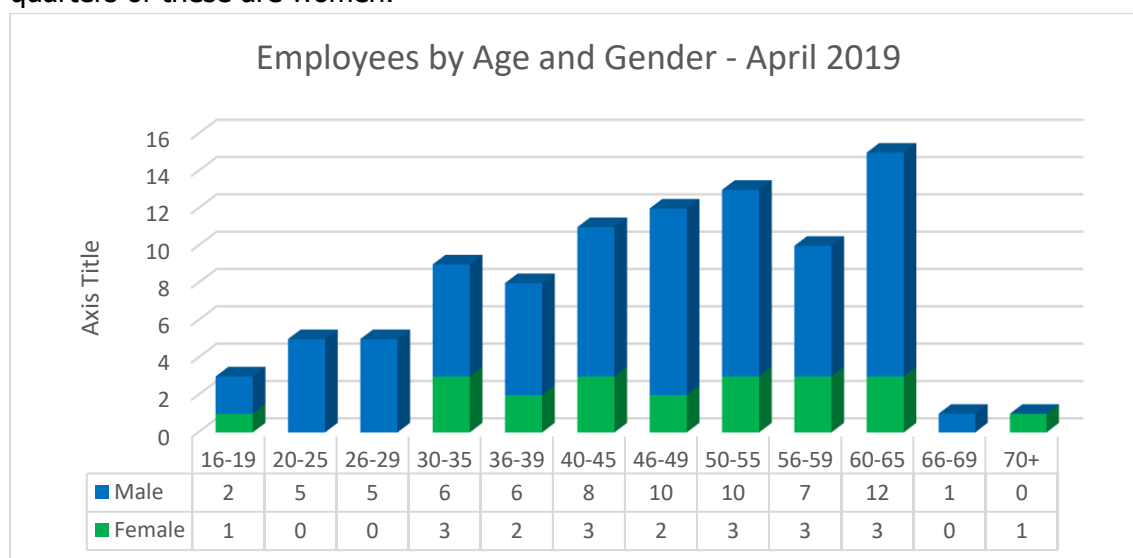


Figure 2: Employees x Age & Gender

The average Council employee has been working with the Council for ten years moreover, the Council for 20-years or more have employed 21% of Council employees.

On the other hand, 42% of the Council's workforce has been with the Council for five years or less than 5 years. This includes key positions in Finance, Rates, Economic Development, Development Services and Engineering Services.

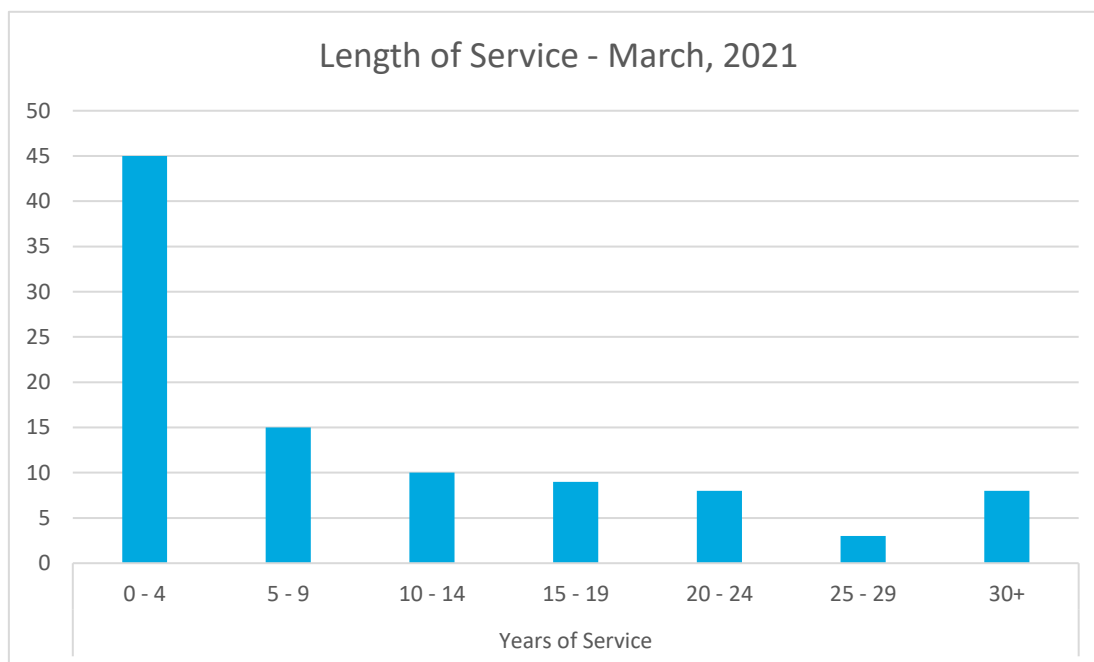


Figure 3: Length of Service

Skills Shortages

In the past four-years' the Council has continued to experience turnover in key professional and primarily technical services positions. While acknowledging that local government throughout NSW in rural and regional areas experiences difficulty attracting, recruiting and retaining finance, engineering and strategic-planning professionals. The Council has managed to recruit sufficiently skilled and experienced professionals to these vacancies as and when they have arisen. The Council's relatively flat organisational structure does not provide opportunities for internal progression to, and succession planning for senior professional positions: Engineering, Accounting, and Development Services. There is, however, support for employees through succession planning to identified positions with consideration by this Plan given to promoting participation in a whole-of-Council project teams to develop new and transferable skills. Similarly, there are also provisions within the Council's performance and development program to support employees undertake further studies should they wish to gain professional qualifications.

Staff retention

The Council, in the past 4-years has been successful in retaining staff while maintaining a steady overall rate of staff turnover. Reflecting an industry trend that Local Government employees traditionally stay with their employers for significant periods of time. Based on the People Matters Survey (2016) conducted by the University of Technology Sydney appended and completed by 58 employees or 56% of Council staff historical explanations for this trend: job security (4%) and work / life balance (0%) appear to not be factors that motivate Council's employees (respondents) decision to remain with Council.

Not surprisingly, better pay and benefits for (14%) of respondent employees is the primary motivation followed by 'improved career opportunities' for a further (10%) of respondents; with 'greater recognition for their work' (10%); and 'improved learning and development opportunities' (10%) also being the primary motivation for a further 20% of respondents..

The implications for a smaller Council with a limited budget and flat structure, is that there is almost no capacity to increase salaries or offer diverse career progression pathways. Therefore, to retain staff, the Council should focus on the motivators that it can within its resources influence and change and which canvass the primary motivators of 66% of employee survey respondents. Namely, 66% of survey respondents ranked the following as factors that would motivate them to remain working at Council:

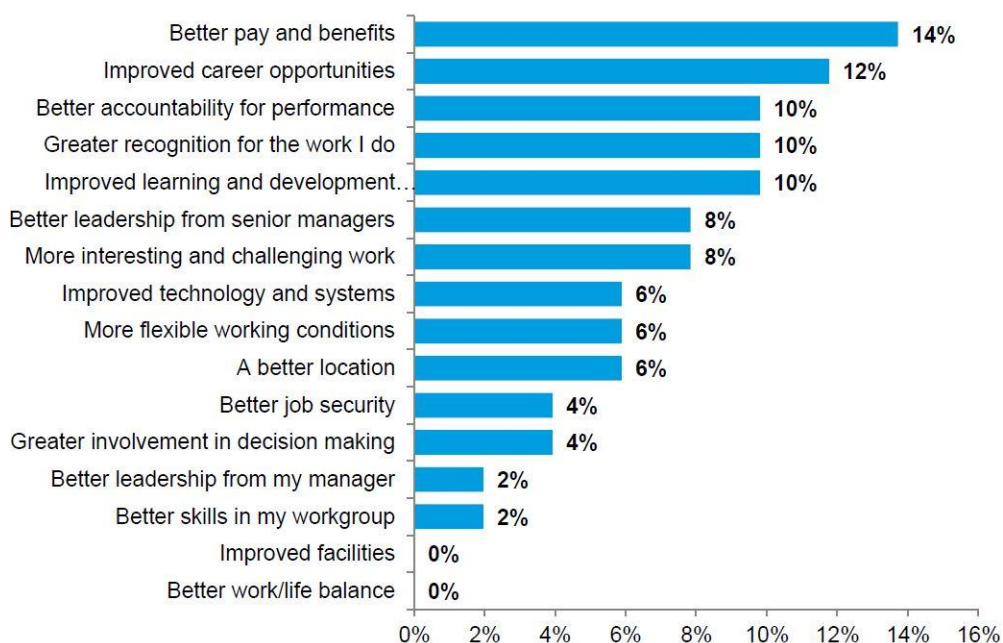
- Better accountability for performance (10%);
- Greater recognition for the work I do (10%);
- Improved learning and development opportunities (10%);
- Better leadership from senior managers (8%); and
- More interesting and challenging work (8%).

Figure 4: Motivation to stay

People Matter Survey – Berrigan Shire Council 2016

Survey Question: Please rank the top five factors that would motivate you to stay in your current organisation?

Distribution of responses for those factors ranked in first place by survey respondents



Staff Survey

Council staff (December 2016) completed a the People Matters Survey as part of University of Technology Sydney Project designed to pilot this Survey for use by NSW Local Government. The survey was completed by 56% of the Shire's full-time, part-time and casual workforce including their managers and supervisors. A total of 58 hardcopy surveys were completed out of a possible 102 hardcopies. Not all questions were answered by survey respondents. Thirty (36) respondents or 63% indicated that on a typical work day they worked the majority of their day indoors with the balance of respondents to this question 21 employees or 37% of survey respondents selecting that they worked outdoors. The survey results therefore, are in this regard, reliably indicative of the views of indoor staff but should be treated with caution as the sample is not representative and therefore should not be generalized for outdoor staff.

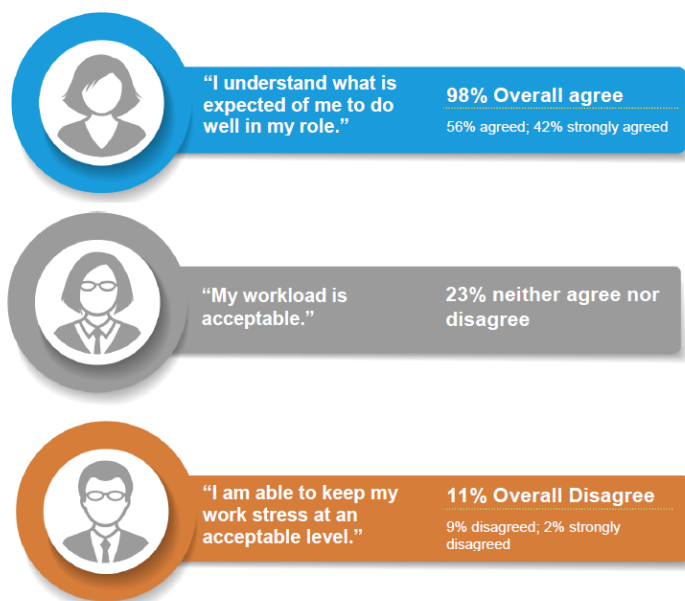
Survey questions and their supporting rationale are included as an appendix.

The People Matters Survey is a standard work practices survey that canvasses eight factors proven to positively impact and enhance employee and organisational work practices. Mapped to this Plan's strategic themes the Berrigan Shire Council People Matters Survey (2016) results provide an insight into employees' perception and experience of:

1. Their Role – (Attraction)
2. Their Workgroup – (Attraction)
3. Their Performance and development (Training)
4. Their Manager (Retention)
5. Their Senior Manager (Retention)
6. The organisation (Recruitment)
7. Diversity and inclusion; and (Recruitment & Retention)
8. Motivation to stay (Retention)

The following summary of topline results should be read recognising the following:

- Overall agreement refers to agree and strongly agree ratings combined
- Overall disagreement refers to disagree and strongly disagree ratings combined
- Round to the nearest percent may mean that total percentages may not equal 100%



Attraction Role

This result suggests that Council employees generally have a good understanding of their role and the requirements of this job. A result that could be used to demonstrate to future employees that the Council is a workplace where staff generally know what is expected and in doing so feel that they are contributing to organisation and community objectives.

And in doing so generally have the tools and resources needed to do their job effectively.

Workgroup

Similarly, survey respondents reported that within their workgroup their experience was that their workgroup worked collaboratively, that there was good team spirit and that members helped and supported each other: factors that can be used to promote the workgroup and attract prospective employees.

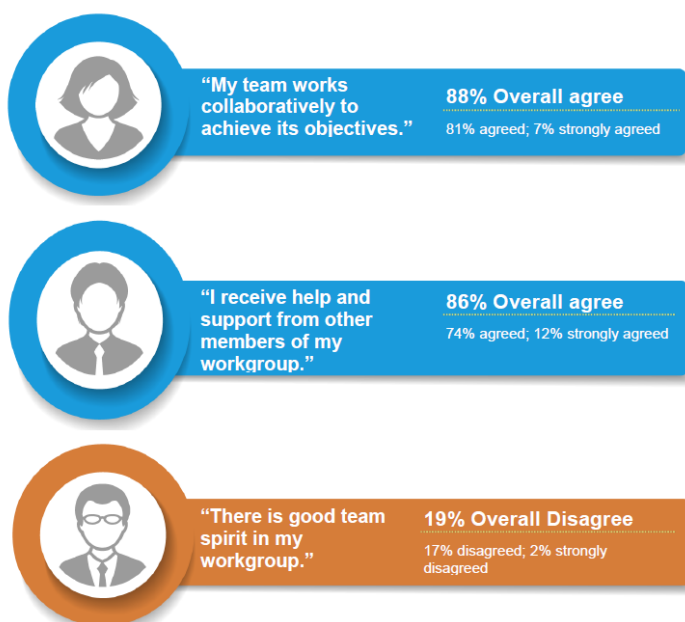


Figure 6: People Matter Survey Topline Result - Workgroup

Recruitment

The Organisation

Within local government and business more generally organizations' that earn and sustain high levels of public trust, and in doing so undertake improvements in response to community needs are viewed by prospective employees as organisations that in addition to being attractive places to work are also more importantly organizations' that will enhance their career and future employability. Therefore, actions that enhance organisational performance and reputation are likely in a competitive market to ensure that the Council's organisational and recruitment processes are surprise free and mutually beneficial.

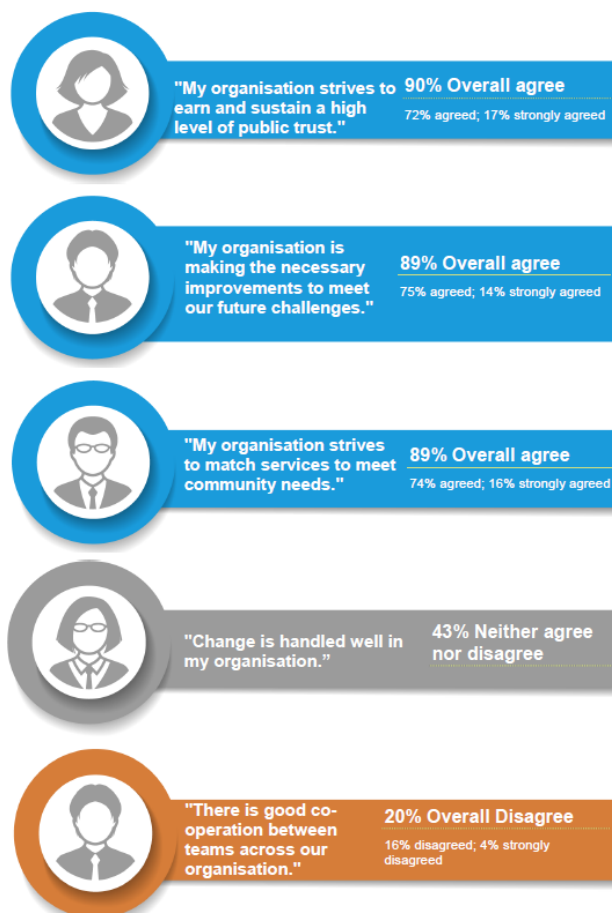
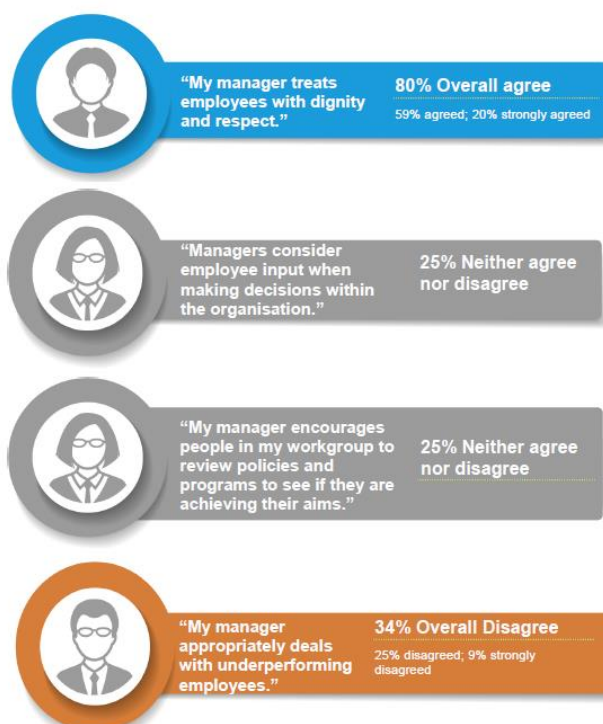


Figure 7: People Matter Survey Topline Result - Organisation



Retention

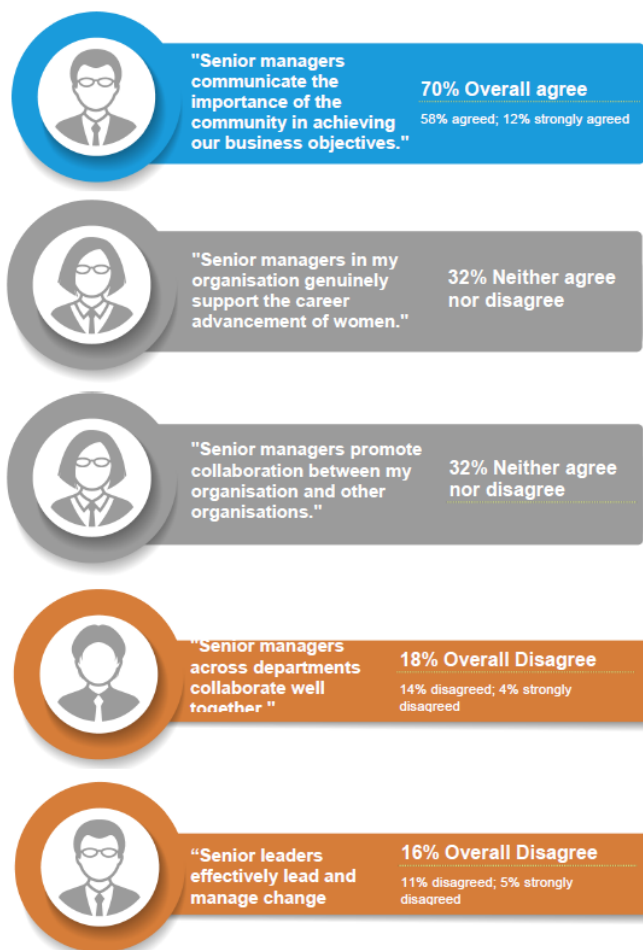
Their Manager and Their Senior Manager

Employers are more likely to retain productive staff when the individuals, their skills and the work they undertake is valued by the organisation and organisational leaders effectively communicate, model organisational values and in doing so support and promote collaboration between workgroups and innovation by employees.

Figure 8: People Matter Survey Topline Result - Workgroup Manager

The results suggest that a significant number of survey respondents 80% believe that their direct manager treats employees with respect. There is however, scope for improvement as a 25 percentage of employees were ambivalent with respect to employee input into Council decision-making. Suggesting that actions that engage a broader cross-section of Council employees in decision-making and the review of policies and programs may be effective in

Figure 9: People Matter Survey Top Line Result - Senior Manager



retaining staff who would like to contribute but who for organisational and or individual reasons do not do so.

The issue of operational managers' response to underperforming employees requires exploration and is action in this Workforce Plan by the Council's commitment to developing the leadership capabilities of senior managers and Council overseers. Similarly, survey respondents reported an overall agreement that Senior Managers communicated the importance of community in achieving the Council's objectives but were ambivalent with respect to Senior Manager's support for the career advancement of women and collaboration between the Council and other organisations. Analysis suggests that the relatively flat

organisational structure together with limited career paths within this structure particularly for the predominately female corporate services team may account for this ambivalence. As do resource constraints in terms of the time away from the workplace that is requisite to the development of collaborative relationships outside of the organisation.

The Council's investment in its workforce is significant and while it has been successful in attracting and recruiting staff to non-professional positions – the retention of these employees requires actions that mediate the impact of structural barriers to career advancement, organisational learning and collaboration. Issues highlighted by employees responses to questions about workplace factors that would motivate an employee to stay and already discussed. The follow up question asked 'if you could change one thing to improve the effectiveness of your workplace, what would it be? The responses to this question are included in the appended UTS Survey Report and summarized as a Word Cloud. Suggesting that actions that promote better leadership and management of staff by

Council's managers and leaders are actions that would motivate respondent employees to remain working with the Council.

Word Cloud Analysis:

If you could change one thing to improve the effectiveness of your workplace, what would it be?



Figure 10: Change that would improve the effectiveness of the workplace

Training

Employers are more likely to attract and retain staff if opportunities can be provided for staff to use:

- Current Skills
- Upgrade and further develop their skills, knowledge and experience

A workforce that is trained and exposed to development opportunities is more productive and is also more likely to perform, innovate, share their knowledge and experience.

Survey results note that 82% of the employees that responded to the survey have a strong desire to advance their career. Moreover, a further 32% would not like to work for another Local Government Council suggesting that a significant percentage of Council employees (50%) would consider working for another employer. The corollary is that they may choose to do so, given the high percentage of respondents who are interested in advancing their careers. Training and professional development opportunities therefore, not just for the purposes of statutory compliance is critical to ensure the productivity and commitment of staff while they remain Council employees. As the risk is, that staff with a strong desire to advance their career may, if they occupy roles that do not have a career path, may become disillusioned, and therefore, less productive.

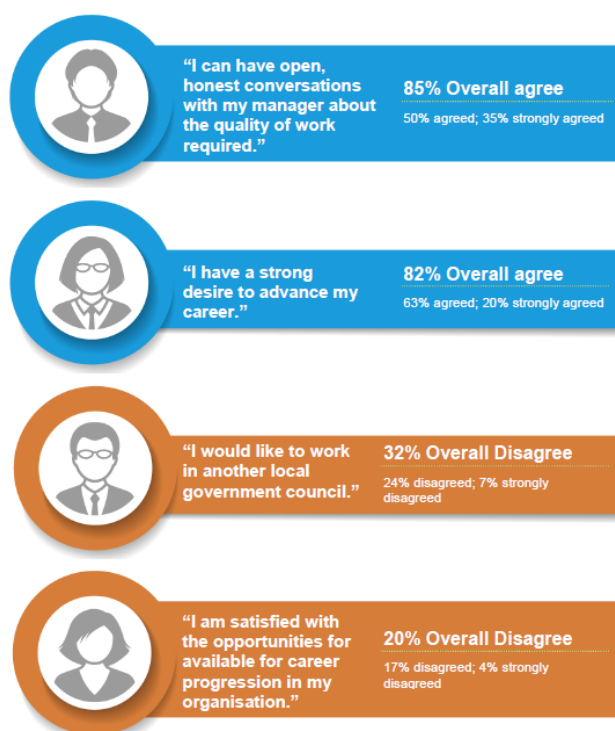
Issues for Berrigan Shire Council

The demographic profile of the Shire community – both now and into the future – combined with the sector-wide shortage in key professional areas such as Town Planning, Engineering and Finance together with the wages and career expectations of younger professionals continues to be a significant issue for Council. In particular, these issues inform planning for and consideration of the medium to long-term workforce requirements of the Council's **Delivery Program**. Informing the actions that the Council can take to attract, retain, and train its workforce-

In summary key strategic issues remain:

- **The age of the Shire's working population.** As the Shire's population ages, the number of local people actively looking and available for work continues to decrease.
- **Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.** This is an industry-wide issue for local government and is a multi-dimensional and complex issue made all the more problematic in the context of the changing community expectation, costs associated with training and development of staff, competition for the recruitment and retention of staff; and limited career pathways within the Council's organisational structure.
- **Attraction and retention of personnel.** The Council does not have the same level of difficulty experienced by Shires to its west. It will however, continue to experience retaining professional, technical and skilled customer service staff. Due, in part, to sector shortages, the competitiveness of Council's salary package, and opportunities for local career development and progression.
- **An ageing workforce and succession planning** – While in the past 4 years the Council has had some success in lowering the median age of its workforce. In

Figure 11: People Matter Survey Top Line Results - Organisation



common with other organisations that operate within ageing communities there are also a number of issues related to corporate knowledge, succession planning, work health and safety, and transition to retirement that require consideration and planning. Depending on the physical requirements of the position and the skill set required there is with the Council recognition that some positions are generic and amenable to job re-design with no impact upon service delivery. On the other hand there are also a number of positions where there is limited scope or indeed organisational capacity within Council for other staff to undertake tasks / or alternative tasks and or to acquire the necessary skills and experience associated with the role.

- **Employment of young people** – Council has, in general, accepts the notion that in order to attract and retain young people that opportunities should be provided by way of scholarships and traineeships. While it will continue to offer traineeships, as and when vacancies arise it will do so after testing the market for trained staff. On the otherhand, the Council remains committed to its scholarship program. The results of which have not necessarily directly benefit the Council through subsequent employment but which promote Local Government and rural communities to younger generation of professionals.
- **Changing nature of work and impact of regulation** – Regulation and the changing nature of work is placing increased demands upon the technical knowledge, analytic, and literacy skills of Council employees in a wide range of positions. Moreover, this is particularly evident in roles where these skills were previously either not needed or a priority e.g: Water Supply and Distribution staff.
- **Section 355 Committee management of Council facilities and community assets** – Section 355 Committee's within their delegation manage or control the day to day operations of Council / community assets with a replacement value of \$24 million. Regulation and the changing nature of volunteering is placing increased demands upon Council arrangements for the management of these assets and volunteer involvement in Section 355 Committees. These issues are now being addressed through the implementation of the Shire's *Volunteer Strategy and Action Plan 2012 – 2016*.
- **Staff survey results** – staff survey results provide an insight into workforce development issues related to staff training, attraction and retention that are in the direct control of Council and its executive management team. Key survey results include:
 - 98% of surveyed employees 'understand what is expected of me to do well in my role'
 - 88% of surveyed employees agree overall that 'my team works collaboratively to achieve its objectives'
 - 85% of surveyed employees agree overall that 'I can have open, honest conversations with my manager about the quality of work required'
 - 90% of surveyed employees agree overall that 'My organisation strives to earn and sustain a high level of public trust'; and that
 - 86% of survey employees agree that 'Age is not a barrier to success in my organisation'.

Work Force Management & Development Plan Implementation

The Shire's Executive Management Team is responsible for identifying the resources (human, financial and technical) required to implement the following Workforce Development Action Plan.

Council managers and supervisors remain responsible for coordinating the Plan's implementation in the areas of their expertise and for monitoring and ensuring that training developed in response to legislative and technological change is relevant and effective.

The Workforce Development Action Plan includes actions where the issues identified are:

1. In the direct control of Council; or
2. Issues that Council as an employer does not control but can influence.



Strategic Outcome 2

Good government

Workforce Development Action Plan-Attract and Recruit

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.1.3	Council operations and financial management support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Attract and Recruit
Workforce Development Objective	2.1.3.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce.

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
A decline in the Shire's working population.	2.1.3.5.1.1	In partnership with our communities market and promote the lifestyle and liveability of our communities to attract local government and other professionals with families. Utilise liveability marketing material in job advertisements on Council's webpage.	Increased awareness of services and facilities by new residents / employees and prospective employees	Community Survey Results 2016 Staff survey 2016 Information obtained from job applicants.	EDL/ERM	✓	✓	✓	✓	✓

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
Employment of young people	2.1.3.5.1.2	Continue Council support of traineeships	Young people will have the opportunity of remaining close to home while studying	Report in Annual Report	ERM	✓	✓	✓	✓	✓
	2.1.3.5.1.3	Investigate opportunities for partnerships with TAFE and school based traineeships	Increase in the local 'pool' of young people with vocational qualifications	Report in Annual Report	DCS	✓	✓			
	2.1.3.5.1.4	Develop traineeship program by establishing role/s targeted at school leavers/students for both indoor and outdoor workplaces.	Increase in employment of local youth, and interest in working for Council.	Report in Annual Report	EDL/ERM				✓	
	2.1.3.5.1.5	Establish school education program to showcase Council construction activities.	Improved image of Council workers, and activities; Increased interest in working for Council.	No. of education programs completed; Report in Annual Report	EDL/ERM				✓	
Ability to employ a wider range of skilled staff (FFF Improvement Plan Actions)	2.1.3.5.1.6	In partnership with our communities market and promote the lifestyle, liveability of our communities to attract local government and other professionals with families Utilise liveability marketing material in job advertisements on Council's webpage.	Increased awareness of services and facilities by new residents / employees and prospective employees	Survey / Poll of prospective applicants re: their information requirements	EDL/ERM	✓	✓	✓	✓	✓

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
	2.1.3.5.1.7	Actively use skilled migration programs and sponsor Section 457 visa holders for vacant professional / technical services positions	Council operations are delivered in a timely and efficient manner	No of positions filled No. of positions vacant for more than 12 months	DTS	✓	✓	✓	✓	✓
	2.1.3.5.1.8	Establish traineeship position and program for Water and Sewer Operations	Succession planning for Water and Sewer Operations	Employment of Trainee Water and Sewer Operator, and completion of Water Operator training.	DTS	✓		✓	✓	✓
	2.1.3.5.1.9	Actively promote to current and prospective employees the career development, packaging and work/life benefits provided by Council employment	Increase in the % of Council employees reporting extremely satisfied with work/life balance	Survey of Employees	SSPC	✓	✓	✓	✓	✓
	2.1.3.5.1.10	Conduct a review of organisational structure, existing positions and position descriptions to improve the appeal of vacancies and attract a high calibre of candidates	Increase in quality applicants for vacancies	No. of applicants; No. of positions filled.	ERM/HRSO					✓
Location and Competitiveness	2.1.3.5.1.11	Monitor local government remuneration packages and identify regional benchmarks	Competitive Remuneration	Through participation in Statewide	DCS/DTS/ERM	✓	✓	✓	✓	✓

What is the issue?	Op. Plan Ref No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
		prior to recruitment and advertising vacancies		Benchmarking surveys; Comparative information obtained through data on salary software programs						

Workforce Development Action Plan - Retention

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Retention
Workforce Development Objective	2.1.3.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce.

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
Balancing the mobility of skilled and motivated staff with perceptions of or real organisational inertia.	2.1.3.5.2.1	Offer career development opportunities through backfill and succession planning for identified positions in accordance with Council policy	Increase in the % of Council staff reporting improved career opportunities	Baseline Measure Staff Survey 2016 People Matter Survey 2020	GM DTS DCS	✓	✓	✓	✓	✓
	2.1.3.5.2.2	Promotion and backfill of vacant positions by appropriate internal applicants	Increase in the % of Council staff reporting greater recognition for the work I do	Baseline Measure Staff Survey 2016	GM DTS DCS	✓	✓	✓	✓	✓
Succession / Career Development	2.1.3.5.2.3	Directors and managers to identify and develop succession plans for identified positions		People Matter Survey 2020 No. of positions identified as	DTS DCS Managers	✓	✓	✓	✓	✓

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
				opportunities for succession planning						
Management and Operations	2.1.3.5.2.4	Increased awareness and improved access by all staff to the publication of Weekly Issues, and Council newsletter	Improved organisational learning and development	Baseline Measure Staff Survey 2016 People Matter Survey 2020	DCS Technical Services Managers & Supervisors	✓		✓		
	2.1.3.5.2.4	Monitor the cost to the organisation of carrying leave balances and enforce current leave policy	Opportunities for succession planning and or career development will be created Improved work/life balance Reduction in the cost to the organisation of carrying over leave balances	Annual Audit	DCS FM	✓	✓	✓	✓	✓

Workforce Development Action Plan – Training and Skills

Berrigan Shire 2027 Strategic Outcome	2.0	Good Government
Berrigan Shire 2027 Objective	2.2	Council operations support ethical, transparent and accountable corporate governance
Delivery Program Objective	2.1.3.5	Manage human resource and work-force development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021
Workforce Development Outcome		Training and Development
Workforce Development Objective	2.1.3.5.3	Strengthen workplace training and skills

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
Changing nature of work and impact of regulation	2.1.3.5.3.1	Provide access to training related to regulatory and statutory compliance	Professionally competent and skilled workforce	Gap analysis Training Plans Training Provided Report of training activities Annual Report	DTS DCS Managers ERM					
	2.1.3.5.3.2	Establish a system that will report to Managers gaps in the implementation of Performance Management Training and Action Plans				✓	✓	✓	✓	✓
	2.1.3.5.3.3	Identify, as part of training plans and Capability Framework Assessments, skills gaps and provide competency based AQF accredited training				✓	✓	✓	✓	

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
Inclusive Workforce	2.1.3.5.3.4	Identify through review of position descriptions job re-design opportunities which are responsive to needs of a workforce that meets its statutory requirements to be inclusive and responsive to the needs of employees as carers and as they age.	Competent and skilled workforce	Gap analysis Job Re-design Annual Report Disability Inclusion Plan	DCS DTS ERM			✓		
Changing nature of work and the impact of new technologies	2.1.3.5.3.5	Identify, as part of training plans and Capability Framework assessments, the likely impact of new technologies and change in community expectations.	Competent and confident workforce responsive to change in community expectations	Review of training plans Review of Capability Framework Performance Assessments	DCS DTS ERM Managers		✓	✓	✓	✓
	2.1.3.5.3.6	Develop opportunities to enhance organisational learning through multi-disciplinary or cross team collaboration under the Job Shadowing Program	Enhanced knowledge and understanding of new technologies and work practices	No. of participants multi-disciplinary or cross team collaborations	DCS DTS ERM		✓		✓	✓
Knowledge, creativity and innovation (FFF Improvement Plan)	2.1.3.5.3.7	Encourage and support staff through performance management system and Capability Framework to identify and pursue technology and innovation in their field	Organisational learning and knowledge transfer	Gap Analysis Review of Capability Framework Performance Assessments	DCS DTS ERM	✓		✓		

What is the issue?	Operational Plan Reference No.	What will we do about it?	What will be the result?	How will we measure it?	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
Advanced skills in strategic planning and policy	2.1.3.5.3.8	Support the professional development of staff engaged in strategic planning and policy development roles	Skilled and professional workforce	Gap Analysis Review of Capability Framework Performance Assessments	DCS DTS ERM		✓		✓	✓

Appendix – People Matter Survey Results Berrigan Shire Council 2016



PEOPLE MATTER SURVEY

TOPLINE REPORT PILOT RESEARCH RESULTS

Prepared for Berrigan Shire Council

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UTS CRICOS Provider Code: 00099F

TABLE OF CONTENTS

1	Introduction	1
2	Topline Results	3
2.1	Your Role	3
	Question 1	3
	Please rate your level of agreement with the following statements.	3
	Question 2	5
	[If you identified that you] do not have the tools and equipment needed [as per Q1i], please indicate which of the following are not available.	5
2.2	Your Workgroup	6
	Question 5	6
	Please rate your level of agreement with the following statements.	6
2.3	Your Performance and Development	8
	Question 6	8
	Please rate your level of agreement with the following statements.	8
2.4	Your Manager	10
	Question 8	10
	Please rate your level of agreement with the following statements.	10
	Question 9	12
	How often does your manager provide acknowledgement or other recognition for the work you do?	12
2.5	Your Senior Manager	13
	Question 11	13
	Please rate your level of agreement with the following statements.	13
2.6	Your Organisation	15
	Question 12	15
	Please rate your level of agreement with the following statements.	15
2.7	Diversity and Inclusion	17
	Question 13	17
	Please rate your level of agreement with the following statements.	17
2.8	Motivation to Stay	19
	Question 14	19
	Please rank the top five factors that would motivate you to stay in your current organisation.	19
2.9	Demographics	20
	Question 16	20
	What is your gender?	20
	Question 18	21
	Which one of the following occupation streams best describes the type of work you do?	21
	Question 19	22
	Thinking about your typical workday, please select the response that best applies to you. "My role requires me to spend the majority of my day..."	22
	Question 20	22
	Do you directly supervise the work of one or more employees?	22

Question 23	23
Do you work full-time or part time?	23
Question 24	23
What is your current employment status?	23
Question 25	24
What is the highest level of formal education you have completed?	24
Question 26	25
Do you use any of the following flexible work arrangements?	25
Question 27	26
Question 27a, Q27b	26
Please select a response to the following questions.	26
Question 27c, Question 27d	27
Please select a response to the following questions.	27
Question 28	28
Where were you employed prior to working in your current organisation?	28

APPENDICES

Appendix A.

People Matter Survey

Appendix B.

Responses to Q15

1 Introduction

1.1 This research

The *Centre for Local Government* at the University Technology Sydney (UTS:CLG) has undertaken this pilot research study to better understand employee experiences of working at councils. The research is particularly focused on investigating employee perceptions of their workplace in areas such as: engagement and leadership; values and conduct; workplace experiences; diversity and wellbeing; and intentions to stay.

The research utilises a version of the New South Wales Public Service Commission's *People Matter* survey that has been tailored for local government (Appendix A). As part of the pilot study, UTS:CLG, in conjunction with Local Government New South Wales (LGNSW), have engaged with a sample of councils across metropolitan, regional and rural New South Wales to test the survey and gather preliminary data.

The survey is open to all staff from participating councils during late 2016 and early 2017. Survey responses have been anonymised and the research data gathered from this project does not identify participants by name in any public reports or papers.¹

Survey responses will provide sector-wide data on the experience of working in local government in NSW. Data analysis can include comparisons across geographies, plus comparative analysis with NSW Public Service Commission data. This pilot research will also provide baseline data for similar surveys in the future.

It is envisaged that research outputs will support the sector's understanding of effective council management practices and workforce planning activities, and inform the development of a capability framework tailored to local government that is currently being explored by LGNSW.

1.2 This topline report

58 employees from Berrigan Shire Council responded to the survey and this topline data report has been prepared for the internal use of Berrigan Shire Council only. Individual organisations will not be identified by name in sector-wide research reports or presentations without prior permission.

Please note that in this report:

- > 'Overall agreement' refers to 'agree' and 'strongly agree' ratings combined.
- > 'Overall disagreement ratings' refers to 'disagree' and 'strongly disagree' ratings combined.
- > Where individual statements are highlighted inside a text box, the distribution of responses within individual response categories² have been ordered from high to low. For select response categories the statement/s drawing the highest proportions of responses is represented.
- > Due to rounding (nearest whole percent), total percentages may not equal 100%.

¹ Studies undertaken by CLG have been granted program approval by the University of Technology Sydney Human Research Ethics Commission.

² i.e. 'strongly/agree', 'strongly/disagree', 'neither agree nor disagree'

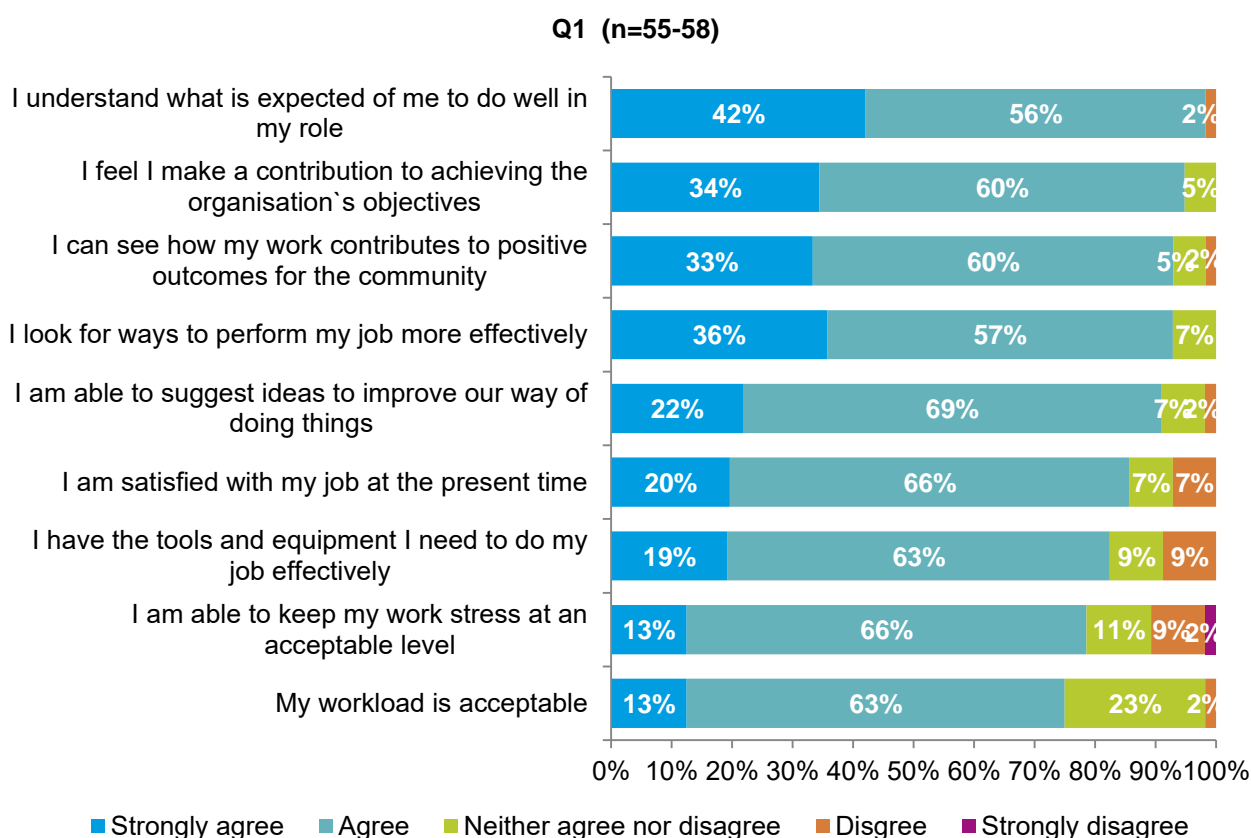
- > Where percentages of two or more categories have been added to reflect an 'overall' rating, overall reported percentages may diverge slightly from the true percentage sum owing to rounding (to the nearest whole percent).
 - “Questions” 4, 7, and 10 of the survey are not reported. These consisted of notes for respondents' information; no response was required.
 - Responses to Q15 have been collated in Appendix B, as this was an open question.
 - Responses to Q21 and Q22 are not reported, as these questions largely served internal purposes.

2 Topline Results

2.1 Your Role

Question 1

Please rate your level of agreement with the following statements.



- > On average (62%), Council respondents were most likely to 'agree' with the statements above. Ratings of 'strongly agree' (26%) were next most likely on average.
- > The following statements drew the highest proportions of responses within selected rating categories:



"I understand what is expected of me to do well in my role."

98% Overall agree

56% agreed; 42% strongly agreed



"My workload is acceptable."

23% neither agree nor disagree



"I am able to keep my work stress at an acceptable level."

11% Overall Disagree

9% disagreed; 2% strongly disagreed

Question 2

[If you identified that you] do not have the tools and equipment needed [as per Q1i], please indicate which of the following are not available.

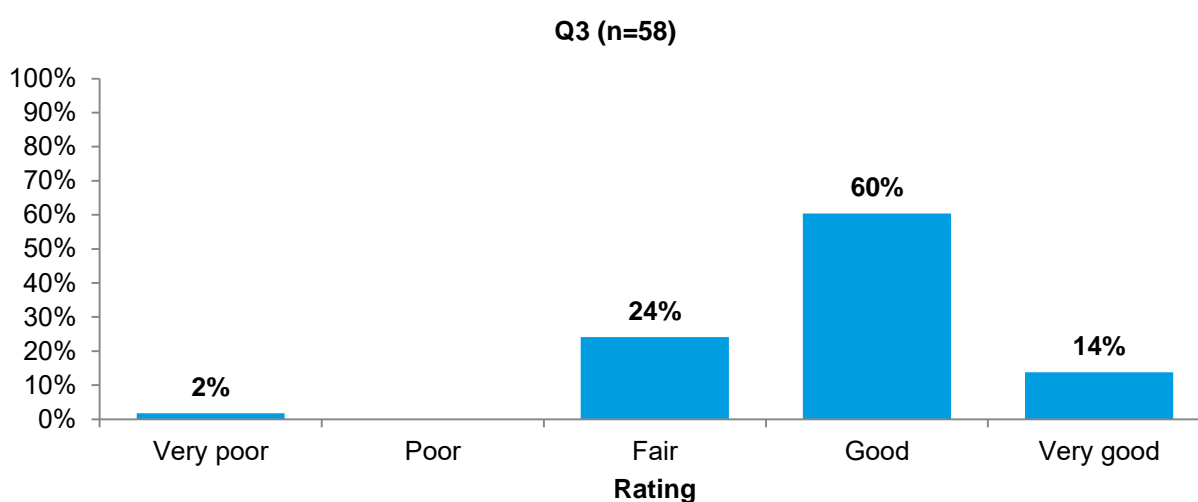
- > 83% of all respondents agreed that they have the right tools and equipment to do their job effectively (Q1 - please see figure above).
 - 9% of respondents (n=5) disagreed with this statement. None (0%) strongly disagreed.
- > Respondents who disagreed with this statement were then provided with a list of tools/equipment and asked to select which of these were unavailable, but necessary, to their roles.
- > The following table outlines the items selected by respondents (n=2).

Tools/Equipment	Number of Selections
Computers	1
Internet access	1
Machinery	1
Mobile devices (e.g. Smart phones, tablets)	1

Q3

How would you rate your work-life balance?

FIGURE 1: Q3



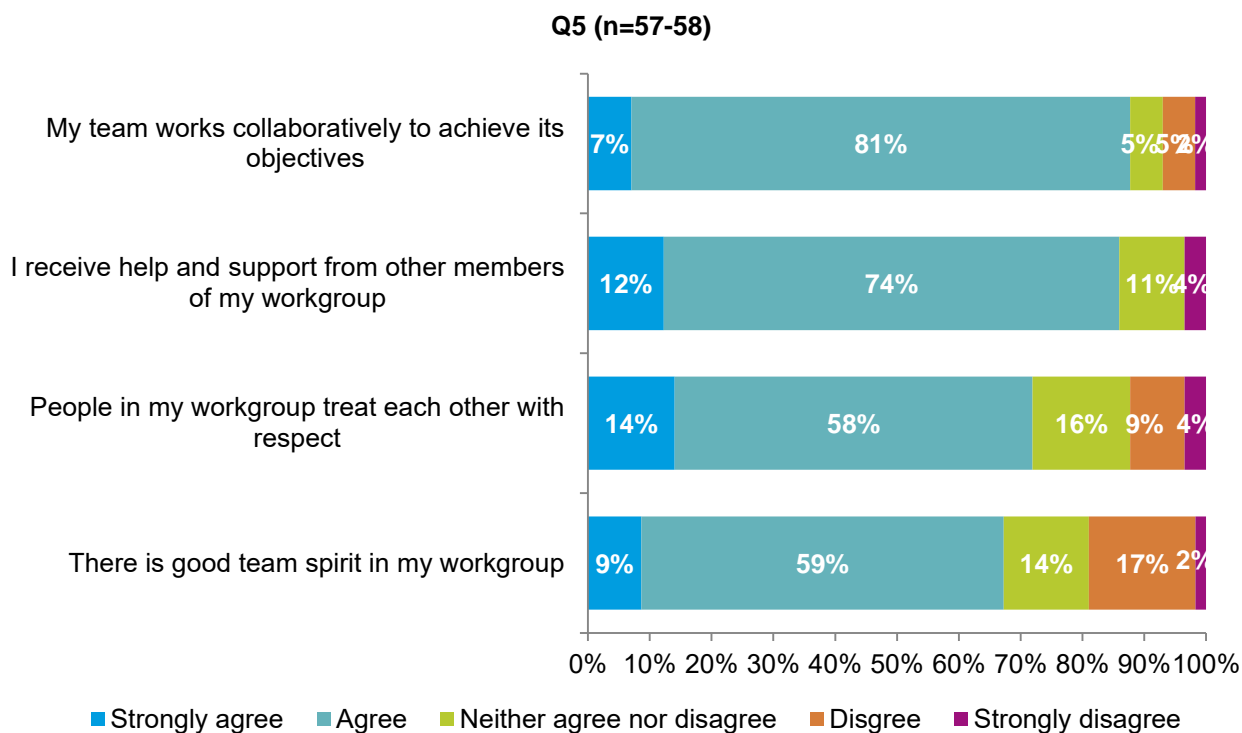
- > Respondents were most likely to rate their work-life balance as being 'good' (60%), followed by 'fair' (24%).
- > None of the respondents (0%) rated their work-life balance as being 'poor', though 2% awarded ratings of 'very poor'.

2.2 Your Workgroup

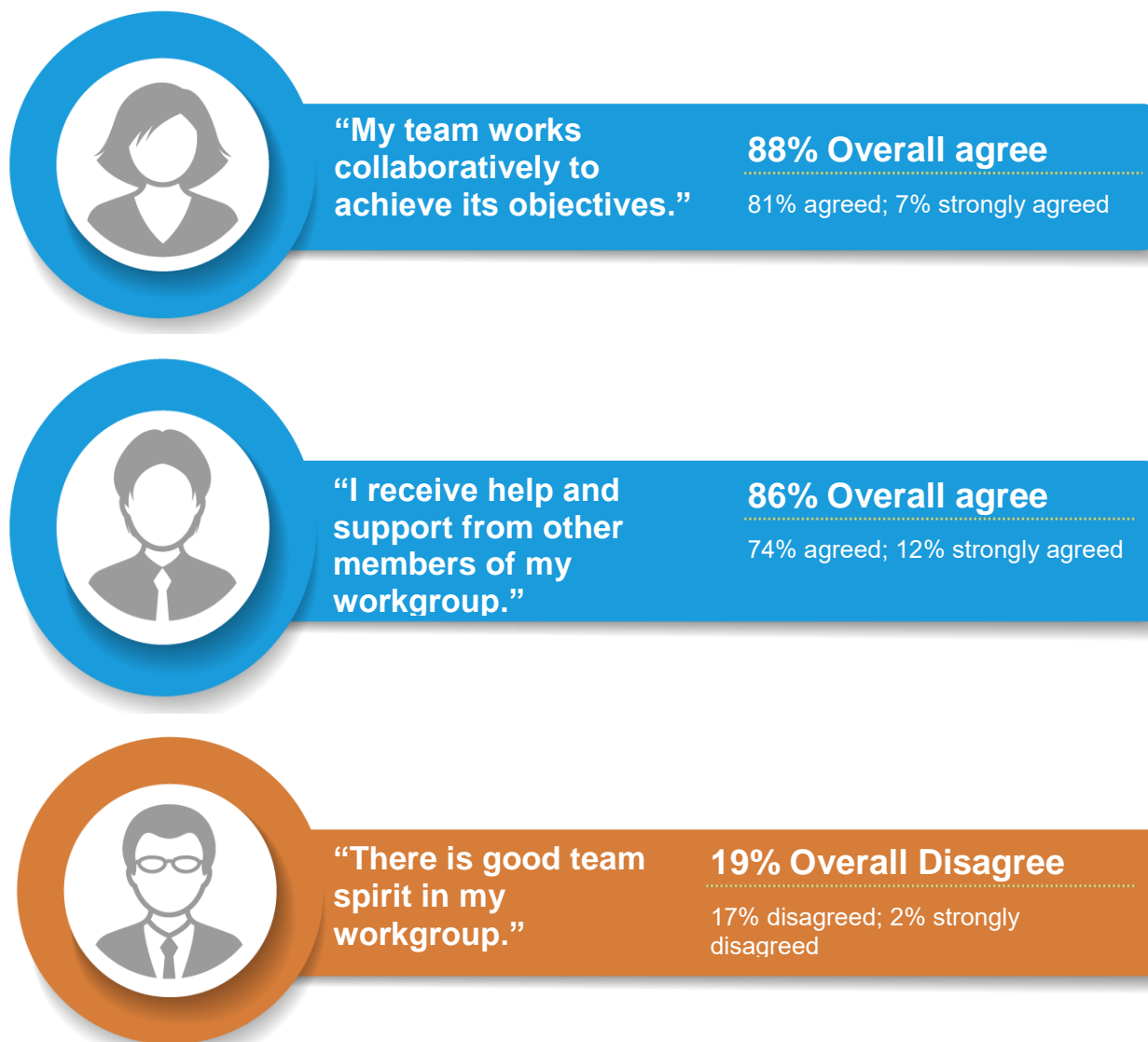
Please note: Respondents' immediate team is referred to as their 'workgroup'.

Question 5

Please rate your level of agreement with the following statements.



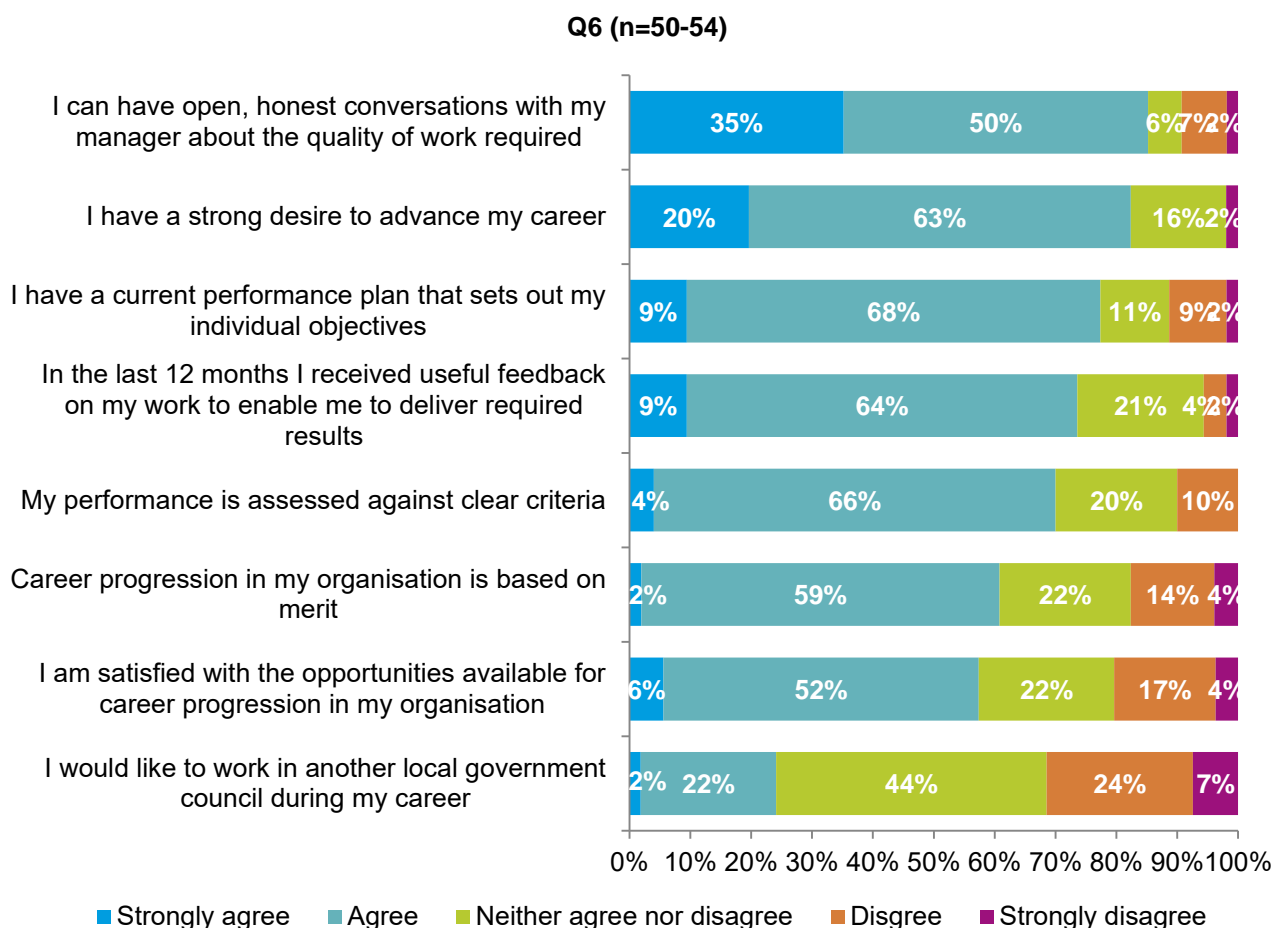
- > On average (68%), respondents were most likely to 'agree' with the statements above. Respondents were next most likely to award ratings of 'neither agree nor disagree' (11% average).
- > The following statements drew the highest proportions of responses within selected rating categories::



2.3 Your Performance and Development

Question 6

Please rate your level of agreement with the following statements.



- > On average (56%), respondents were most likely to 'agree' with the statements above. 'Neither agree nor disagree' ratings (20%) were next likely to be highest on average.
- > The following statements drew the highest proportions of responses within selected rating categories::



“I can have open, honest conversations with my manager about the quality of work required.”

85% Overall agree

50% agreed; 35% strongly agreed



“I have a strong desire to advance my career.”

82% Overall agree

63% agreed; 20% strongly agreed



“I would like to work in another local government council.”

32% Overall Disagree

24% disagreed; 7% strongly disagreed



“I am satisfied with the opportunities for available for career progression in my organisation.”

20% Overall Disagree

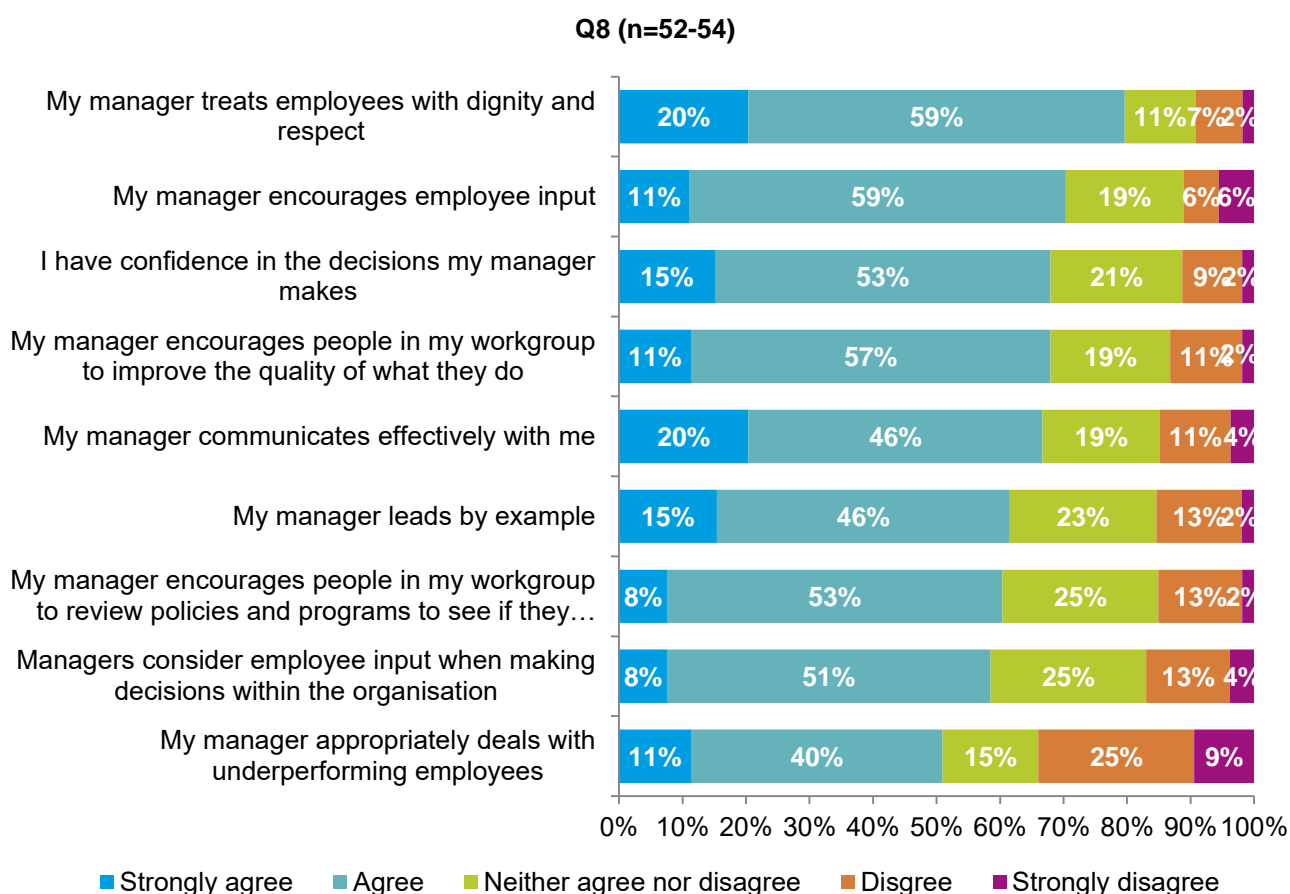
17% disagreed; 4% strongly disagreed

2.4 Your Manager

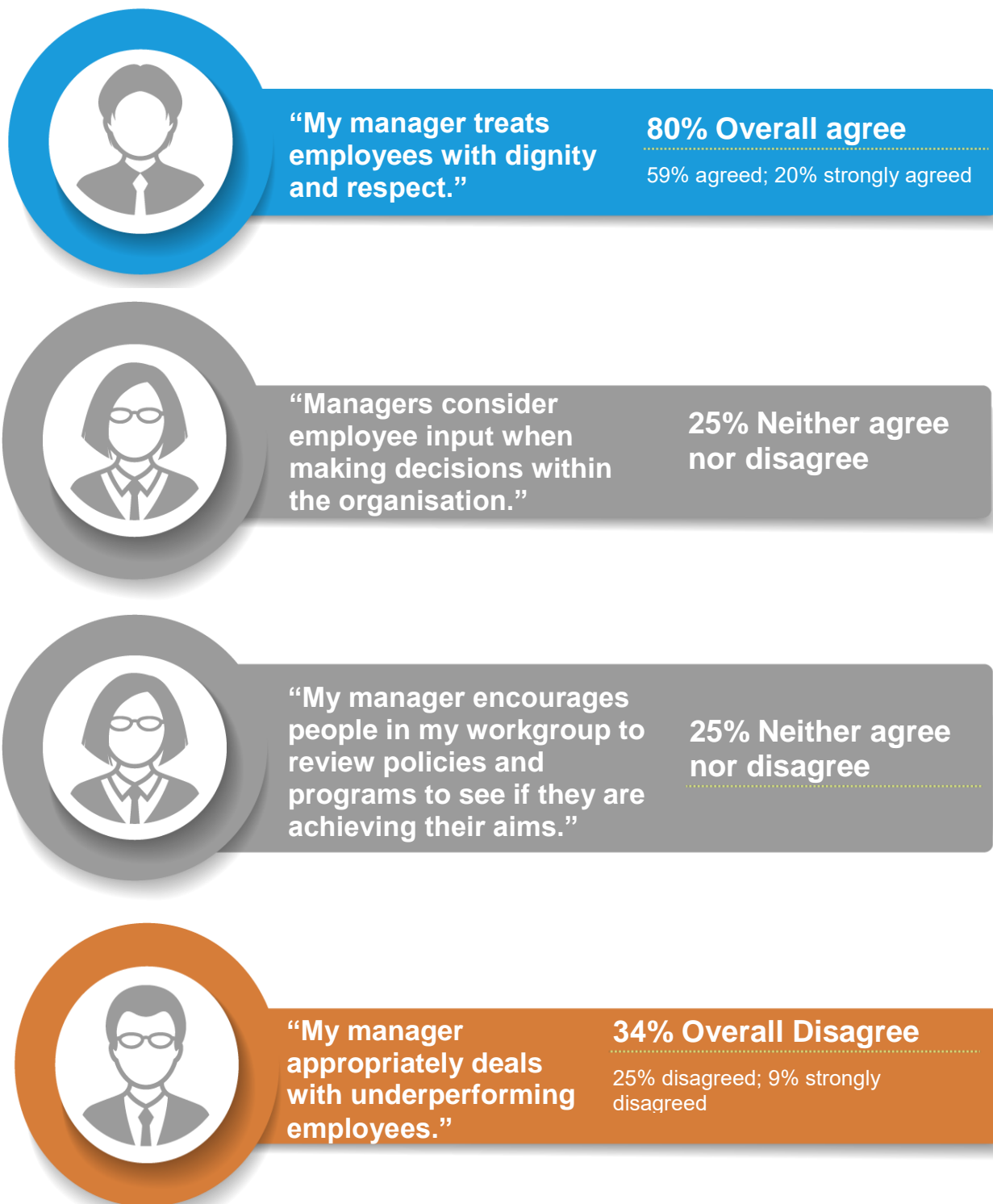
Please note: 'Manager' is defined as the individual in respondents' immediate team or project to whom they report on a daily basis.

Question 8

Please rate your level of agreement with the following statements.

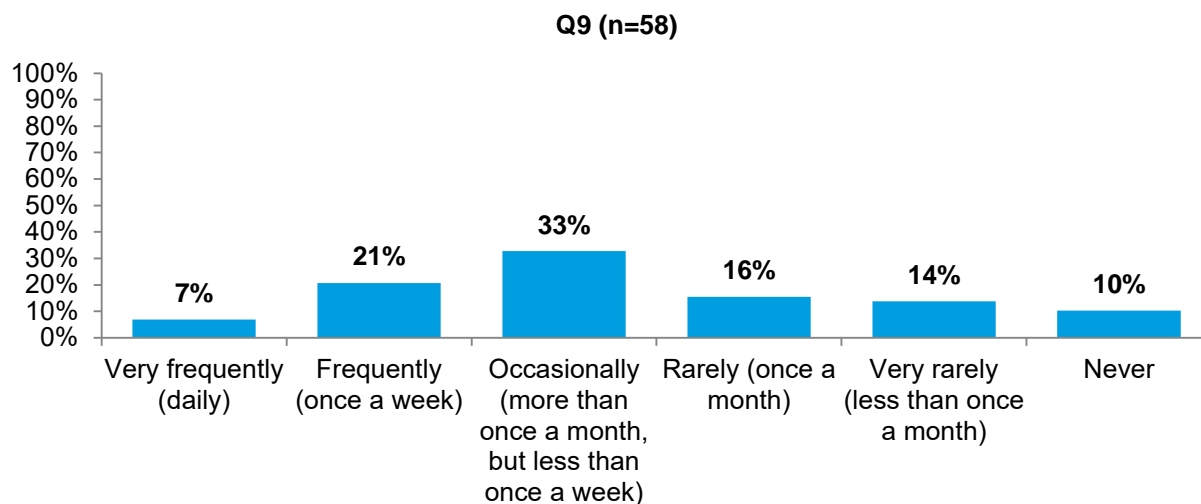


- > On average (52%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' (19% average).
- > The following statements drew the highest proportions of responses within selected rating categories:



Question 9

How often does your manager provide acknowledgement or other recognition for the work you do?



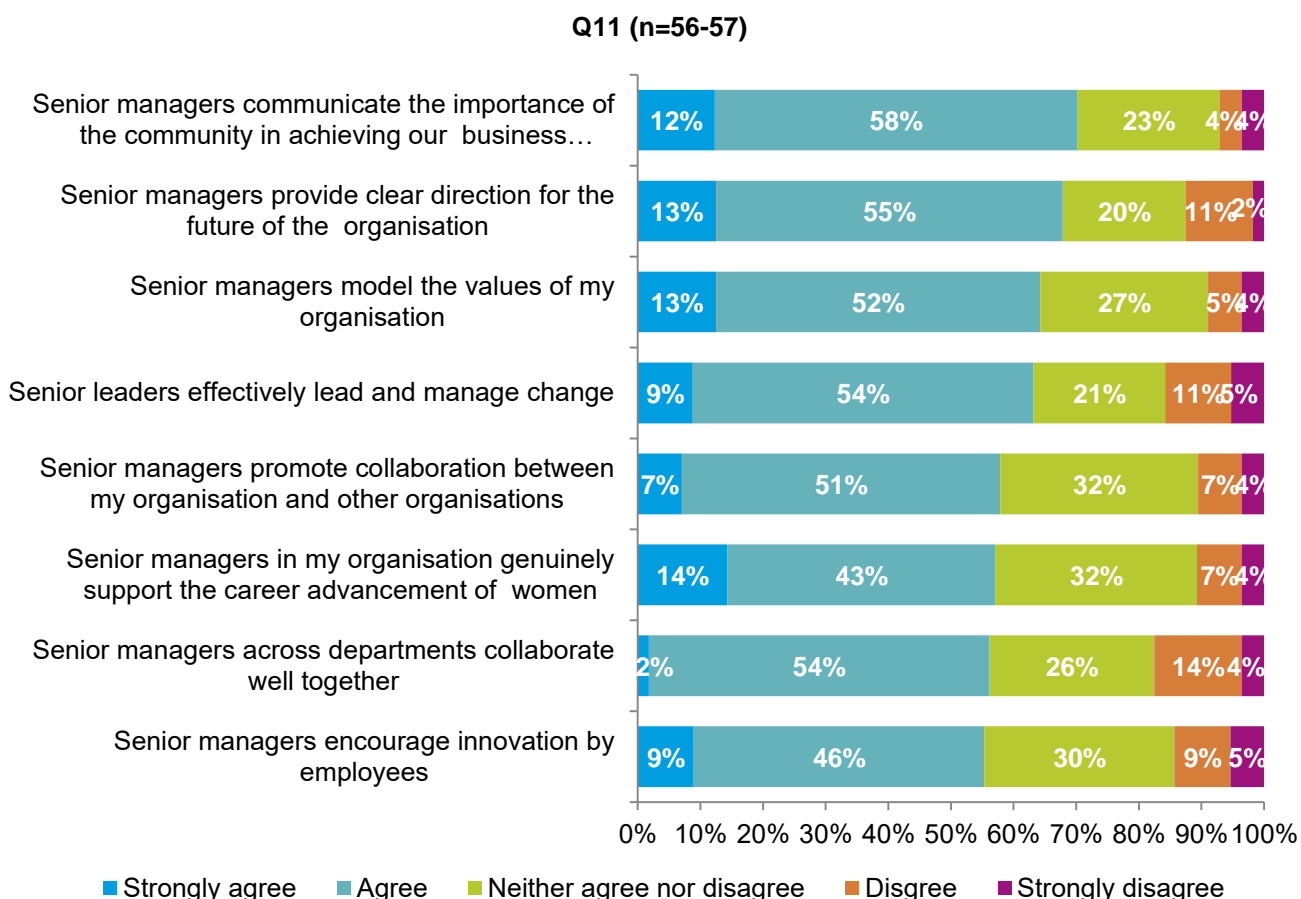
- > Respondents were asked to identify the frequency with which they received acknowledgement/recognition for the work they do from their immediate manager.
- > Respondents were most likely to identify receiving recognition 'occasionally' (33%); i.e. more than once a month, but less than once a week.
- > Receiving recognition 'frequently' (once a week) was next most likely (21%).
- > It was least likely for respondents to identify receiving managerial acknowledgement and other kinds of recognition for the work they do 'very frequently' (i.e. daily – 7%).

2.5 Your Senior Manager

Please note: 'Senior managers' are defined as the most senior group of managers in respondents' organisations (i.e. the CEO or General Manager and the Director of each division).

Question 11

Please rate your level of agreement with the following statements.



- > On average, respondents were most likely to award ratings of 'agree' (52%), followed by 'neither agree nor disagree' (26%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:



"Senior managers communicate the importance of the community in achieving our business objectives."

70% Overall agree

58% agreed; 12% strongly agreed



"Senior managers in my organisation genuinely support the career advancement of women."

32% Neither agree nor disagree



"Senior managers promote collaboration between my organisation and other organisations."

32% Neither agree nor disagree



"Senior managers across departments collaborate well together."

18% Overall Disagree

14% disagreed; 4% strongly disagreed



"Senior leaders effectively lead and manage change"

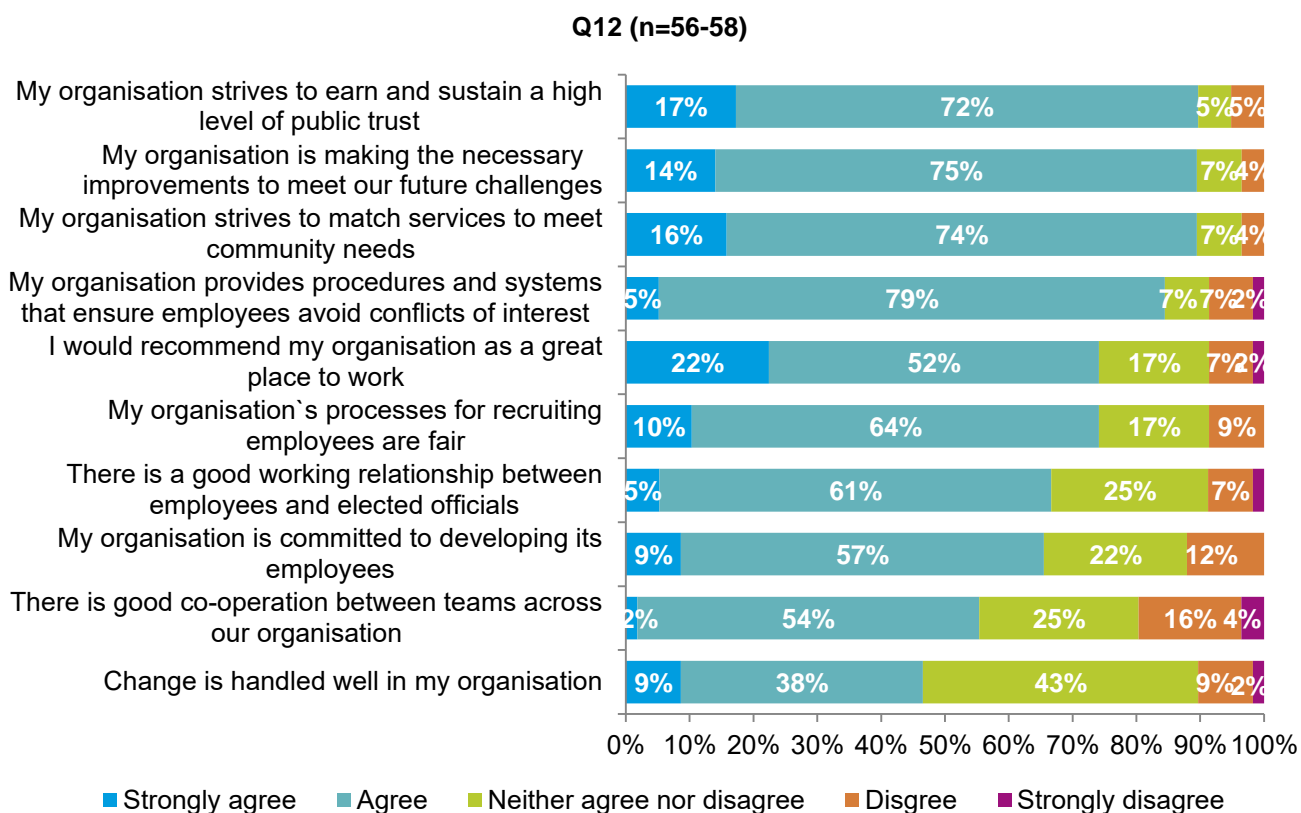
16% Overall Disagree

11% disagreed; 5% strongly disagreed

2.6 Your Organisation

Question 12

Please rate your level of agreement with the following statements.



- > On average, respondents were most likely to award ratings of 'agree' (63%) or 'neither agree nor disagree' (18%) for the statements above.
- > The following statements drew the highest proportions of responses within selected rating categories:



"My organisation strives to earn and sustain a high level of public trust."

90% Overall agree

72% agreed; 17% strongly agreed



"My organisation is making the necessary improvements to meet our future challenges."

89% Overall agree

75% agreed; 14% strongly agreed



"My organisation strives to match services to meet community needs."

89% Overall agree

74% agreed; 16% strongly agreed



"Change is handled well in my organisation."

43% Neither agree nor disagree



"There is good co-operation between teams across our organisation."

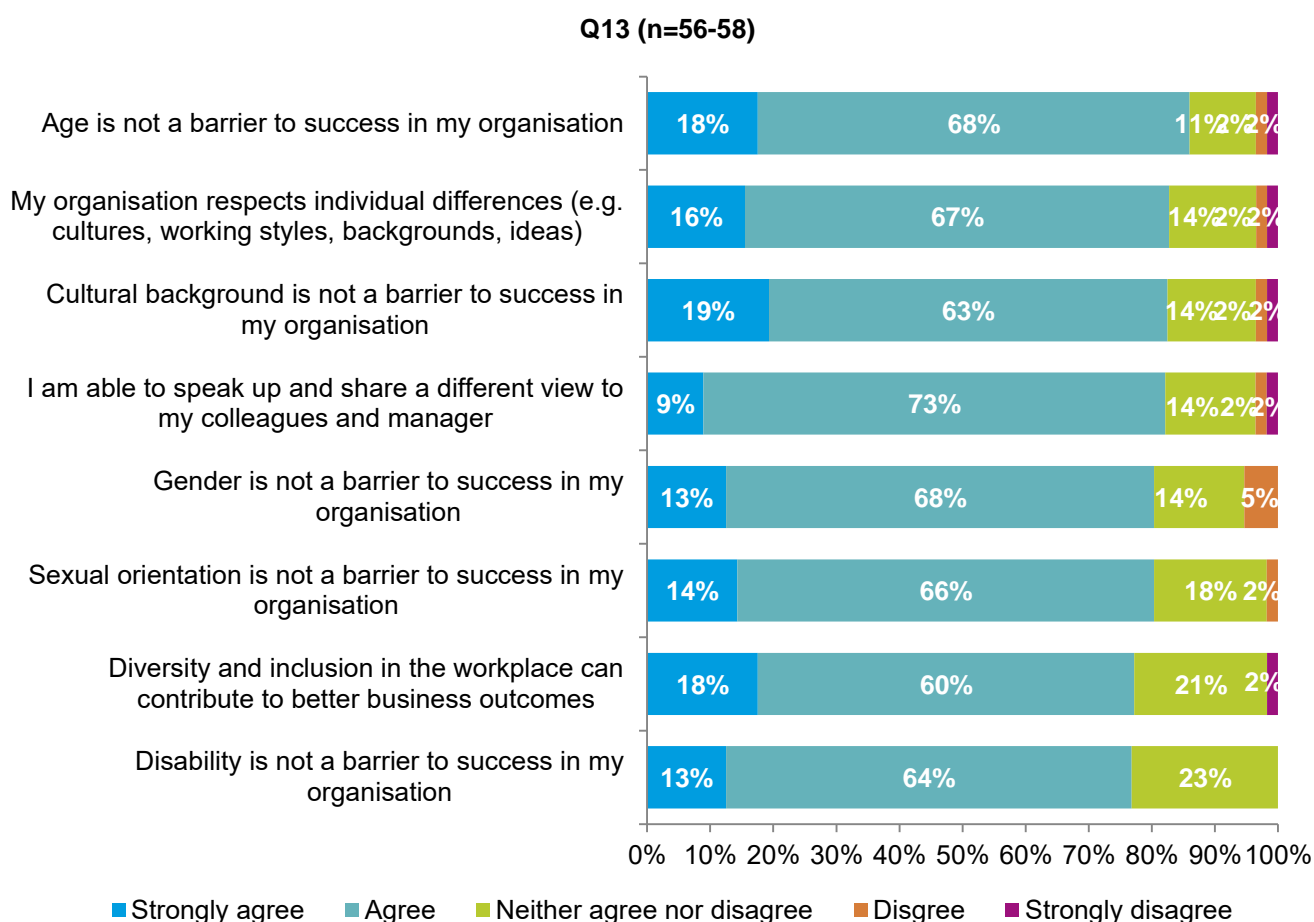
20% Overall Disagree

16% disagreed; 4% strongly disagreed

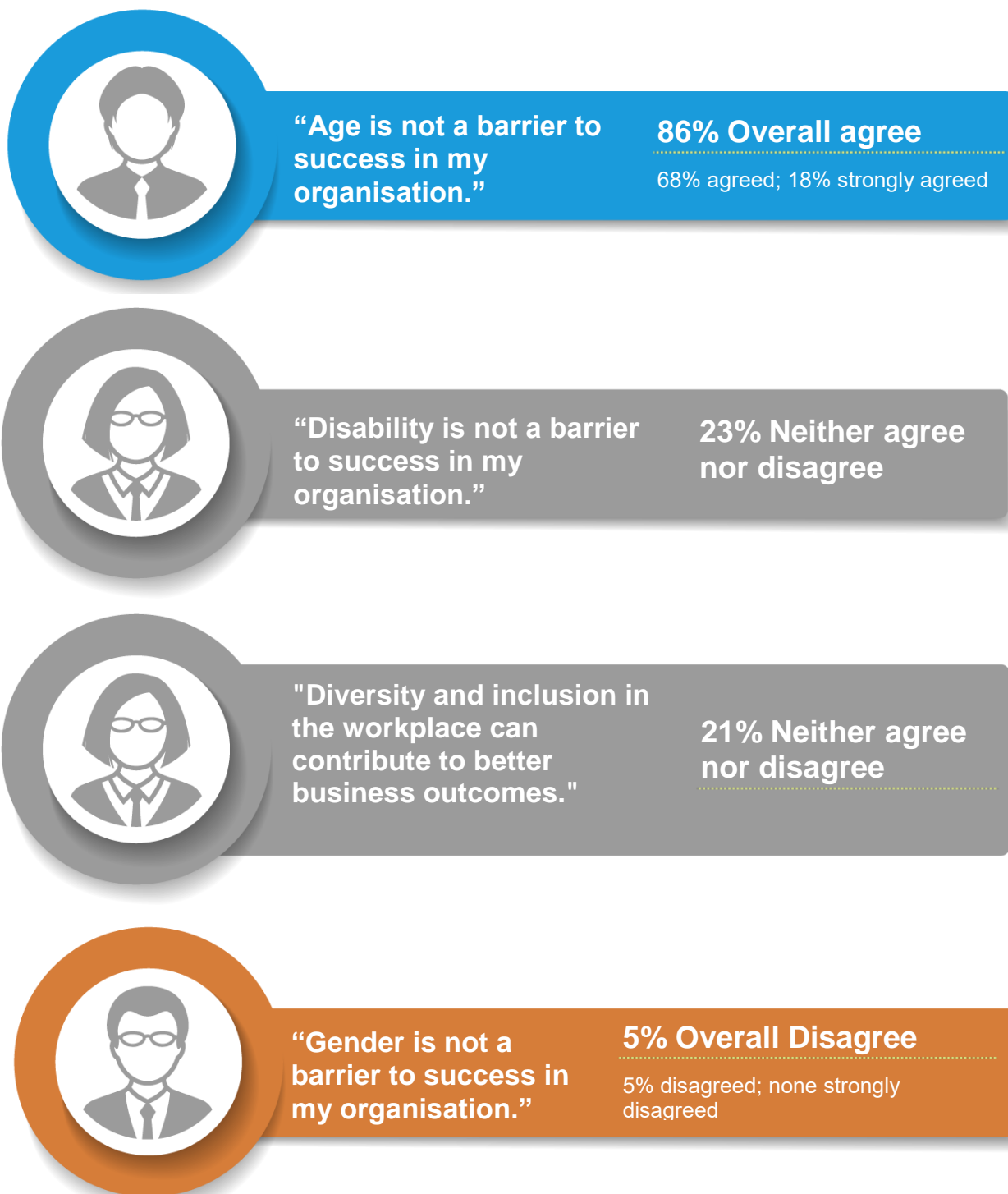
2.7 Diversity and Inclusion

Question 13

Please rate your level of agreement with the following statements.



- > On average (66%), respondents were most likely to 'agree' with the statements above. They were next most likely to award ratings of 'neither agree nor disagree' – 16% average.
- > The following statements drew the highest proportions of responses within selected rating categories:



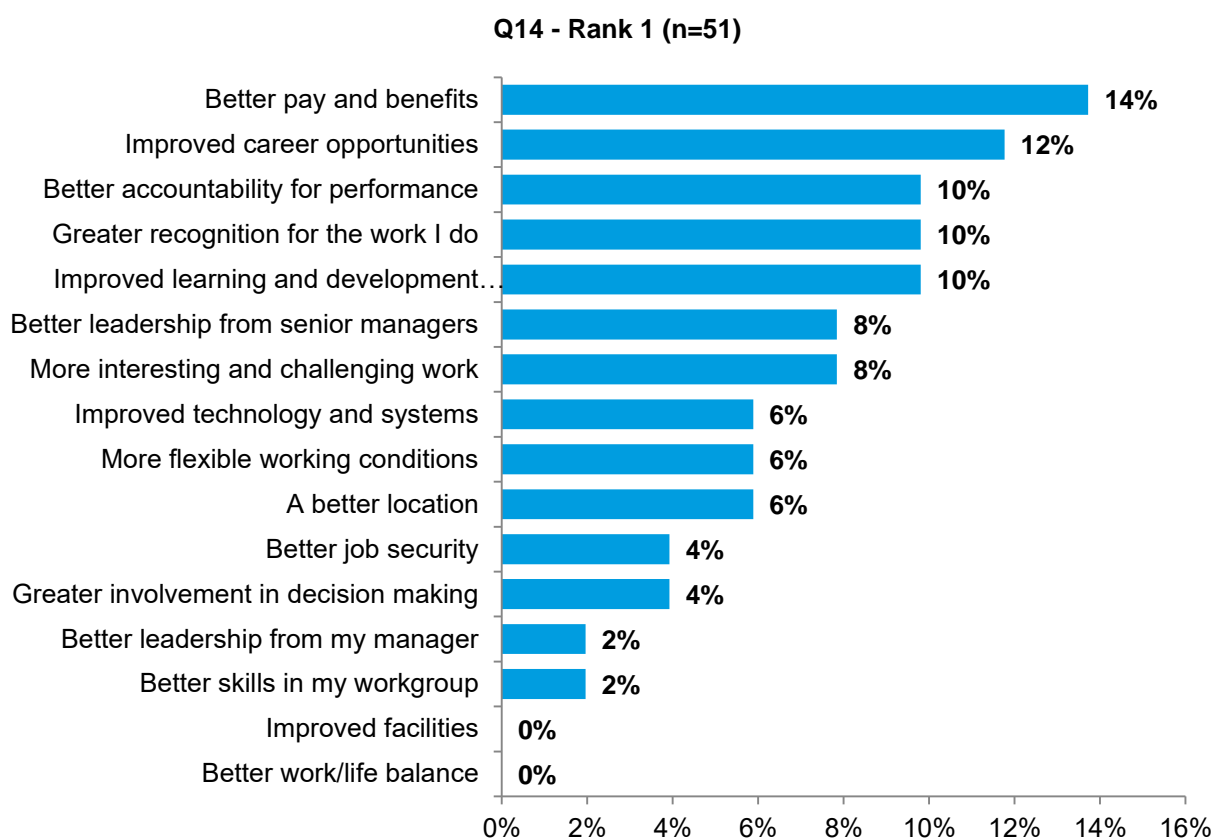
2.8 Motivation to Stay

Question 14

Please rank the top five factors that would motivate you to stay in your current organisation.

- > Respondents were provided with a list of factors and asked to select those that would motivate them to remain working at Council. Respondents ranked these factors from 1 to 5, where 1=most important factor, and 5=fifth most important factor.
- > “Better pay and benefits”; “Improved career opportunities”; and “Better leadership from senior managers” were the top three motivational factors which received the highest proportions of responses overall (i.e. responses for all five rankings combined).
- > The figure below shows the distribution of responses for those factors ranked in first place.

FIGURE 2: Q14 - RANK 1



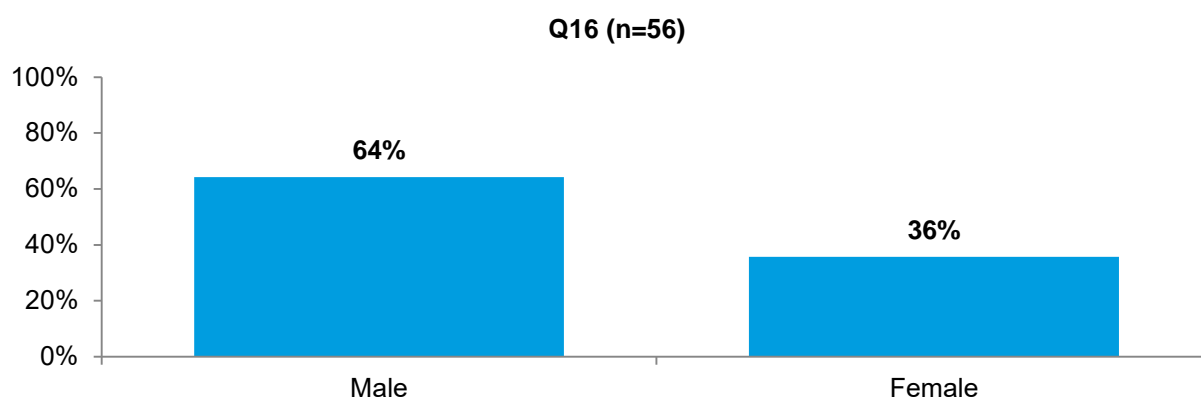
Q15

- > Please see Appendix B for responses to Q15.

2.9 Demographics

Question 16

What is your gender?

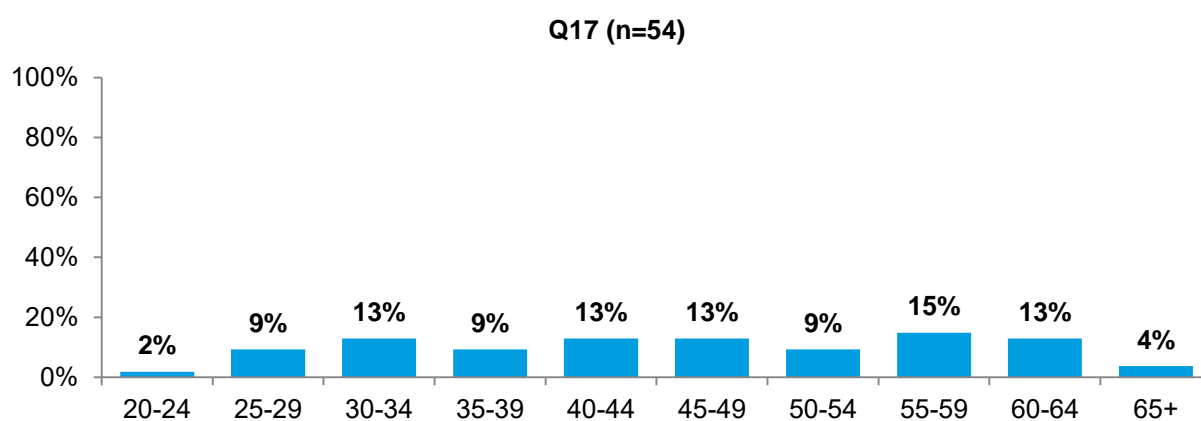


- > The majority of respondents were male (64%).

Q17

What is your age?

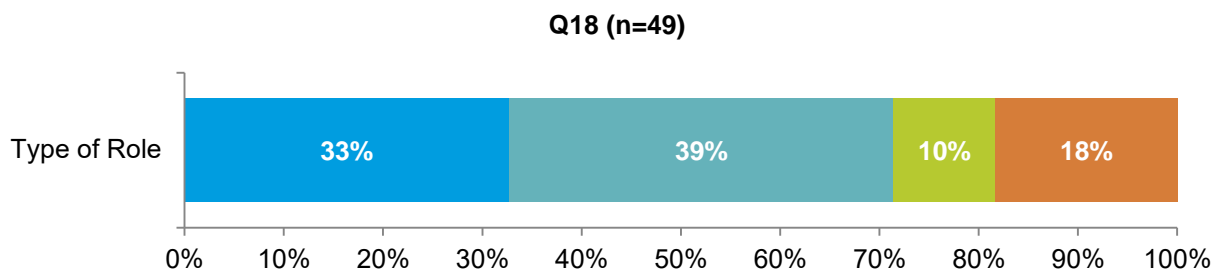
FIGURE 3: Q17



- > Respondents aged 30-49 years represented nearly half (48%) of the respondent base.
 - 30-34 years – 13%; 35-39 years – 9%; 40-44 – 13%; 45-49 years – 13%.
- > Those aged between 20 and 24 years were least likely to be represented in the survey (2%).

Question 18

Which one of the following occupation streams best describes the type of work you do?

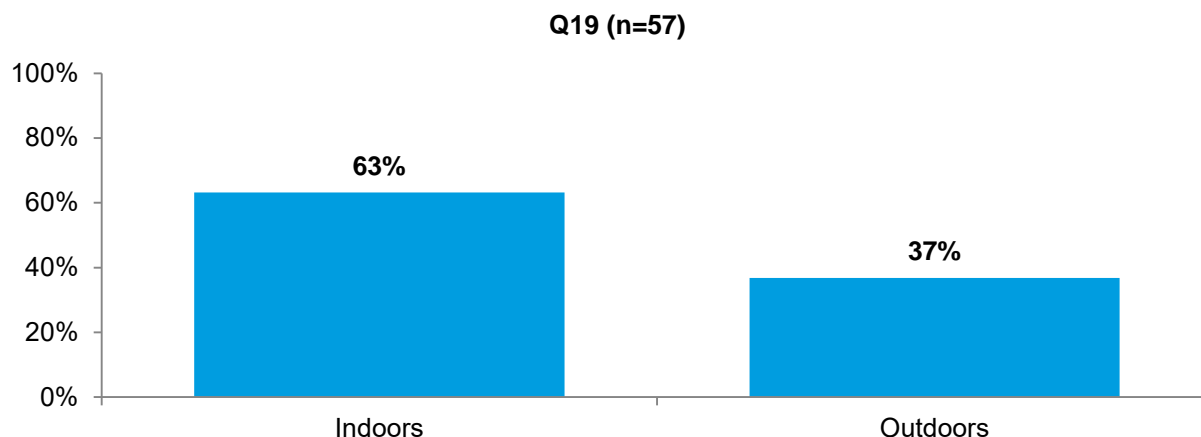


- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, community
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture
- Human/community services: includes human resources, community development, organisational performance, libraries, child
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers

- > Respondents were most likely to be from the engineering/infrastructure stream (39%).
- > Those occupied in human/community and planning and environment roles (10%) were least likely to have participated in this survey.

Question 19

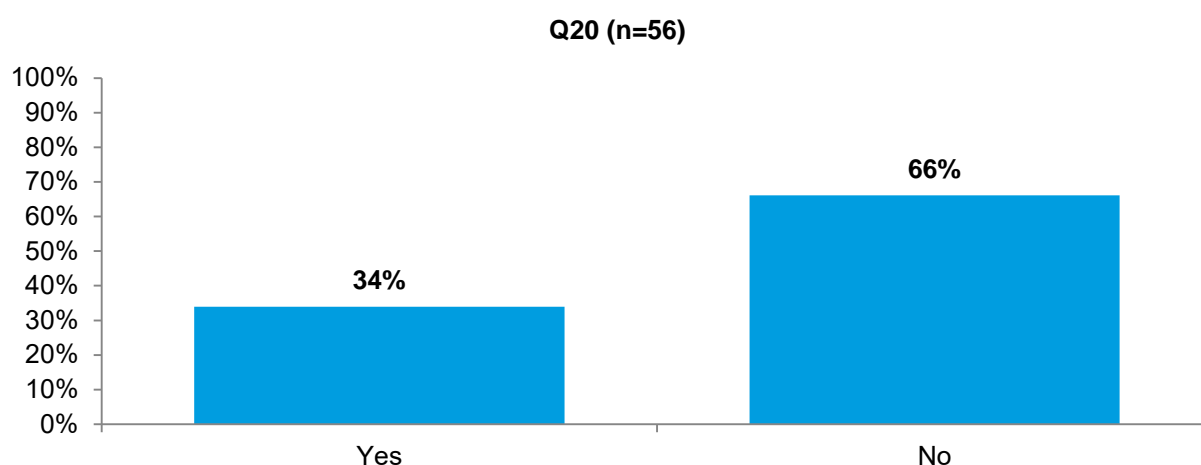
*Thinking about your typical workday, please select the response that best applies to you.
“My role requires me to spend the majority of my day...”*



- > Respondents were asked to select whether the majority of their working day was spent indoors or outdoors.
- > 63% of respondents at Council occupied indoor roles, whilst 37% predominantly worked outdoors.

Question 20

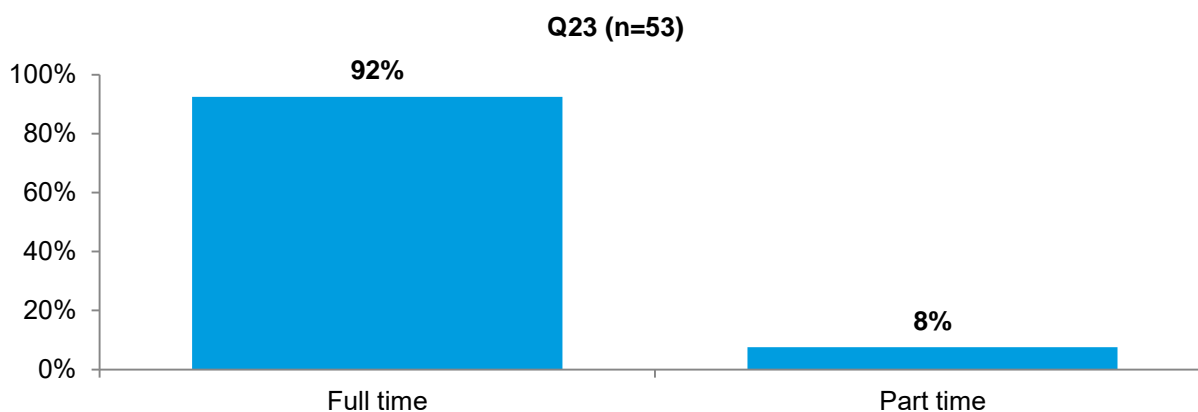
Do you directly supervise the work of one or more employees?



- > 34% directly supervised at least one employee. The majority of respondents (66%) did not have any direct supervision responsibilities.

Question 23

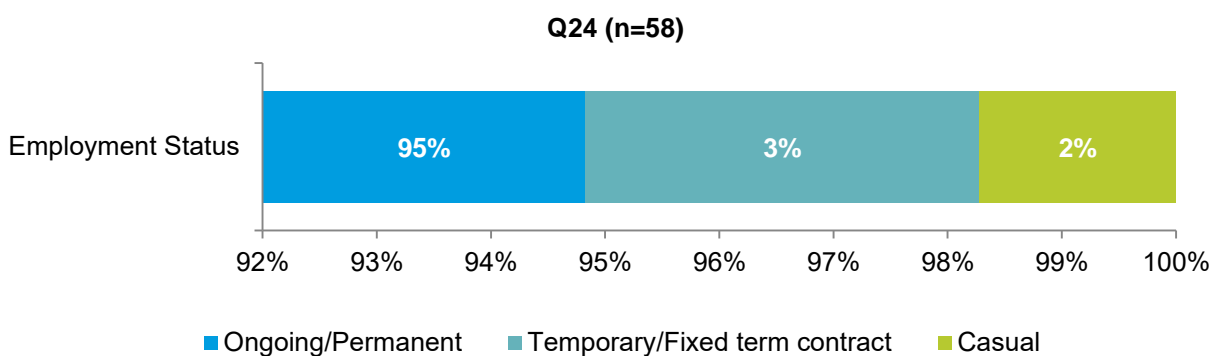
Do you work full-time or part time?



> 92% of respondents were engaged in a full-time role.

Question 24

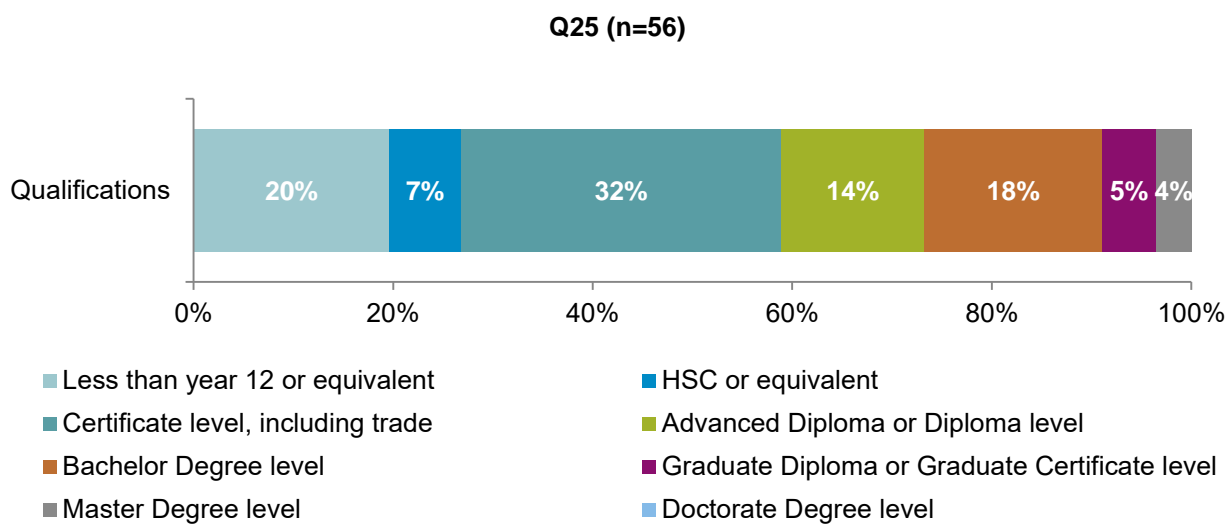
What is your current employment status?



> 95% of respondents were in ongoing/permanent positions.

Question 25

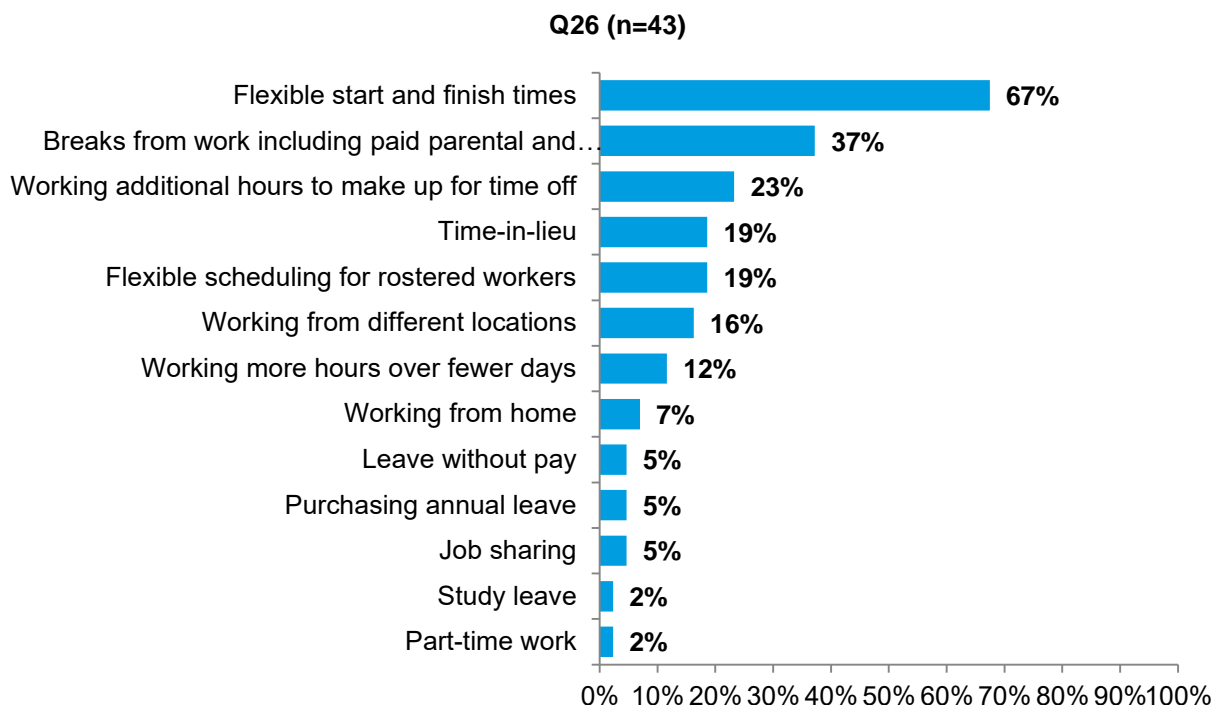
What is the highest level of formal education you have completed?



- > Respondents' highest educational qualification was most likely to be a certificate-level qualification (32%) or qualification that was 'less than year 12 or equivalent' (20%).
- > Respondents were least likely to be equipped with a doctorate degree (0%).

Question 26

Do you use any of the following flexible work arrangements?

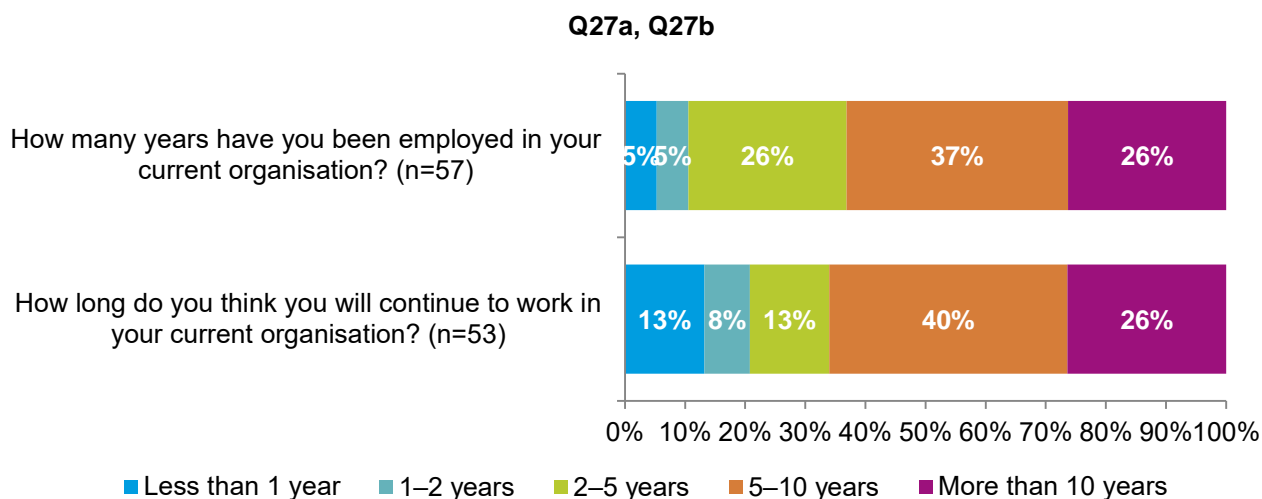


- > Respondents were presented with a list of flexible work arrangements and asked to select all those that they used.
 - “Flexible start and finish times” was by far the most popular type of flexible work arrangement (67%).
 - “Breaks from work including paid parental and carer’s leave” (37%) and “Working additional hours to make up for time off” (23%) were the next most popular options.

Question 27

Question 27a, Q27b

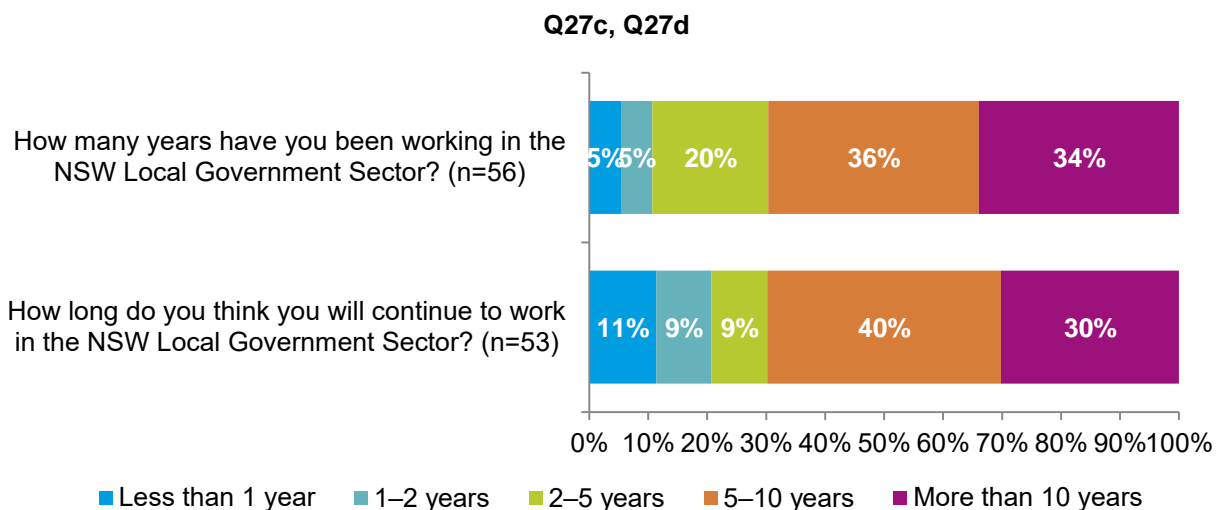
Please select a response to the following questions.



- > The majority of respondents (63%) had worked at Council for five years or more (5-10 years – 37%; more than 10 years – 26%).
- > A slightly higher proportion of respondents (66%) indicated that they will look to remain at Council for five years or longer (5-10 years - 40%; more than 10 years – 26%).

Question 27c, Question 27d

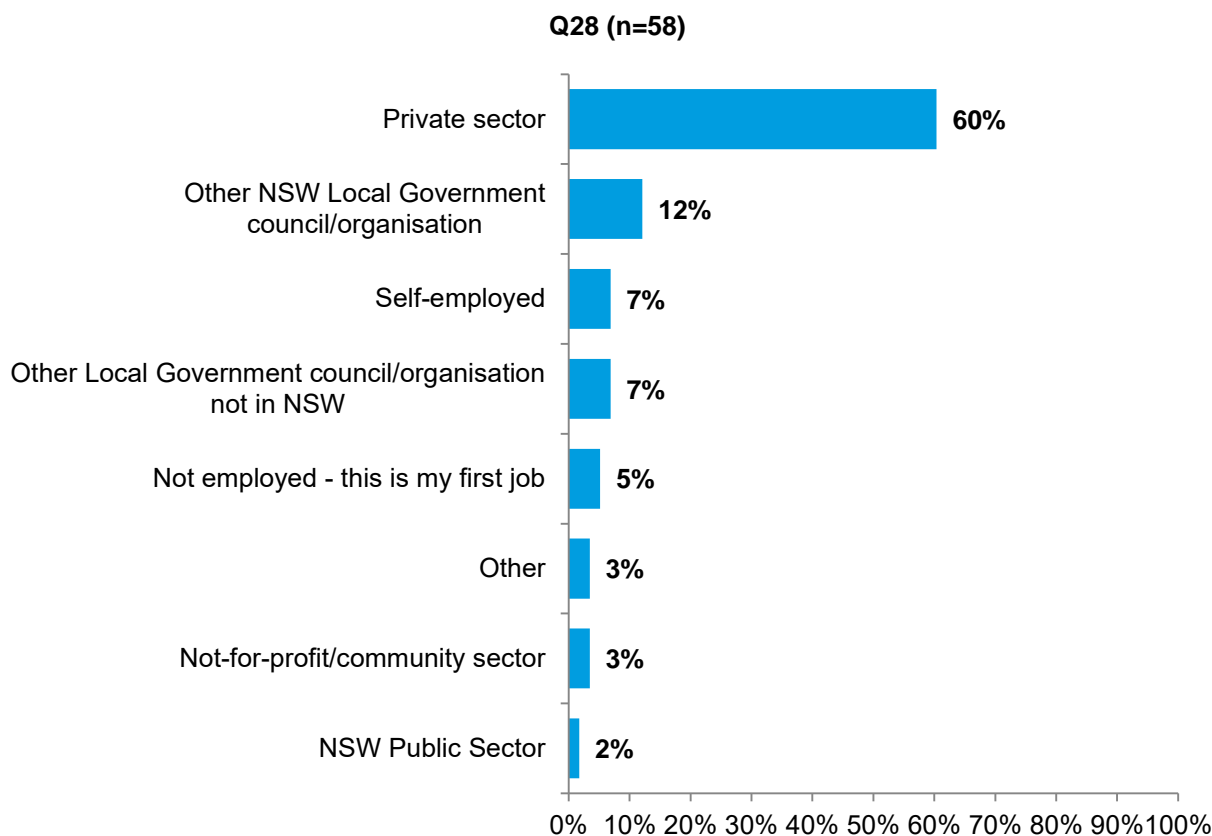
Please select a response to the following questions.



- > 36% of respondents have been working in the NSW Local Government sector for a period of 5-10 years. An additional 34% of respondents have been working in the sector for longer than 10 years.
- > 40% of respondents indicated that they will look to remain in the NSW LG sector for an additional 5-10 years. 30% thought that they will continue working in the sector for more than 10 years.

Question 28

Where were you employed prior to working in your current organisation?



- > The majority of respondents (60%) had been employed in the private sector before joining Council. 12% had been employed at another NSW local government organisation or council.
- > Prior to joining Council, respondents were least likely to have been employed in the NSW public sector (2%).

Appendix A. People Matter Survey

Introduction

The Centre for Local Government at University Technology Sydney (UTS:CLG) appreciates your participation in this pilot employee engagement and organisational culture study. Your completion of the People Matter survey will help us to gain a greater understanding of what it is like to work in local government from the perspectives of employees currently working in council organisations within New South Wales. The findings of this research will support the sector's activities in council management and leadership practices, workforce planning, learning and development and employee engagement strategies. It should take around ten minutes to complete the survey. All responses are confidential and you will not be identified in our overall reporting.

If you have any questions about this research, please contact Sophi Bruce (Research Specialist UTS:CLG) at sophi.bruce@uts.edu.au. We thank you for your time to take part in this important research for the sector.

Research and Ethics: Studies undertaken by the Institute for Public Policy and Governance (UTS:IPPG) have been granted program approval by the University of Technology, Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Roberta Ryan or the UTS Ethics Committee through the Research Ethics Officer, tel: 02 9514 9777. Any complaint you make will be treated in confidence and investigated fully, and you will be informed of the outcome.

YOUR ROLE

Q1. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I understand what is expected of me to do well in my role	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I feel I make a contribution to achieving the organisation's objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can see how my work contributes to positive outcomes for the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to suggest ideas to improve our way of doing things	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I look for ways to perform my job more effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with my job at the present time	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to keep my work stress at an acceptable level	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My workload is acceptable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have the tools and equipment I need to do my job effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Q2. If you do not have the tools and equipment needed, please indicate which of the following are not available, otherwise skip to Q3.

Multiple answers are possible. Please select all that apply.

- | | |
|---------------------------------------------|----------------------------|
| Computers | 1 <input type="checkbox"/> |
| Video conferencing | 2 <input type="checkbox"/> |
| Meeting rooms | 3 <input type="checkbox"/> |
| Internet access | 4 <input type="checkbox"/> |
| Teleconferencing facilities | 5 <input type="checkbox"/> |
| Mobile devices (e.g. Smart phones, tablets) | 6 <input type="checkbox"/> |
| Protective equipment | 7 <input type="checkbox"/> |
| Hand held tools | 8 <input type="checkbox"/> |
| Machinery | 9 <input type="checkbox"/> |

Q3. How would you rate your work-life balance?

- | | |
|-----------|----------------------------|
| Very poor | 1 <input type="checkbox"/> |
| Poor | 2 <input type="checkbox"/> |
| Fair | 3 <input type="checkbox"/> |
| Good | 4 <input type="checkbox"/> |
| Very good | 5 <input type="checkbox"/> |

YOUR WORKGROUP

Q5. Please rate your level of agreement with the following statements.

Please note: By 'workgroup' we mean your immediate team.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My team works collaboratively to achieve its objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I receive help and support from other members of my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good team spirit in my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
People in my workgroup treat each other with respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR PERFORMANCE AND DEVELOPMENT

Q6. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have a current performance plan that sets out my individual objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
In the last 12 months I received useful feedback on my work to enable me to deliver required results	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My performance is assessed against clear criteria	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can have open, honest conversations with my manager about the quality of work required	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have a strong desire to advance my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with the opportunities available for career progression in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Career progression in my organisation is based on merit	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would like to work in another local government council during my career	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR MANAGER

Q8. Please rate your level of agreement with the following statements.

Please note: By 'manager' we mean the person in your immediate team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor with whom you work most frequently.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My manager encourages people in my workgroup to improve the quality of what they do	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager communicates effectively with me	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages employee input	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Managers consider employee input when making decisions within the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager leads by example	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have confidence in the decisions my manager makes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager treats employees with dignity and respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager appropriately deals with underperforming employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Q9. How often does your manager provide acknowledgement or other recognition for the work you do?

- Very frequently (daily) 1 ☐
- Frequently (once a week) 2 ☐
- Occasionally (more than once a month, but less than once a week) 3 ☐
- Rarely (once a month) 4 ☐
- Very rarely (less than once a month) 5 ☐
- Never 6 ☐

YOUR SENIOR MANAGER

Q11. Please rate your level of agreement with the following statements.

Please note: By 'senior manager' we mean the most senior group of managers in your organisation (i.e. the CEO or General Manager and the Director of each division).

Please also note that by 'innovation' we mean a person or organisation committed to continuous improvement by creating new and better products, processes, services, technologies, or ideas

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Senior managers provide clear direction for the future of the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior leaders effectively lead and manage change	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers model the values of my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers encourage innovation by employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers promote collaboration between my organisation and other organisations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers across departments collaborate well together	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers communicate the importance of the community in achieving our business objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Senior managers in my organisation genuinely support the career advancement of women	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR ORGANISATION

Q12. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to match services to meet community needs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to earn and sustain a high level of public trust	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is making the necessary improvements to meet our future challenges	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Change is handled well in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good co-operation between teams across our organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is a good working relationship between employees and elected officials	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation is committed to developing its employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My organisation's processes for recruiting employees are fair	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I would recommend my organisation as a great place to work	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

DIVERSITY AND INCLUSION

Q13. Please rate your level of agreement with the following statements.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Cultural background is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Age is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Disability is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Sexual orientation is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Gender is not a barrier to success in my organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to speak up and share a different view to my colleagues and manager	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Diversity and inclusion in the workplace can contribute to better business outcomes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

MOTIVATION TO STAY

Q14. Please rank the top five factors that would motivate you to stay in your current organisation.

(1= most important factor and 5= fifth most important factor)

Please rank your top 5 only

- | | |
|-------------------------------------------------|-----------------------------|
| More interesting and challenging work | 1 <input type="checkbox"/> |
| Better skills in my workgroup | 2 <input type="checkbox"/> |
| Improved career opportunities | 3 <input type="checkbox"/> |
| Improved learning and development opportunities | 4 <input type="checkbox"/> |
| Greater involvement in decision making | 5 <input type="checkbox"/> |
| Better pay and benefits | 6 <input type="checkbox"/> |
| Greater recognition for the work I do | 7 <input type="checkbox"/> |
| Better leadership from senior managers | 8 <input type="checkbox"/> |
| Better leadership from my manager | 9 <input type="checkbox"/> |
| Better accountability for performance | 10 <input type="checkbox"/> |
| A better location | 11 <input type="checkbox"/> |
| More flexible working conditions | 12 <input type="checkbox"/> |
| Better work/life balance | 13 <input type="checkbox"/> |
| Improved facilities | 14 <input type="checkbox"/> |
| Improved technology and systems | 15 <input type="checkbox"/> |
| Better job security | 16 <input type="checkbox"/> |

Q15. If you could change one thing to improve the effectiveness of your workplace, what would it be?

DEMOGRAPHICS

Q16. What is your gender?

- | | |
|--------|----------------------------|
| Male | 1 <input type="checkbox"/> |
| Female | 2 <input type="checkbox"/> |

Q17. What is your age?

- | | |
|-------|----------------------------|
| 15-19 | 1 <input type="checkbox"/> |
| 20-24 | 2 <input type="checkbox"/> |
| 26-35 | 3 <input type="checkbox"/> |
| 36-45 | 4 <input type="checkbox"/> |
| 46-55 | 5 <input type="checkbox"/> |
| 56-65 | 6 <input type="checkbox"/> |
| 65 + | 7 <input type="checkbox"/> |

Q18. Which one of the following occupation streams best describes the type of work you do?

- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, community engagement, communications, contracts, procurement 1 ☐
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture etc. 2 ☐
- Human/community services: includes human resources, community development, organisational performance, libraries, child care, recreation – including pools etc. 3 ☐
- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers etc., development, town planners, natural resource management, environment and sustainability. 4 ☐

Q19. Thinking about your typical workday, please select the response that best applies to you. My role requires me to spend the majority of my day...

- Indoors 1 ☐
- Outdoors 2 ☐

Q20. Do you directly supervise the work of one or more employees?

- Yes 1 ☐
- No 2 ☐

Q21. What is the postcode of your current workplace?

Note: If you work in more than one location, select the primary or base location.

Q22. What is the current merger/amalgamation status of your council?

- Newly merged 1 ☐
- Potentially merging 2 ☐
- Was not required to amalgamate 3 ☐

Q23. Do you work full-time or part time?

- Full time 1 ☐
- Part time 2 ☐

Q24. What is your current employment status?

- Ongoing/Permanent 1 ☐
- Temporary/Fixed term contract 2 ☐
- Casual 3 ☐
- Other (please specify): 4 ☐

Q25. What is the highest level of formal education you have completed?

- Doctorate Degree level 1 ☐
- Master Degree level 2 ☐
- Graduate Diploma or Graduate Certificate level 3 ☐
- Bachelor Degree level 4 ☐
- Advanced Diploma or Diploma Level 5 ☐
- Certificate level, including trade 6 ☐
- HSC or equivalent 7 ☐
- Less than year 12 or equivalent 8 ☐

Q26. Do you use any of the following flexible work arrangements?

Multiple answers are possible. Please select all that apply.

- Flexible start and finish times 1 ☐
- Flexible scheduling for rostered workers 2 ☐
- Working more hours over fewer days 3 ☐
- Part-time work 4 ☐
- Working additional hours to make up for time off 5 ☐
- Job sharing 6 ☐
- Working from different locations 7 ☐
- Working from home 8 ☐
- Breaks from work including paid parental and carer's leave 9 ☐
- Purchasing annual leave 10 ☐
- Leave without pay 11 ☐
- Study leave 12 ☐
- Time-in-lieu 13 ☐

Q27. Please select a response to the following questions.

	Less than 1 year	1–2 years	2–5 years	5–10 years	More than 20 years
How many years have you been employed in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How many years have you been working in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Q28. Where were you employed prior to working in your current organisation?

- | | |
|--------------------------------------------------------|----------------------------|
| Private sector | 1 <input type="checkbox"/> |
| Not-for-profit/community sector | 2 <input type="checkbox"/> |
| NSW Public Sector | 3 <input type="checkbox"/> |
| Other NSW Local Government council/organisation | 4 <input type="checkbox"/> |
| Other Local Government council/organisation not in NSW | 5 <input type="checkbox"/> |
| Self-employed | 6 <input type="checkbox"/> |
| Not employed - this is my first job | 7 <input type="checkbox"/> |
| Other | 8 <input type="checkbox"/> |

END OF SURVEY. THANK YOU FOR YOUR TIME.

Appendix B. Responses to Q15

Please note: Responses are as they appear in the survey. No modifications have been made to these responses.

If you could change one thing to improve the effectiveness of your workplace, what would it be?.

- > *A better planned and laid out office space*
- > *Another staff member*
- > *Better communication between everyone*
- > *Better leadership from Directors*
- > *Better leadership from senior managers*
- > *Better Senior Managers*
- > *Change that new people asking for help are 'annoying'*
- > *Communication of construction achievements*
- > *Expand the design and asset group by employing more designers and asset managers*
- > *Fairness, equality and better leadership*
- > *For management to stand up and inform employees who aren't performing and not just put everyone else out for their benefit*
- > *For senior management to listen to those that carry out everyday mundane jobs and not rely solely on social media!!*
- > *For underperforming staff to be managed and or removed from the workplace*
- > *I am concerned that I am not doing a good job as I don't see others who are struggling being told so*
- > *Improve career opportunities greater recognition for the work I do, improved learning and development opportunities. Better pay and benefits more interesting and challenging work*
- > *Improve Council software for finance, customer requests and asset management that is integrated*
- > *Improved time management*
- > *Improving workflows by reviewing position procedures for common tasks Find simpler ways of achieving goals through stronger knowledge of tools used*
- > *Increased opening hours and more flexible work hours*
- > *Leadership*
- > *Meeting with other technical teams from NSW Councils to share knowledge and expertise*
- > *Morale*
- > *More flexible work arrangements*
- > *More improvement / opportunities for on call work*
- > *More resources*
- > *More staff training*

- > *More team meetings*
- > *Move on people with poor attitudes*
- > *N/A*
- > *Performance review system*
- > *Reorganise office structure*
- > *To improve government funding in the library sector, in order to offer improved resources, increased staff hours and specialise in LH areas*



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Berrigan Shire 2027



Delivery Program 2017 - 2022

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

Creating our Preferred Future

Delivery Program 2017 – 2022

The Council's 5-year **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy 2021 - 2031** which includes the Shire's **Asset Management Plans**, **Workforce Development Plan 2017 – 2022** and **Long Term Financial Plan 2021 – 2031**. It describes how Council operations contribute to the achievement of **Berrigan Shire 2027 Strategic Outcomes**:

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

Contents

Mayor's Message	4
Councillors 2016 - 2022.....	5
Section 1	7
A Vision and Plan for the Berrigan Shire	8
Our Challenges	9
Berrigan Shire: The next four years	9
Council's Planning and Monitoring Framework	10
Section 2: Delivery Program Strategic Objectives.....	13
Sustainable natural and built landscapes.....	14
Good government.....	34
Supported and engaged communities	49
Diverse and resilient business	67
Section 3: Delivery Program Budget.....	83
Projected Income and Expenditure Statement	84
Projected Balance Sheet	86
Projected Cash Flow Statement.....	89
Budget x Outcome 4-Year Forecast.....	92
Capital Works Plan Summary	160



Cr Matthew Hannan
Mayor
Berrigan Shire Council

Mayor's Message

The Council's [Delivery Program 2017 – 2022](#) is the result of the hard work of the Council and Council Officers. We are now into the fifth year of what is now a 5-year Delivery Program, due to the postponement of the September 2020 Council Elections due to the Covid19 pandemic. The Council's Delivery Program was reviewed by the Council at its Annual Workshop and is monitored by the Council and through its quarterly review program and 6-monthly Delivery Program Progress Report.

Priority projects and initiatives include:

- Continued investment by the Council in the maintenance and further development of the Shire's network of critical physical infrastructure: levees, roads, stormwater, water, sewer and waste management facilities.
- Completing the redevelopment of Tocumwal's Foreshore Reserve's work which will see the long awaited construction of a new commercial building connecting the River to the town.
- Reviewing with our communities of [Berrigan Shire 2027](#) projects and initiatives.
- Marketing and promoting the lifestyle and liveability of our communities with a focus on marketing our events through the production of high quality videos.
- Continuing to plan for the diverse needs of our community families with young children and our older residents
- Working in partnership with the NSW State Government and the Commonwealth Government on the development of the Shire's regional / freight and industry infrastructure – Tocumwal Intermodal Facility and the Tocumwal Aerodrome.

The Council's review of the Delivery Program has not materially changed the services provided by the Council, nor is there a material change in how the Council delivers the goods and services expected by our communities. There is, however a renewed focus on planning the Council's workforce succession requirements in addition to the steps that we can take to improve the efficiency and effectiveness of the services. Hence, the financial sustainability of the core services provided.

The Council is committed to reporting on a 6-monthly basis the Council's progress toward achieving the works described by its [Delivery Program 2017 – 2022](#). Reporting to our community through audio recordings and publication of the Minutes of Council meeting our monthly Bulletins, social media, also the publication in plain English an accessible version of our Annual Report. Reporting that is in addition to the full version of the Council's Annual Report published online and available at all our libraries.

Councillors 2016 - 2022



Top (Left to Right) Councillor

Councillor Roger Reynoldson, Councillor Matthew Hannan (Mayor), Councillor Colin Jones, Councillor Denis Glanville

Bottom (Left to Right), Councillor John Bruce, Councillor Daryll Morris (Deputy Mayor), Councillor Ross Bodey, Councillor John Taylor



Section 1

A Vision and Plan for the
Berrigan Shire

Our Challenges

Berrigan Shire the next four
years

What does the Council Do?

Council's Planning &
Monitoring Framework

A Vision and Plan for the Berrigan Shire

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.

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

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

Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% Finley
- 32 % Tocumwal

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

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

Berrigan Shire 2027 therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. Moreover, in doing so create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year **Delivery Program 2017 – 2021** and annual **Operational Plans'** outline how the Council will:

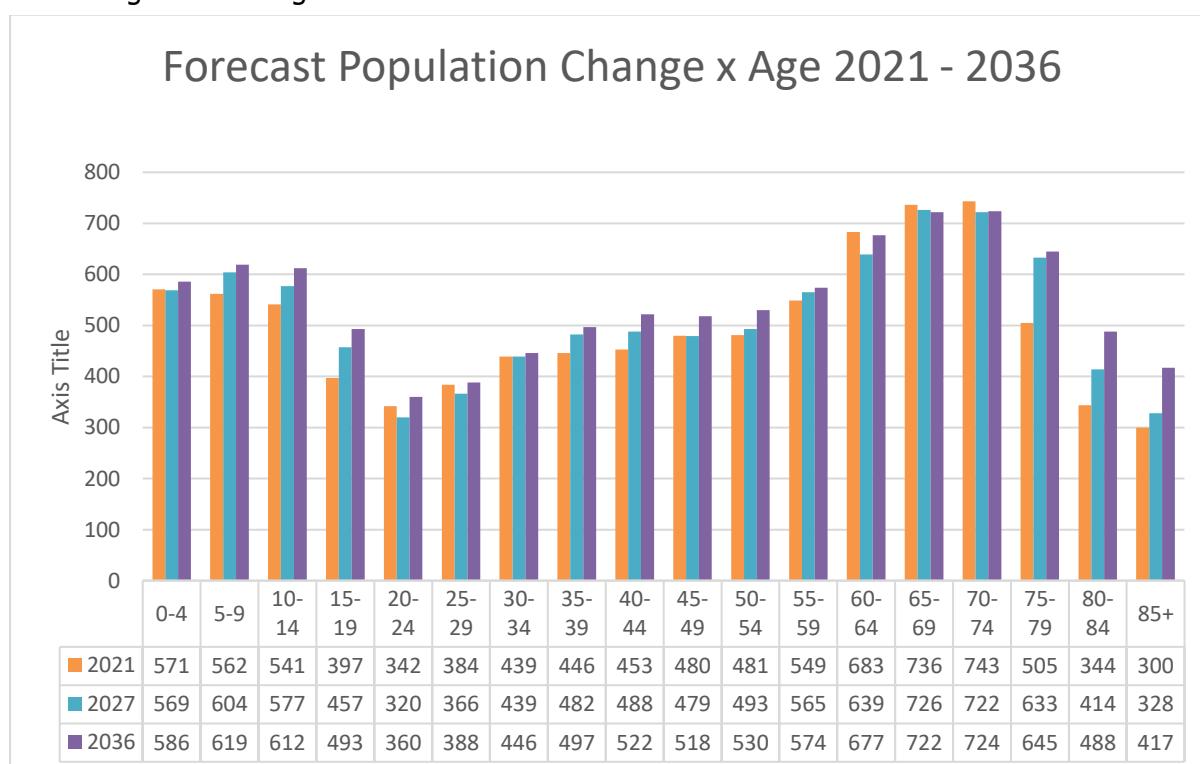
- | | |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1. Contribute to Berrigan Shire 2027 strategic outcomes and objectives | 2. Allocate resources: financial, physical and human (Delivery Program Inputs) |
| 3. Manage and operate its services and assets | 4. Measure and Report on the result of what is planned (Delivery Program Outputs) |

Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Shire's current expenditure on essential and current infrastructure
- The impact of The [Murray Darling Basin Plan](#) on irrigated agriculture
- The impact of COVID-19 Pandemic and external political environment on the Shire's industries and jobs
- Lower than Murray Darling Basin average per capita income
- Continued access to social services and issues associated with limited public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets

Berrigan Shire: The next four years

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



What does the Council do?

The system of local government in NSW is changing. Within the NSW system of local government the Council's role includes:

- The provision of goods, services and facilities that are appropriate to the current and future needs of our local communities and of the wider public
- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government.

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

Council Strategy and Policy meetings are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development and monitoring of the Council's [Delivery Program 2017 - 2022](#), operational and financial management.

Glossary of Council Services: What the Council Does		
CSP: Strategic Outcome	Service	Activities
Sustainable natural and built landscapes	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control
	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
	Health	Food control, domestic animal control
	Community Amenities	Public toilets, Cemeteries
	Community Services & Education	Social Planning, Community Development
	Water Supplies	Town Water
	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
Diverse and resilient business	Economic Affairs	Caravan Park, Sale yard, Tourism and Economic Development



Council's Planning and Monitoring Framework



The NSW Local Government Integrated Planning and Reporting Framework underpins the Council's planning. A framework based on the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent figure illustrates the outcome, input, output, action and review logic and operational integration of **Berrigan Shire 2027** (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's **Delivery Program 2017 – 2022** includes the activities undertaken by the Council and is integrated with **Berrigan Shire 2027** strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's **Resourcing Strategy 2017 - 2027**.

The Council's **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy**. It includes the Shire's Asset Management Plans, **Workforce Development Plan 2017 – 2022** and rolled forward **Long Term Financial Plan 2021 – 2031**. Our Asset Management Plans describe and estimate the resources needed by the Council to achieve service levels and community expectations. These are the basis of the Shire's 4-year Capital Works Program an element of the Shire's **Long Term Financial Management Plan**.

The Shire's **Long Term Financial Plan** and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures that the Council's **Delivery Program** and cost estimates do not compromise the Council's **Financial Strategy 2021** objectives of:

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

Themed according to the outcomes we want to achieve the revised **Delivery Program 2017- 2022** describes:

- The full range of Council services and activities – operations
- High level responsibility for Council services and operations; and
- The monitoring measures we use to determine the efficiency and effectiveness of Council's Delivery Program and its contribution to **Berrigan Shire 2027** Strategic Outcomes.



Section 2: Delivery Program Strategic Objectives

What we will do to contribute to the
delivery of Berrigan Shire 2027 Outcomes

Sustainable natural and
built landscapes

Good government

Supported and engaged
communities

Diverse and resilient
business

Sustainable natural and built landscapes

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

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities.

Why is this important?

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

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

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

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

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

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

Strategic Objectives

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

Delivery Program Objectives

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

Headline Indicator Target:

Percentage of Waste Diverted from Landfill 70% or NSW Waste Plan Target

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring of the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.

Why is the 'percentage of waste diverted from landfill' the headline indicator for sustainable natural and built landscapes?

The control of litter, illegal dumping and unsafe disposal of toxic materials is central to the sustainable and safe use of our natural and built landscapes. The Council operates two landfill sites to minimise environmental harms from waste disposal. In partnership with our communities it also aims to conserve resources through its support for community initiatives preventing waste and which encourage the diversion of waste from landfill.

Delivery Program: Measures and Indicators

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Development Control	<ul style="list-style-type: none"> Development decisions reflect Local Environment Plan & Land Use Strategy Satisfaction rating Development Services Development Applications assessed and processed within statutory time frames
	Heritage	<ul style="list-style-type: none"> Heritage Register The heritage values and character of significant buildings is assessed BSC Heritage Grants Program Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes
	Visual Amenity	<ul style="list-style-type: none"> Visual impact of new development and its relationship to surrounding landscape is assessed Council activities and community projects enhance visual amenity and the attractiveness of natural and built landscapes

CSP Outcome	Sustainable Natural & Built Landscapes	
	Monitoring Measure	Indicators
	Liveability	<ul style="list-style-type: none"> ● Walkability ● Access to and within our towns to public open space
	Environmental Reserves	<ul style="list-style-type: none"> ● Area of Council retained Land for the Environment ● Area of Reserves managed by Council Committees ● Noxious Weed Management
	Pest & Feral Animal Control	<ul style="list-style-type: none"> ● Pest Management
	Asset Management	<ul style="list-style-type: none"> ● Value of Council flood protection, road, paths, bridges, sewer and drainage assets ● Replacement Cost ● Condition ● Life-Cycle Sustainability Indices
	Waste	<ul style="list-style-type: none"> ● Waste to landfill ● Waste diverted from Landfill ● Illegal Dumping Complaints

Strategic Objective	1.1 Support sustainable use of our natural resources and built landscapes
Delivery Program Objectives	1.1.1 Coordinate 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
Monitoring Measures	Development Control, Heritage, Visual Amenity and Liveability

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning

Monitoring Measure: Development Control

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.1.1	Local Environment Plan (LEP) reflects community values and aspirations	Local Environment Plan	Development decisions reflect Local Environment Plan & Land Use Strategy	The LEP is gazetted by the Minister	Development Manager	✓	✓	✓	✓	✓
1.1.1.1.1	Review LEP when due and include in this review an RU4 Zone and identify suitable land for its application	Local Environment Plan is informed by community values and aspirations	Satisfaction rating Development Services	The LEP is gazetted by the Minister	Development Manager				✓	✓

Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning										
Monitoring Measure: Development Control										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.1.2	Monitor and implement changes to legislation on an ongoing basis	Land-use planning and development reflects legislation	Quarterly Reporting Development Activity and Approvals	Land-use planning and development reflects legislation & LEP	Development Manager	✓	✓	✓	✓	✓
1.1.1.3	Process and approve / refuse development applications in accordance with the relevant legislation, codes and policies	Effective and timely assessment of development applications	Quarterly Reporting Development Activity and Approvals	90% of applications are assessed and processes within statutory timeframes	Development Manager	✓	✓	✓	✓	✓

Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework

Monitoring Measure: Development Control

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.2.1	Implement Berrigan Shire Council Community Participation Plan per legislation	Additional opportunities will be provided for the community to comment on new Development	Annual Report of participation opportunities s	Framework and the process is established	Development Manager			✓	✓	✓

Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities										
Monitoring Measure: Heritage, Liveability and Amenity										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.3.1	Continue Annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	The allocation of grants results in increased conservation of heritage items	Development Manager / Environmental Services	✓	✓	✓	✓	✓
1.1.3.2	Continue rolling program of works – town entrances per Town Landscape Master Plans	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed and included in Annual Capital Works Program	Scheduled Program of Works – town entrances included in Annual Capital Works Program is completed on time within resources	Director Technical Services	✓	✓	✓	✓	✓
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Sensitive and sustainable development Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Tocumwal Foreshore is redeveloped	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities										
Monitoring Measure: Heritage, Liveability and Amenity										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.3.4	Implement as funds become available the WAAAF Creek Walk Master Plan	Sustainable development of the natural and cultural heritage WAAAF Creek, Walk Tocumwal	Improved pedestrian and cycle access Installation of interpretative signage Revegetation and habitat improvement	Projects identified in Master Plan are funded and completed	Director Technical Services / Director Corporate Services					✓
1.1.3.5	Implement Finley Railway Park Master Plan	Contemporary Residential Precinct Finley Railway Park	Walkability Accessibility Open Space measures	Projects identified in Master Plan are funded and completed	Director Technical Services					✓
1.1.3.6	Develop a precinct structure plan incorporating parking requirements for Murray / Denison Street, Tocumwal	Parking is accessible, safe, well located and does not detract from the liveability and amenity of the precinct	Relevant standards and measures are incorporated into plan development	Precinct structure plan is completed and land use identified	Director Technical Services					✓

Delivery Program Objective: 1.1.3 Enhance the visual amenity, heritage and liveability of our communities										
Monitoring Measure: Heritage, Liveability and Amenity										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.1.3.7	Investigate the development of an active transport strategy	Funds identified for the development of a strategy to inform Council investment in its active transport network – cycle paths and trails within and between our towns	Improved pedestrian and cycle access	Active Transport Strategy	Strategic and Social Planning Coordinator					✓

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

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

Monitoring Measure: Environmental Reserves

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.2.1.1	Deliver weed eradication and control services	Council delivery of the Shire's weed eradication and control program/s	Annual Report	Weed infestation within the Shire is managed	Director Technical Services				✓	✓

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife										
Monitoring Measure: Environmental Reserves										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.2.1.1	Implement Weed Action Plan 2020 - 2024	Delivery of the Shire's weed eradication and control program/s	Quarterly Reporting of Weed Action Plan \$ spent	Weed infestation within the Shire is managed	Director Technical Services			✓	✓	✓
1.2.1.2	Participation in roadside vegetation enhancement projects when external funds become available	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Projects completed on time and within budget	Development Manager	✓	✓	✓	✓	✓
1.2.1.3	Undertake tree assessments	Hazardous trees will be identified	Number of assessments undertaken	Trees assessed as hazardous are made safer	Enterprise Risk Manager	✓	✓	✓	✓	✓

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife										
Monitoring Measure: Environmental Reserves										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.2.1.4	Develop an urban tree strategy	Planned and strategic response to the management of urban trees	Urban Tree Strategy is developed	Urban Tree Strategy is developed and adopted by the Council	Director Technical Services					✓
1.2.1.5	Monitor and undertake as required the control and management of pests	Environmental harms caused by pests will be reduced	Annual report of pest management activities	Harms caused by pests is minimised	Development Manager	✓	✓	✓	✓	✓
1.2.1.6	Undertake a review of the plans of management for Crown Lands controlled by Council and or Council Committees of Management	Crown Reserve Management Plans updated	Annual Report of plans updated	All Crown Reserves managed or controlled by Council have Management Plans	Development Manager Revenue Coordinator					✓

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

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning										
Monitoring Measure: Asset Management										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.3.1.1	Review and implement asset management plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted Asset Management Plans	Service Level Data	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning										
Monitoring Measure: Asset Management										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove storm water	Service levels met as set out in adopted Storm water Asset Management Plan	Service Level Data	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	Director Technical Services	✓	✓	✓	✓	✓
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Improved capture and removal of storm water - Finley	Service Level Data & increased storm water network length	Stormwater captured and removed per Stormwater Improvement Project performance requirements	Director Technical Services					✓
1.3.1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Compliance with relevant Standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning										
Monitoring Measure: Asset Management										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Sewer Reserve Accounts	Sewer operations meet full-cost recovery requirements i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Technical Services	✓	✓	✓	✓	✓
1.3.1.3.2	Review Sewer Asset Management Plan	Functionality and future capital and maintenance requirements are known	Review undertaken	Sewer Asset Management Plan adopted by the Council	Environmental Engineer			✓	✓	✓
1.3.1.4	Continue remediation Tocomwal Foreshore Levee	Remediation works prevents inundation of Tocomwal from recognized flood levels	Annual inspection for defects. Performance in flood events.	Annual inspection is undertaken and scheduled maintenance completed	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning										
Monitoring Measure: Asset Management										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
1.3.1.5	Maintain the safety of Council roads and walkways	Identified service levels and standards in the Transport Asset Management Plan are met	Works completed in accordance with relevant standards Annual Review	On an ongoing basis 95% of service levels set out in the Transport Asset Management Plan are met	Director Technical Services	✓	✓	✓	✓	✓
1.3.1.5.1	Exercise delegated functions Road Act 1993	Local roads are managed in accordance with the Act	Annual Review	Continue to improve the safety of Council Roads	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 1.3.2 Manage and landfill, recycling and waste disposal									
Monitoring Measure: Waste									
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Waste Plan targets and services are delivered	Environmental Engineer	✓	✓	✓	✓
1.3.2.1.1	Reduce waste in landfill		Diversion targets set out in the Berrigan Shire Council Waste Plan	100% of Diversion targets set out in Berrigan Shire Council Waste Plan are met	Environmental Engineer	✓	✓	✓	✓
1.3.2.2	Deliver township garbage collection and street cleaning services	Instigate & manage a waste collection contract to ensure garbage collection	Garbage is collected within agreed timeframes and budgets	Garbage is collected within agreed timeframes and budgets T: 100%	Environmental Engineer	✓	✓	✓	✓

Sustainable natural and built landscapes – 4-year financial forecast

	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2	Delivery Program 2022-25 Year 3
	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$	24/25 Forecast \$
Capital expenditures	(6,753,000)	(4,967,000)	(4,785,000)	(4,849,000)
Capital source of funds	3,253,000	2,562,000	2,286,000	2,298,000
Net Capital funds results	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
Operating expenditure	(11,886,000)	(12,549,000)	(12,602,000)	(12,768,000)
Operating source of funds	7,832,000	7,388,000	7,503,000	7,612,000
Net Operating result	(4,054,000)	(5,161,000)	(5,099,000)	(5,156,000)
Net funds / surplus (Deficit)	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)

Good government

The development of a Delivery Program linked to a Community Strategic Plan establishes a pathway for Councils, communities and individuals to become engaged and active in planning for the future wellbeing of our communities.

Increasing the transparency of day-to-day Council operations and accountability for how we connect with, and report to our communities.

And just as important as the plan, is the process which facilitates partnership and the development of new opportunities.

Why is this important?

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

Local government is the level of government that other agencies and levels of government look to for localised knowledge, information, allocation of resources, implementation of programs and policies and the maintenance of effective local and regional relationships.

There are also many ways to define corporate governance and good government. Factors that influence good government include:

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

In the context of the Shire's [Delivery Program](#) the Berrigan Shire Council is responsible for:

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

Strategic Objectives

- 2.1 **Berrigan Shire 2027** objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2 Strengthen strategic relationships and partnerships with community, business and government

Delivery Program Objectives

- 2.1.1 Council operations, partnerships and coordination of resources contribute toward 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
- 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery

Headline Indicator

Target:

Residents 2015 – mean satisfaction rating 6.45

Business 2015 – mean satisfaction rating 6.48

No reduction mean satisfaction rating
2019/20

Why is a ‘no reduction in mean satisfaction rating’ the headline indicator for good government?

The Council undertakes a Community Satisfaction Survey once every four-five years to measure how Shire residents and local business rate the performance of the council. Since 1994 independent research company, providing the Council with a consistent format for assessing the Council’s performance has conducted this survey. The Council uses this survey to inform its decision-making about which Council services are important to residents and local business and the actions the Council needs to take to improve the overall level of community satisfaction with the delivery of the services provided by the Council.

Monitoring this measure, therefore, contributes toward measurement of the Council’s Delivery Program and monitoring the impact of the Council’s and our communities Berrigan Shire 2027 projects and initiatives.

Delivery Program: Measure and Indicators

CSP Outcome	Good Government	
	Monitoring Measure	Indicators
	Satisfaction	<ul style="list-style-type: none"> ● Mean satisfaction rating
	Integration	<ul style="list-style-type: none"> ● Council Reports ● New or reviewed Council Strategies integrated and aligned with Berrigan Shire 2027
	Partnerships	<ul style="list-style-type: none"> ● Berrigan Shire 2027 community & Council partnerships / projects
	Council governance	<ul style="list-style-type: none"> ● Councillor Elections ● Councillor Training ● Council Meetings ● Annual Report ● Code of Conduct ● Delivery Program Review
	Integrated Planning and Reporting	<ul style="list-style-type: none"> ● Organisational decision-making reflects IP&R principles ● Council IPR Plans meet OLG Guidelines & essential criteria ● IP&R systems and processes developed
	Organisational capacity	<ul style="list-style-type: none"> ● Service Reviews ● Staff Turnover ● Skilled/Managerial Vacancies
	Risk Management	<ul style="list-style-type: none"> ● Integrated Management System ● Safety ● Cost Containment ● Risk Management
	Partnerships	<ul style="list-style-type: none"> ● Berrigan Shire 2027 community & Council partnerships / projects ● Regional Partnerships ● Cross Border Activities
	Financial Sustainability	<ul style="list-style-type: none"> ● Financial Strategy Measures

Strategic Objective	2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
Delivery Program Objectives	2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of Berrigan Shire 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
Monitoring Measures	Satisfaction, Partnerships, Council governance, Organisational Capacity, Integrated Planning and Reporting

Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination or resources contribute toward implementation of **Berrigan Shire 2027**

Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation & review of Berrigan Shire 2027	Co-production of local services	No. of new projects and partnerships Surveys and feedback from participants / partners	Projects undertaken are completed Delivery Program Progress Report	Strategic and Social Planning Coordinator	✓	✓	✓	✓	✓

Delivery Program Objective:		2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting								
Monitoring Measure: Partnerships, Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.2.1	Provide facilities and support including financial to elected Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Council Minutes and Annual Report publish information on Councillor Meeting, Conference & Workshop Attendance	General Manager	✓	✓	✓	✓	✓
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Standardised documentation and review of Council operations	Procedures developed in accordance with Action Plan; Workplace Inspections; Internal Audits	The system is in place and being audited annually	Enterprise Risk Manager	✓	✓	✓	✓	✓
2.1.2.3	Implement 2015 – 2019 Fit for the Future Improvement Plan	A sustainable Council	Fit for the Future Benchmarks	All actions are implemented	Director Corporate Services	✓	✓			

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit Internal review	External auditor issues unqualified audit opinion each year Internal review system implemented and improvements adopted	Director Corporate Services	✓	✓	✓	✓	✓
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council operations comply with relevant frameworks	Council governance indicators	Council operations respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services	✓	✓	✓	✓	✓
2.1.3.3	Deliver responsive customer service	Customers satisfied by Council and or corporate services response	Customer survey Complaints system	Customer requests addressed	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.1	Conduct Resident and Business Satisfaction Survey	External – statistically valid longitudinal measurement of Resident and Business Satisfaction with Council Services	Benchmarks achieved from previous surveys	Survey conducted and results used to inform Council planning	Director Corporate Services			✓	✓	
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan 2017 - 2021	Strategic management and prioritisation of the resourcing and staffing requirements Corporate Services	Organisational Capacity indicators	Plan adopted by the Council	Finance Manager Director Corporate Services			✓	✓	✓
2.1.3.4.1	Corporate Services service review will prioritise systems upgrade of record keeping and customer data systems	Compliance with State Record Management Standards	Systems upgrades	Systems are upgraded	Finance Manager Director Corporate	✓	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 – 2021	A workforce with the competencies needed to implement the Shire's Delivery Program	Workforce Development Plan is implemented Staff Surveys	Workforce Development Plan implemented No key position is vacant for longer than six months	Enterprise Risk Manager	✓	✓	✓	✓	✓
2.1.3.5.1	Promote and facilitate a diverse and inclusive workplace for current and prospective employees	A workforce that is inclusive	Staff Survey Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Enterprise Risk Manager			✓	✓	✓
2.1.3.5.2	Equal Employment & Opportunity Policy and Action Plan to be integrated with Disability Inclusion Action Plan	Merit based employment in an inclusive and accessible workplace	Survey Disability & Carers Action Plan Reporting	Decrease in the % of workforce that neither agree or disagree that Disability is not a barrier to success	Enterprise Risk Manager Strategic and Social Planning Coordinator			✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.5.3	Continue the development of Volunteer Management system addressing workplace and health and safety issues tasks will include: Review Volunteer Policy and Procedures Developing consultation mechanisms Training for Volunteers	Safer workplace for volunteers	Number of activities undertaken	100% of volunteers have attended information and training sessions	Enterprise Risk Manager Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.5.5	As part of the volunteer Management System prioritise development of a system to track the monetised value of volunteer work – Council facilities	Monetised value of volunteer effort – Council Committees recorded and reported	Committees prepare Annual Return of Volunteer Hours	Committee Data submitted and data collated	Finance Manager	✓	✓	✓	✓	✓
2.1.3.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	Survey of Users	90% of respondents rate their level of satisfaction as satisfied or more than satisfied	Director Corporate Services	✓	✓	✓	✓	✓
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Revised electronic document management system implemented	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance										
Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.8	Maintain and sustainably re-develop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Asset Management Plans implemented 80% of identified works either completed or assessed as suitable for deferral	Director Corporate Services	✓	✓	✓	✓	✓
2.1.3.8.1	Develop and Implement Berrigan Shire Sustainable Operations Energy Strategy	Sustainable and cost effective use of energy	Audit of Energy Use Measures identified by Energy Use Strategy Budget allocated to fund energy strategy projects	Strategy is implemented all items with an ROI of 4 years are completed.	Director Technical Services					✓
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Budget Reporting	Plant Renewal occurs as part of Annual Capital Works Plan	Director Technical Services	✓	✓	✓	✓	✓

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

Monitoring Measure: Satisfaction, Organisational Capacity, Integrated Planning and Reporting, Fit for the Future Financial Benchmarks, Council governance

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.1.3.9.1	Develop Council Policy on the emergence of Electric Vehicles and implications for plant and equipment renewal, maintenance, and charging infrastructure	Council position and the strategy to be adopted when procuring and or renewing Council plant or reviewing Council operations is identified	Measures to reflect the policy intent	Policy is developed and adopted by the Council	Director Technical Services Strategic and Social Planning Coordinator					✓

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

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.2.1.1	Develop resources and establish partnerships that improve local assessment of the social and economic implications of regional and inter-governmental decision-making on Shire residents, businesses and Council operations	Accurate, and accessible information about regional and local social and economic conditions, trends and pressures is accessible and used by Shire Officers, Other Agencies, Community Groups	Cost of Annual Subscription forecast id.data	Suite of forecast id.data is used to inform Council planning and submissions	Director Corporate Services Strategic & Social Planning Coordinator	✓	✓	✓	✓	✓

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	Improved economic and social outcomes for the Shire's irrigators and communities	Submissions prepared No. invitations by other levels of government to represent the Shire's position	Council Minutes and Annual Report publish information on lobbying activity re: Murray Darling Basin Plan and its implementation	General Manager	✓	✓	✓	✓	✓
2.2.1.3	Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Improved economic and social outcomes for the Shire's primary and manufacturing industries	Submissions prepared No. invitations by other levels of government to represent the Shire's position	Council Minutes and Annual Report publish information on lobbying activity	General Manager					✓
2.2.1.3.1	Council to develop a policy on investment by the Council in transmission infrastructure	Council funds are not diverted to address regulatory and service failure by other levels of government or the market	\$ value and source of investment in energy transmission infrastructure projects	Transmission infrastructure is fit for purpose and has the capacity to facilitate further industry and community growth	General Manager					✓

Good government – 4-year financial forecast

	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2	Delivery Program 2022-25 Year 3
	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$	24/25 Forecast \$
Capital expenditures	(1,230,000)	(1,266,000)	(839,000)	(801,000)
Capital source of funds	359,000	241,000	251,000	251,000
Net Capital funds results	(871,000)	(1,025,000)	(588,000)	(550,000)
Operating expenditure	(2,487,000)	(2,079,000)	(2,631,000)	(2,804,000)
Operating source of funds	14,459,000	14,639,000	14,877,000	15,121,000
Net Operating result	11,972,000	12,560,000	12,246,000	12,317,000
Net funds / surplus (Deficit)	11,101,000	11,535,000	11,658,000	11,767,000



Supported and engaged communities

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

Community wellbeing is fostered through every day involvement in community activities.

Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

Why is this important?

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

Facilitated in communities that are safe, inclusive and welcoming is healthy child and youth development.

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

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

Lifelong learning, cultural expression and recreational activities provide opportunities for people with a diverse range of interests and backgrounds to become involved and engaged in their local communities. The sharing of their knowledge; skills, resources and experiences enriches and strengthens the social connections that are fundamental to community wellbeing and sustainability. In previous years' the Shire experienced an increasing trend toward more families and young people leaving the Shire. Some of our schools report a decline in enrolments while others an increase and as our workforce ages the inward migration of older residents increases demand for social support services.

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

Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

Delivery Program Objectives

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Headline Indicator Target:

Combined SEIFA (Advantage/Disadvantage) Net increase in SEIFA 2016
ABS (2011) 938

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

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

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

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.

Delivery Program: Measure and Indicators

CSP Outcome	Supported and engaged communities	
	Monitoring Measure	Indicators
	Community Events	<ul style="list-style-type: none"> ● Volunteerism ● Opportunities to participate in Arts and Cultural Events
	Community Health & Wellbeing	<ul style="list-style-type: none"> ● Self-Reported Health ● Psychological Distress ● Prevalence of Type 2 Diabetes ● Access to Services/facilities
	Lifelong Learning and Culture	<ul style="list-style-type: none"> ● AEDI ● Home internet access ● Library Membership
	Environmental Health and Safety	<ul style="list-style-type: none"> ● Potable Water ● Hazard Reduction
	Open Space Management & Recreation	<ul style="list-style-type: none"> ● Appearance of public space ● Opportunities to participate in Sporting and recreation activities ● Walkability for Transport

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

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people

Monitoring Measures: Community events, Community Health and Wellbeing

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development and wellbeing of children and young people	Project participant and facility user surveys Value of Volunteer Hrs Council sponsored projects supporting	Reports to Council provide feedback on participant survey results <ul style="list-style-type: none"> Kids Fest Youth Week Annual Report to council re: Volunteer Hours / Management	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people										
Monitoring Measures: Community events, Community Health and Wellbeing										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
			families, young people / children	facilities: Pools, & Recreation Reserves						
3.1.1.2	Implement Children and Families Strategy	Local projects and services support the attraction and retention of families and young people	Children and Families Strategy developed	Families and children report satisfaction with facilities and services provided	Strategic & Social Planning Coordinator	✓	✓	✓	✓	✓
3.1.1.2.1	Review Children and Families Strategy	Local projects and services support the attraction and retention of families and young people Up to date data and information on the age profile and services required and used by local families and their children	Children and Families Strategy reviewed and adopted by the Council	Families and children report satisfaction with facilities and services provided	Strategic & Social Planning Coordinator			✓		

Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people										
Monitoring Measures: Community events, Community Health and Wellbeing										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.1.2.2	Investigate the development of an indoor play centre	The attraction and retention of families with children	Review of Children & Families Strategy	Community express their interest in and willingness to be involved in the development of a community-owned and operated indoor play centre	Strategic & Social Planning Coordinator					✓
3.1.1.2.3	Support the development by the community or the market of the construction and or operation of a long-day-care child care service in Tocumwal	The attraction and retention of families with children	Review of Children & Families Strategy	Community or market develop and operate long day care service in Tocumwal	Strategic & Social Planning Coordinator					✓

Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place										
Monitoring Measures: Community events, Community Health and Wellbeing, Open Space Management and Recreation										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.2.1	Implement Liveability and Healthy Ageing Strategy (DIAP)	Council facilities and services support older residents health, mobility and their economic / social participation in community life	Liveability and Healthy Ageing Strategy is implemented	Council adopts and implements Liveability and Healthy Ageing Strategy and Action Plan (DIAP) 2018-2022	Strategic & Social Planning Coordinator		✓	✓	✓	✓
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Strategic Management Plans developed for high value recreational assets	Corporate and Community Services Asset Management Plan reviewed Strategic Management Plans developed for Council Sports Reserves & Mary Lawson Wayside Rest	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.3 Strengthen the inclusiveness and accessibility of our community										
Monitoring Measures: Community events, Health and Wellbeing										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.3.1	Promote the social and economic wellbeing of Shire residents and the inclusiveness of our communities through social planning and community development activities	Annual program of community development activities implemented	No. of activities held Reports to Council Participant Surveys	Based on participant surveys <ul style="list-style-type: none"> Youth Week International Womens' Day Childrens' Week Participant numbers are maintained and or increased Participants/ Survey high levels of satisfaction	Strategic & Social Planning Coordinator	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy	Strategy is adopted by NSW Department of Planning, Industry and Environment	Environmental Engineer Director Technical Services	✓	✓	✓	✓	✓
3.1.4.2	Ensure potable water network is safe and functional	Water networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards	Supporting Operational Plan actions are undertaken and the outcome reported T: 100%	Environmental Engineer	✓	✓	✓	✓	✓
3.1.4.2.1	Generate sufficient income from fees and charges to provide for the renewal of sewer, water supply and distribution assets	Water and sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Funds in Water and Sewer Reserve Accounts	Water and Sewer service operations are meeting full-cost recovery i.e.: making an operating surplus and generating sufficient cash to meet future capital works	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Environmental contaminants and public health hazards minimised	Development Manager	✓	✓	✓	✓	✓
3.1.4.3.1	Develop and implement inspection programs: <ul style="list-style-type: none"> Food premises Building works Water/Sewerage treatment Fire safety/ hazard reduction Swimming pools Trade waste 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Delivery Program Report No. inspections completed x type No. program inspections not completed x type	Inspection programs result in safer and healthier premises	Development Manager	✓	✓	✓	✓	✓
3.1.4.4	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	In the event of an emergency LEMPan coordinates and facilitates local response	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.4.1	Provide and maintain local emergency operations centres	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	In the event of an emergency LEOC's provide 'fit for purpose' emergency operations centres	Director Technical Services	✓	✓	✓	✓	✓
3.1.4.5	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Sufficient gravesites exist in the cemeteries to meet 5+ years of estimated demand Cemetery Maintenance agreements with service clubs maintained & reviewed	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services										
Monitoring Measures: Environmental Health and Safety										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.1.4.6	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Education of community results in minimal impacts from companion animals	Development Manager	✓	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture and recreation										
Monitoring Measures: AEDI, Home Internet access, Library Membership										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> Patronage Borrowings Community Survey Library Management Plan implemented following community consultation	Community surveys and user surveys report that the Library Service meets and is responsive to community needs	Director Corporate Services Library Manager	✓	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture and recreation										
Monitoring Measures: AEDI, Home Internet access, Library Membership										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.2.1.1.1	Review Library Service Strategic Plan	A Library Service aware of and responsive to changing needs of its users	Library Management Plan implemented following community consultation	Strategic Plan incorporating user feedback is adopted by the Council	Director Corporate Services		✓	✓	✓	✓
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	There is no reduction in participation rates – Council surveys, events, social media	Strategic and Social Planning Coordinator	✓	✓	✓	✓	✓
3.2.1.3	Financially contribute to and support <i>South West Arts</i> programs and activities	<i>South West Arts</i> delivery of Shire based Arts program/s and activities	Membership of <i>South West Arts</i> maintained No. of activities held in the Shire	Shire residents access local delivery of Arts / Cultural programs	Director Corporate Services	✓	✓	✓	✓	✓

Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, culture and recreation										
Monitoring Measures: AEDI, Home Internet access, Library Membership										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.2.1.4	Develop a public arts strategy	Planned and strategic investment in public art projects	Public Art Strategy is developed in consultation with arts practitioners & the community	Public Art Strategy developed and adopted by the Council	Director Corporate Services Strategic & Social Planning Coordinator					✓

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans										
Monitoring Measures: Appearance of public space, Volunteerism, Opportunities to participate in Arts and Cultural events										
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
3.2.2.1	Coordinate and align community projects and activities with township plans	Increased resident engagement in town plan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Township Landscape Master plan projects are implemented	Strategic and Social Planning Coordinator	✓	✓	✓	✓	✓
3.2.2.1.1	Partner with our communities on the development of walking and cycling tracks along rail trails and river bank reserves	Increased resident engagement in town plan development and implementation	Value of in-kind support from Council services for community development of walking tracks / trails	Walking and cycling tracks are developed	Director Corporate Services	✓	✓	✓	✓	✓

Supported and engaged communities – 4-year financial forecast

	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2	Delivery Program 2022-25 Year 3
	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$	23/24 Forecast \$
Capital expenditures	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
Capital source of funds	260,000	52,000	45,000	38,000
Net Capital funds results	(12,172,000)	(2,760,000)	(464,000)	(966,000)
Operating expenditure	(7,506,000)	(7,578,000)	(7,608,000)	(7,676,000)
Operating source of funds	16,492,000	6,873,000	4,663,000	5,198,000
Net Operating result	8,986,000	(705,000)	(2,945,000)	2,478,000)
Net funds / surplus (Deficit)	(3,186,000)	(3,465,000)	(3,409,000)	(3,447,000)



Diverse and resilient business

Why is this important?

Research commissioned by Regional Development Australia – Murray 2010 (a shift share analysis) suggests that targeted investment by business and government in employment growth drivers is needed to create jobs and promote innovation. Council's website publishes for businesses and residents business LGA specific shift share analysis (2013) data that can be used by local business to determine the competitiveness of their industry and product.

Construction, transport, health, aged care and community services will create more jobs if there is industry support for investment in centres of excellence, local training and research.

The Shire's **Delivery Program** is characterised by actions and projects that support collaborative planning, shared resourcing, water security, and also the regional branding and promotion (VIC/NSW) needed to realise the potential of its: national freight infrastructure projects; local innovation and value added agricultural product development. The Council's **Delivery Program** recognises that the levers and drivers of growth: marketing, communication technologies, supply chains and access to markets for local business and industries are Victorian based.

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

Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people.

Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce.

A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn.

Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by contemporary marketing and promotion.

Strategic Objectives

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

Delivery Program Objectives

- 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- 4.1.2 Support local enterprise through local economic and industry development initiatives and projects
- 4.2.1 Implement the [Berrigan Shire Tourism Strategy](#)
- 4.2.2 Partner with regional Tourism Boards
- 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Headline Indicator Target:

Regional Institute Australia + or minus 5 places
 LGA Competitiveness Index Rating 315/500

Why is the Regional Institute of Australian LGA Competitiveness Index Rating' the headline indicator for diverse and resilient business?

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

Monitoring this measure, therefore, contributes toward measurement of the Council's Delivery Program and monitoring the impact of the Council's and our communities Berrigan Shire 2027 projects and initiatives.

How we will monitor our progress

Delivery Program: Measure and Indicators

CSP Outcome	Diverse and resilient business	
	Monitoring Measure	Indicators
	Economic & Industry Development	<ul style="list-style-type: none"> • Economic & Industry Development Projects undertaken by Council • Value of State and Commonwealth Govt. Development & Grants Exc. Road/Freight Infrastructure • Residential or Other Development
	Tourism & Events	<ul style="list-style-type: none"> • Events • Regional Tourism
	Regional Infrastructure	<ul style="list-style-type: none"> • Freight Infrastructure Projects

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

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.1.1.1	Complete review and implement Berrigan Shire Economic Development Plan 2017 - 2021	Economic Development Plan developed	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Conditions that support or inhibit the comparative growth and competitiveness of local business are identified	Profiles published	Industry reports using data to enhance operations and attract investment	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs										
Monitoring Measure: Economic & Industry Development										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Local networks initiate new projects and share resources	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome industrial precinct	Development of Tocumwal Airpark	Development of sold allotments	Subdivision is completed and allotments sold are developed by owners	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Planned economic and industry development of strategically located land	Review of LEP	Industry or Council acquire land and it is developed	General Manager					✓

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

Monitoring Measure: Economic & Industry Development

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocumwal	Planned economic and industry development of strategically located land	Feasibility Study undertaken	Feasibility Study completed and accepted by the Council	Economic and Industry Development Liaison					✓

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects										
Monitoring Measure: Economic & Industry Development										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	The business groups in each town involve significant proportion of business operators for their mutual benefit	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	There is active participation by local Chambers of Commerce or similar	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects										
Monitoring Measure: Economic & Industry Development										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.1.2.3	Recognise excellence in local business and industry	Excellence in local business and industry recognised by peers	Biennial staging of Local Business Awards No. of nominations received Attendance at awards	Local business and industry support Awards	Economic and Industry Development Liaison	✓	✓	✓	✓	

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

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy										
Monitoring Measure: Tourism and Events										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g: Redevelopment of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Visitor numbers increase	Director Technical Services General Manager	✓	✓	✓	✓	✓

Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy										
Monitoring Measure: Tourism and Events										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.2.1.2	Partner with industry and other levels of government on securing investment needed for Ports of the Murray and Murray River Adventure Trail	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Ports of the Murray and Murray River Adventure Trail Projects are funded	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council Event Surveys	At least 4 events are supported each year Participant feedback is reported by event organisers to Events Committee	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards										
Monitoring Measure: Tourism and Events										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
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	Regional and interstate marketing and promotion of the Shire's tourism products and services	Participation in Regional Tourism Boards Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination	Councillor and staff attendance at Regional Tourism Board Meetings	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

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

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure

Monitoring Measure: Freight Infrastructure & Projects

DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.3.1.1	Advocate for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Funding is secured for identified projects	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	✓	✓	✓	✓	✓

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure										
Monitoring Measure: Freight Infrastructure & Projects										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrate progress	Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	✓	✓	✓	✓	✓
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan .	Annual report on activity	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	✓	✓	✓	✓	✓

Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure										
Monitoring Measure: Freight Infrastructure & Projects										
DP Action No	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Our proposed action is achieved when ...	Who will coordinate it?	17/18	18/19	19/20	20/21	21/22
4.3.1.4.1	Review the Tocumwal Aerodrome Management Plan	A new Management Plan is developed for the Tocumwal Aerodrome	Adopted by Council and implemented	Annual Report to Council of the Plan's status and implementation	Director Technical Services				✓	✓
4.3.1.4.2	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration	Annual Report is presented to Council on Aerodrome Operations CASA issue compliant assessment of Aerodrome Operations and Management Tocumwal Aerodrome maintains its registration	Director Technical Services	✓	✓	✓	✓	✓

Diverse and resilient business – 4-year financial forecast

	Delivery Program 2017-22 Year 4	Delivery Program 2021-22 Year 5	Delivery Program 2022-25 Year 1	Delivery Program 2022-25 Year 2
	2020/21 Forecast \$	2021/22 Forecast \$	22/23 Forecast \$	23/24 Forecast \$
Capital expenditures	-	-	-	-
Capital source of funds	-	-	-	-
Net Capital funds results	-	-	-	-
Operating expenditure	(1,177,000)	(1,129,000)	(1,133,000)	(1,160,000)
Operating source of funds	437,000	493,000	498,000	503,000
Net Operating result	(740,000)	(636,000)	(635,000)	(657,000)
Net funds / surplus (Deficit)	(740,000)	(636,000)	(635,000)	(657,000)

Section 3: Delivery Program Budget

Projected Income and
Expenditure Statement

Projected Balance Sheet

Projected Cash Flow
Statement

Outcome Budget Summary –
Four-Year Forecast

Capital Works Summary Plan
Projection

Projected Income and Expenditure Statement

Scenario: Base Case

4-year Financial Plan ending June 30, 2025

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$
Income from Continuing Operations						
Revenue:						
Rates & Annual Charges	10,570,000	10,737,637	11,106,000	11,359,000	11,612,000	11,875,000
User Charges & Fees	2,648,000	2,006,960	1,911,000	1,931,000	1,949,000	1,972,000
Other Revenues	1,010,000	1,253,530	726,582	622,196	628,825	637,495
Grants & Contributions provided for Operating Purposes	7,834,000	8,653,832	6,633,161	6,674,264	6,821,809	6,917,825
Grants & Contributions provided for Capital Purposes	3,631,000	11,297,400	2,482,000	1,524,000	1,247,000	1,257,000
Interest & Investment Revenue	669,000	783,469	784,000	795,000	768,000	806,000
Other Income:						
Net Gains from the Disposal of Assets	-	30,000	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-
Rental Income	152,000	-	-	52,000	52,000	52,000
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-
Total Income from Continuing Operations	26,514,000	34,762,828	23,642,743	22,957,460	23,078,634	23,517,320
Expenses from Continuing Operations						
Employee Benefits & On-Costs	7,617,000	4,652,520	4,815,484	4,939,900	5,062,527	5,190,377
Borrowing Costs	257,000	92,431	131,803	124,520	104,694	84,740
Materials & Contracts	5,109,000	7,450,863	7,068,012	7,139,469	7,139,946	7,243,432
Depreciation & Amortisation	6,225,000	6,369,518	6,429,650	6,493,325	6,559,028	6,622,758
Impairment of investments	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-
Other Expenses	2,394,000	2,551,768	2,936,621	2,141,748	2,171,738	2,217,767
Interest & Investment Losses	-	-	-	-	-	-

Scenario: Base Case**4-year Financial Plan ending June 30, 2025**

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$
Net Losses from the Disposal of Assets	558,000	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-
Total Expenses from Continuing Operations	22,160,000	21,117,100	21,381,570	20,838,962	21,037,933	21,359,074
Operating Result from Continuing Operations	4,354,000	13,645,728	2,261,173	2,118,498	2,040,701	2,158,246
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-
Net Operating Result for the Year	4,354,000	13,645,728	2,261,173	2,118,498	2,040,701	2,158,246
Net Operating Result before Grants and Contributions provided for						

Projected Balance Sheet

Scenario: Base Case Projected Balance Sheet 4-year Financial Plan ending June 30, 2025

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$
ASSETS						
Current Assets						
Cash & Cash Equivalents	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777
Investments	27,046,000	20,515,288	21,180,280	20,859,860	21,182,689	21,435,584
Receivables	1,743,000	2,452,794	2,288,766	2,315,108	2,356,092	2,405,048
Inventories	275,000	2,480,166	2,275,086	2,295,534	2,281,416	2,315,088
Contract assets	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-
Other	51,000	154,075	153,802	137,652	137,407	139,651
Non-current assets classified as "held for sale"	-	-	-	-	-	-
Total Current Assets	40,360,000	39,902,708	28,336,200	27,048,563	28,847,397	30,404,147
Non-Current Assets						
Investments	-	-	-	-	-	-
Receivables	-	-	-	-	-	-
Inventories	-	(20,614)	(20,614)	(20,614)	(20,614)	(20,614)
Contract assets	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	302,964,000	321,514,593	334,771,943	337,272,618	336,792,590	336,780,832
Investment Property	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	30,000	30,000	30,000	30,000	30,000
Other	-	-	-	-	-	-

**Scenario: Base Case Projected Balance Sheet
4-year Financial Plan ending June 30, 2025**

	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Total Non-Current Assets	302,964,000	321,523,979	334,781,329	337,282,004	336,801,976	336,790,218
TOTAL ASSETS	343,324,000	361,426,687	363,117,529	364,330,567	365,649,373	367,194,365
LIABILITIES						
Current Liabilities						
Bank Overdraft	-	-	-	-	-	-
Payables	1,975,000	2,518,435	2,383,589	2,226,014	2,228,617	2,262,856
Income received in advance	-	-	-	-	-	-
Contract liabilities	622,000	848,385	492,286	442,301	435,527	441,619
Lease liabilities	-	-	-	-	-	-
Borrowings	259,000	630,790	699,325	719,171	655,052	552,786
Provisions	2,702,000	2,760,026	2,760,026	2,760,026	2,760,026	2,760,026
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Current Liabilities	5,558,000	6,757,636	6,335,226	6,147,513	6,079,222	6,017,286
Non-Current Liabilities						
Payables	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-
Borrowings	1,567,000	4,882,349	4,734,428	4,016,682	3,363,077	2,811,759
Provisions	688,000	629,974	629,974	629,974	629,974	629,974
Investments Accounted for using the equity method	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-
Total Non-Current Liabilities	2,255,000	5,512,323	5,364,402	4,646,656	3,993,051	3,441,733

Scenario: Base Case Projected Balance Sheet
4-year Financial Plan ending June 30, 2025

	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
TOTAL LIABILITIES	7,813,000	12,269,959	11,699,628	10,794,168	10,072,273	9,459,019
Net Assets	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346
EQUITY						
Retained Earnings	122,304,000	135,949,728	138,210,901	140,329,399	142,370,100	144,528,346
Revaluation Reserves	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000	213,207,000
Other Reserves	-	-	-	-	-	-
Council Equity Interest	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346
Non-controlling equity interests	-	-	-	-	-	-
Total Equity	335,511,000	349,156,728	351,417,901	353,536,399	355,577,100	357,735,346

Projected Cash Flow Statement

Scenario: Base Case Income & Expenditure
4-year Financial Plan ending June 30, 2025

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	10,927,000	10,744,170	11,106,025	11,352,056	11,604,920	11,867,719
User Charges & Fees	2,582,000	1,503,328	1,937,364	1,922,659	1,941,866	1,962,302
Investment & Interest Revenue Received	814,000	801,075	786,261	784,949	749,559	785,827
Grants & Contributions	11,381,000	20,341,051	8,794,558	8,153,262	8,062,710	8,180,310
Bonds & Deposits Received	187,000	-	-	-	-	-
Other	2,634,000	802,505	839,567	673,567	677,144	683,849
Payments:						
Employee Benefits & On-Costs	(8,910,000)	(4,608,588)	(4,809,609)	(4,934,093)	(5,056,360)	(5,184,201)
Materials & Contracts	(4,978,000)	(8,928,183)	(6,864,664)	(7,303,167)	(7,127,883)	(7,257,071)
Borrowing Costs	(41,000)	(92,431)	(131,803)	(124,520)	(104,694)	(84,740)
Bonds & Deposits Refunded	-	-	-	-	-	-
Other	(2,386,000)	(2,559,507)	(2,936,428)	(2,142,563)	(2,171,596)	(2,217,468)
Net Cash provided (or used in) Operating Activities	12,210,000	18,003,421	8,721,270	8,382,149	8,575,667	8,736,528
Cash Flows from Investing Activities						
Receipts:						
Sale of Investment Securities	954,000	6,530,712	-	854,099	577,171	1,047,105
Sale of Investment Property	-	-	-	-	-	-
Sale of Real Estate Assets	870,000	54,000	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	291,000	707,000	359,000	241,000	251,000	251,000
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-
Deferred Debtors Receipts	-	93,519	1,384	1,405	1,425	1,447
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-

**Scenario: Base Case Income & Expenditure
4-year Financial Plan ending June 30, 2025**

	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Other Investing Activity Receipts	-	-	-	-	-	-
Payments:						
Purchase of Investment Securities	-	-	(664,991)	(533,679)	(900,000)	(1,300,000)
Purchase of Investment Property	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,290,000)	(25,925,504)	(20,197,991)	(9,243,505)	(6,336,709)	(6,862,044)
Purchase of Real Estate Assets	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(9,175,000)	(18,540,273)	(20,502,598)	(8,680,681)	(6,407,112)	(6,862,493)
Cash Flows from Financing Activities						
Receipts:						
Proceeds from Borrowings & Advances	1,000,000	4,000,000	550,000	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-
Payments:						
Repayment of Borrowings & Advances	(168,000)	(407,764)	(630,790)	(699,325)	(719,171)	(655,052)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	832,000	3,592,236	(80,790)	(699,325)	(719,171)	(655,052)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,867,000	3,055,384	(11,862,118)	(997,856)	1,449,384	1,218,984
plus: Cash & Cash Equivalents - beginning of year	7,378,000	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794

Scenario: Base Case Income & Expenditure
4-year Financial Plan ending June 30, 2025

	2019/20 \$	2020/21 \$	2021/22 \$	2022/23 \$	2023/24 \$	2024/25 \$
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266	1,440,409	2,889,794	4,108,777
Investments - end of the year	27,046,000	20,515,288	21,180,280	20,859,860	21,182,689	21,435,584
Cash, Cash Equivalents & Investments - end of the year	38,291,000	34,815,672	23,618,545	22,300,269	24,072,483	25,544,361
Representing:						
- External Restrictions	24,675,000	28,928,673	17,771,555	16,742,600	17,965,478	18,874,266
- Internal Restrictions	5,560,000	4,538,000	4,933,000	4,999,000	5,551,000	6,209,000
- Unrestricted	8,056,000	1,348,999	913,991	558,670	556,004	461,095
	38,291,000	34,815,672	23,618,545	22,300,269	24,072,483	25,544,361

Budget x Outcome 4-Year Forecast

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
0015-0226 MR226 NANGUNIA ST & HUGHES ST	-	-	-	-
0015-0356 MR356 BERRIGAN - OAKLANDS RD	-	-	-	-
0015-0363 MR363 BERRIGAN - BAROOGA RD	-	-	-	-
0015-0550 MR550 TOCUMWAL - MULWALA RD	-	-	-	-
0015-0564 MR564 BERRIGAN - JERILDERIE RD	-	-	-	-
0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	-	-	-	-
1412-0205 PURCHASE OF BINS	-	-	-	-
1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	-	-	-	-
1412-0527 BGN - NEW LANDFILL HOLE	-	-	-	-
1412-0528 BERRIGAN TIP - FENCE	-	-	-	-
1412-0530 REHAB EXHAUSTED LANDFILLS	-	-	-	-
1412-0531 CONCRETE CRUSHING	-	-	-	-
1412-0533 TOC - TRANSFER STATION	-	-	-	-
1412-0534 BGN - TRANSFER STATION	-	-	-	-
1412-0535 COMPULSORY AQUISITION CROWN LA	-	-	-	-
1417-0546 RETENTION POND - RIV HWY FIN	-	-	-	-
1417-0619 SNELL ROAD ARRAMAGONG-MCKINLEY	-	-	-	-
1417-0620 SNELL ROAD KAMAROOKA-CHOMLEY	-	-	-	-
1417-0807 COREE STREET UPGRADE DSPF	-	-	-	-
1417-0808 DAWE AVENUE FINLEY	-	-	-	-
1417-0830 BRUTON ST ELEC & PIPEWORK	-	-	-	-
1417-0834 ENDEVOUR ST NEW PUMP STATION	-	-	-	-
1417-0835 MURRAY ST WARMATTA TO WOLAMAI	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1417-0843 BRUTON ST - EXT JERILDERIE NTH	-	-	-	-
1417-0845 MCALLISTER St - HEADFORD TO OSB	-	-	-	-
1417-0846 JERSEY ST - CHANTER TO TUPPAL	-	-	-	-
1417-0848 COBRAM ST - WAVERLY RD - DRAIN	-	-	-	-
1417-0849 BAROOGA-DENISON ST TABLE DRAIN	-	-	-	-
1417-0850 DENISON - WOLLAMAI TO WARMATTA	-	-	-	-
1417-0852 TOCUMWAL ST- WOLLAMAI TO WARMATTA	-	-	-	-
1417-0853 MORRIS ST- TOC REC RESERVE	-	-	-	-
1417-0854 DRAINAGE TELEMETRY UPGRADE	-	-	-	-
1417-0855 DRAINAGE ELECTRICAL CABINETS	-	-	-	-
1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	-	-	-	-
1417-0857 TONGS ST CEMETERY PIPE DRAIN	-	-	-	-
1417-0858 BAROOGA ST & ORR ST DRAINAGE	-	-	-	-
1417-0859 DENISON ST - HORSFALL/NANGUNIA	-	-	-	-
1417-0860 BRUTON ST - KERB CONNECTION	-	-	-	-
1417-0861 JERILDERIE ST NTH - BRUTON ST	-	-	-	-
1417-0905 BAROOGA ST TOC MURRAY-MORRIS	-	-	-	-
1418-0500 LEVEE - TOC FORESHORE WORKS	-	-	-	-
1418-0501 LEVEE 1 - 4675-5700	-	-	-	-
1418-0502 LEVEE 1 - 7580-8435	-	-	-	-
1418-0503 LEVEE 1 -9100-9650	-	-	-	-
1418-0504 LEVEE 1 - 10548-10700	-	-	-	-
1418-0505 LEVEE TREE WORKS REMOVAL	-	-	-	-
1418-0506 LEVEE 3 - 220M	-	-	-	-
1418-0507 LEVEE 5 - 2260M	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1418-0508 LEVEE WORKS - GEOTECH	-	-	-	-
1418-0509 SEPPELTS LEVEE	-	(210,000)	-	-
1418-0510 LEVEE 1 10850-11412	-	-	-	-
1418-0932 JERSEY ST PRECINCT - LEVEE BBRF3	-	-	-	-
1610-0512 PUMP REPLACEMENT	-	-	-	-
1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	-	-	-	-
1610-0527 UPGRADE AMENITIES AT ALL STP	-	-	-	-
1610-0550 BGN - STP FENCE	-	-	-	-
1610-0551 TOC - FENCE REPLACEMENT	-	-	-	-
1610-0560 SEWER EXTENSION FLYNN ST BGN	-	-	-	-
1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-
1610-0590 BGN SEWER MAIN UPGRADES	-	-	-	-
1610-0595 FIN SEWER MAIN UPGRADES	-	-	-	-
1610-0600 TOC SEWER MAIN UPGRADES	-	-	-	-
1610-0610 AC MAIN RENEWALS	-	-	-	-
1610-0621 BGA UPGRADE PUMP STATION	-	-	-	-
1610-0658 SPARE PUMPS FOR LOW PRESS SYS	-	-	-	-
1610-0705 FIN UPGRADE PUMP STATIONS	-	-	-	-
1610-0743 UPGRADE SEWER TELEMENTRY	-	-	-	-
1610-0883 FIN - GRAVEL POND BANKS	-	-	-	-
1610-0895 FIN-MINOR REPAIR/REPLACE	-	-	-	-
1610-0897 TOC-MINOR REPAIR/REPLACE	-	-	-	-
1610-0899 FIN - DESILT PRIMARY POND	-	-	-	-
1610-0900 FIN - UPGRADE PUMP STATION	-	-	-	-
1610-0901 NEW DRYING BED	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1610-0905 BGN - REPLACE ELECTRICAL CABINET	-	-	-	-
1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	-	-	-	-
1610-0914 TOC RISING MAIN HUTSONS TO PS9	-	-	-	-
1610-0915 UPGRADE STP AMENITIES	-	-	-	-
1610-0916 SEWER TREATMENT COMPONENT RENE	-	-	-	-
1610-0932 JERSEY ST PRECINCT - Sewer BBRF3	-	-	-	-
1610-0933 TOC SEWER MAIN RELINING	-	-	-	-
1610-0935 TOWN BEACH SEWER UPGRADE	-	-	-	-
1612-0501 FIN TRUCKWASH RESTART NSW	-	-	-	-
1905-0100 TOWN ENTRY - BAROOGA	-	-	-	-
1905-0200 TOWN ENTRY - BERRIGAN	-	-	-	-
1905-0300 TOWN ENTRY - FINLEY	-	-	-	-
1905-0400 TOWN ENTRY - TOCUMWAL	-	-	-	-
1905-0500 UNGROUPED TOWN ENTRY WORKS	(50,000)	(50,000)	(50,000)	-
1905-0807 COREE STREET UPGRADE DSPF	-	-	-	-
1910-0187 RESEAL BRUCE BIRREL DR TOC	-	-	-	-
1910-0244 RESEAL FRANKS RD BGA	-	-	-	-
1910-0316 RESEAL DENISON ST FIN	-	-	-	-
1910-0338 RESEAL MURRAY ST	-	-	-	-
1910-0357 R/S McALLISTER ST 216-679	-	-	-	-
1910-0364 RESEAL HILL ST TOC 0- 70	-	-	-	-
1910-0365 RESEAL HILL ST TOC 70-392	-	-	-	-
1910-0366 RESEAL HILL ST TOC 392-492	-	-	-	-
1910-0576 RESEAL BROWNE ST TOC	-	-	-	-
1910-0601 RESEAL AMAROO AVENUE BGA	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1910-0603 RESEAL BANKER ST 00-262	-	-	-	-
1910-0604 RESEAL BARINYA ST 392-839	-	-	-	-
1910-0617 RESEAL MCFARLAND ST 00-452	-	-	-	-
1910-0619 RESEAL SNELL RD - BURKIN/MR550	-	-	-	-
1910-0623 RESEAL WIRUNA ST - BGA	-	-	-	-
1910-0632 RESEAL HUGHES ST - BGA	-	-	-	-
1910-0633 RESEAL NANGUNIA ST BGA	-	-	-	-
1910-0635 RESEAL VICTORIA AVE - BGA	-	-	-	-
1910-0702 RESEAL BAROOGA ST BGN	-	-	-	-
1910-0705 RESEAL COBRAM ST BGN	-	-	-	-
1910-0708 RESEAL DAVIS ST	-	-	-	-
1910-0711 RESEAL DROHAN ST BGN	-	-	-	-
1910-0712 RESEAL DRUMMOND ST BGN 00-265	-	-	-	-
1910-0713 RESEAL FLYNN ST - STAFFORD/DRO	-	-	-	-
1910-0716 RESEAL HAYES ST - STAFFORD/DRO	-	-	-	-
1910-0718 RESEAL HORSFALL ST 00-277	-	-	-	-
1910-0723 RESEAL MITCHELL ST BGN	-	-	-	-
1910-0724 RESEAL MOMALONG ST BGN	-	-	-	-
1910-0728 RESEAL STAFFORD ST BGN 00-270	-	-	-	-
1910-0750 RESEAL CHANTER ST BGN PARKLANE	-	-	-	-
1910-0805 RESEAL BURTON ST FIN	-	-	-	-
1910-0809 RESEAL DENISON ST FIN 466-1409	-	-	-	-
1910-0810 RESEAL DENISON ST FIN 1409-161	-	-	-	-
1910-0813 RESEAL FINLEY ST FINLEY	-	-	-	-
1910-0821 RESEAL MCALLISTER ST FIN	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1910-0822 RESEAL MURRAY ST FIN PARKLANES	-	-	-	-
1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	-	-	-	-
1910-0825 RESEAL OBSORNE ST - HOWE/FINLE	-	-	-	-
1910-0827 RESEAL TOCUMWAL ST FINLEY	-	-	-	-
1910-0828 RESEAL TONGS ST FINLEY	-	-	-	-
1910-0829 RESEAL TOWNSEND ST HOWE/FINLEY	-	-	-	-
1910-0833 RESEAL WELLS ST FINLEY	-	-	-	-
1910-0836 RESEAL WOLLAMAI ST HOWE-MURRAY	-	-	-	-
1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	-	-	-
1910-0839 RESEAL TUPPAL ST	-	-	-	-
1910-0857 RESEAL ULUPNA ST FIN 411-452	-	-	-	-
1910-0907 RESEAL BEASLEY CRT TOC	-	-	-	-
1910-0911 RESEAL BROWN ST TOC 00-102	-	-	-	-
1910-0917 RESEAL DENILQUIN ST TOC	-	-	-	-
1910-0924 RESEAL HANNAH ST TOC	-	-	-	-
1910-0925 RESEAL HENNESSY ST TOC	-	-	-	-
1910-0937 RESEAL MURRAY ST TOC	-	-	-	-
1911-0009 RESEAL COLDWELLS RD - HILL/BAR	-	-	-	-
1911-0010 RESEAL COLDWELLS RD 3621-MR363	-	-	-	-
1911-0022 RESEAL SEPPELTS RD	-	-	-	-
1911-0046 RESEAL HUTSONS RD - ALL	-	-	-	-
1911-0071 RESEAL SULLIVANS RD 2660-5873	-	-	-	-
1911-0092 RESEAL PINEY RD 2386 TO WOOLSH	-	-	-	-
1911-0111 RESEAL SOUTH COREE RD -1832STH	-	-	-	-
1911-0115 RESEAL BROOCKMANNS RD	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1911-0125 RACECOURSE RD TOC -552 TO NEWEL	-	-	-	-
1911-0126 RACECOURSE RD TOC - MCCULLOUCHS	-	-	-	-
1911-0158 RESEAL DALES RD - TONGS TO BRO	-	-	-	-
1911-0180 RESEAL LOGIE BRAE RD	-	-	-	-
1911-0209 RESEAL BURMA RD 00-1.3	-	-	-	-
1911-0218 RESEAL WOOLSHED RD 17950-18059	-	-	-	-
1911-0221 RACECOURSE RD BGN-1080 TO COBR	-	-	-	-
1911-0223 RESEAL DRAYTONS RD - 1.24W/YAR	-	-	-	-
1911-0224 RESEAL DRAYTONS RD - 2.61 WEST	-	-	-	-
1911-0308 RESEAL MELROSE RD 4950-7250	-	-	-	-
1911-0619 RESEAL SNELL RD 00-1299	-	-	-	-
1912-0003 RESHEET ENNAL RD	-	-	-	-
1912-0004 RESHEET LAFFAYS RD	-	-	-	-
1912-0018 RESHEET WILTONS ROAD 2.4-5.7	-	-	-	-
1912-0021 RESHEET STOCK ROUTE ROAD	-	-	-	-
1912-0039 RESHEET CLEARVIEWS RD	-	-	-	-
1912-0041 RESHEET STONEBRINK ROAD	-	-	-	-
1912-0051 RESHEET SHANDS RD	-	-	-	-
1912-0059 RESHEET LAWLORS RD-THORNT/1.6E	-	-	-	-
1912-0063 RESHEET MICKLES ROAD	-	-	-	-
1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	-	-	-	-
1912-0107 RESHEET WAVERLY ROAD	-	-	-	-
1912-0136 RESHEET MIECHELS RD SH17 - 3.1	-	-	-	-
1912-0137 RESHEET CANALLA RD	-	-	-	-
1912-0138 RESHEET HAYFIELDS RD	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1912-0144 RESHEET HOGANS RD	-	-	-	-
1912-0156 RESHEET ALEXANDERS ROAD	-	-	-	-
1912-0160 RESHEET MEMBREYS RD	-	-	-	-
1912-0167 RESHEET WINTERS ROAD	-	-	-	-
1912-0181 RESHEET BURKES RD-PLUMPT/LAWLO	-	-	-	-
1912-0211 RESHEET KILMARNOCK RD	-	-	-	-
1912-0214 RESHEET SPRING ROAD	-	-	-	-
1912-0216 RESHEET LOWER RIVER ROAD	-	-	-	-
1912-0714 RESHEET GREGGERYS ROAD	-	-	-	-
1913-0553 LANE 961 - BRUTON ST BAROOGA	-	-	-	-
1913-0619 SNELL RD - ARRAMAGONG TO MCKIN	-	-	-	-
1913-0620 SNELL RD - KAMAROOKA TO CHOMLE	-	-	-	-
1913-0807 COREE ST - MEDIAN STRIPS DSPF	-	-	-	-
1913-0808 DAWE AVENUE - FULL LENGTH	-	-	-	-
1913-0820 DENISON ST - WOLLAMAI TO WARMATTA	-	-	-	-
1913-0845 MCALLISTER ST - HEADFORD TO OSB	-	-	-	-
1913-0856 DC1 SCOULLAR STREET - EXTENSIO	-	-	-	-
1913-0905 BAROOGA ST TOC - MURRAY TO MOR	-	-	-	-
1913-0912 BRUTON STREET TOCUMWAL	-	-	-	-
1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	-	-	-	-
1913-0924 HANNAH ST - CALAWAY TO END	-	-	-	-
1913-0931 JERILDERIE ST NTH - BRUTON ST	-	-	-	-
1913-0932 JERSEY ST - CHANTER - TUPPAL BBRF3	-	-	-	-
1913-0934 TOWN BEACH RD - TOC	-	-	-	-
1914-0001 YARRAWONGA RD 2.1-4.5KM	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1914-0059 LAWLORS RD BGN HEAVY PATCHING	-	-	-	-
1914-0062 CROSBIES RD 0.1/2.7	-	-	-	-
1914-0077 BUSHFILEDS RD 00-5KM	-	-	-	-
1914-0090 BARNES RD-MAXWELL TO STH COREE	-	-	-	-
1914-0094 MELROSE RD 9637/10653	-	-	-	-
1914-0095 PEPPERTREE RD 3.5/4.2	-	-	-	-
1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	-	-	-	-
1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	-	-	-	-
1914-0115 BROOCKMANNS RD (FLR)	-	-	-	-
1914-0216 LOWER RIVER RD CAUSEWAYS	-	-	-	-
1914-0316 YARRAWONGA RD 00 to 2676	-	-	-	-
1914-0317 YARRAWONGA RD 20607-22607	-	-	-	-
1914-0577 THORBURNS RD - MR550 TO MARION	-	-	-	-
1914-0588 LOWER RIVER RD	-	-	-	-
1914-0589 SILO RD - TUPPAL RD TO SH17	-	-	-	-
1914-0590 TUPPAL RD - LEVEE SECT	-	-	-	-
1914-0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-
1914-0592 YARRAWONGA RD 23608-23710	-	-	-	-
1914-0595 CROSBIES RD 4.4-5.7	-	-	-	-
1914-0599 PEPPERTREE RD - WOOLSHED RD	-	-	-	-
1914-0600 STRATHVALE RD - MR356-MR564	-	-	-	-
1914-0601 WOOLSHED RD 2819-4789	-	-	-	-
1915-0176 RURAL ADDRESSING EXPENSE	-	-	-	-
1915-0513 CLEARZONES - ROADSIDE HAZARD	-	-	-	-
1916-0500 KERB & GUTTER UPLIFT LRCIP2	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1916-0600 SNELL RD - ARRAMOGONG TO MCKIN	-	-	-	-
1916-0601 SNELL RD - KAMAROOKA TO CHOMLE	-	-	-	-
1916-0602 DAWE AVENUE FULL LENGTH	-	-	-	-
1916-0603 BAROOGA ST TOC - MURRAY TO MOR	-	-	-	-
1916-0671 HUSTONS RD TOC	-	-	-	-
1916-0807 COREE STREET UPGRADE DSPF	-	-	-	-
1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	-	-	-
1916-0838 TOC TOWN ENTRIES - DEAN ST	-	-	-	-
1916-0846 DENISON ST - WOLLAMAI- WARMATT	-	-	-	-
1916-0850 BRUTON ST - EXISTING/BRUCE BIR	-	-	-	-
1916-0851 BRUTON ST - LANE 961/PARKES ST	-	-	-	-
1916-0852 JERIDERIE ST NTH - BRUTON ST	-	-	-	-
1916-0853 HANNAH ST - CALAWAY TO EXISTIN	-	-	-	-
1916-0932 JERSEY ST CHANTER - TUPPAL BBRF3	-	-	-	-
1917-0517 STREET FURNITURE - VARIOUS	(4,000)	(4,000)	(4,000)	(4,000)
1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	-	-	-	-
1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	-	-	-
1917-0600 TOC GOLF CLUB PATH LRCIP	-	-	-	-
1917-0601 BGA LAWSON DRIVE PATH LRCIP	-	-	-	-
1917-0602 BAROOGA TO COBRAM PATH LRCIP	-	-	-	-
1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-	-	-
1917-0664 MURRAY ST HEADFORD TO OSBOURNE	-	-	-	-
1917-0667 LAWSON DR BGA	-	-	-	-
1917-0668 NANGUNIA ST BGA	-	-	-	-
1917-0673 WALKING TRACK - QUICKS RD	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1917-0674 TOCUMWAL WALKING PATH SCCF1	-	-	-	-
1917-0676 TONGS WALKING TRACK - FIN	-	-	-	-
1917-0678 RACECOURSE RD BGN WALKING TRAC	-	-	-	-
1917-0679 DAWE AVE FINLEY	-	-	-	-
1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	-	-	-	-
1917-0681 SCHOULLAR ST FIN	-	-	-	-
1917-0682 FINLEY ST BGN DETENTION BASIN	-	-	-	-
1917-0683 COREE STREET MCNAMARA-TONGS	-	-	-	-
1917-0684 TONGS ST WALKING TRACK	-	-	-	-
1917-0685 JERILDERIE STREET NORTH	-	-	-	-
1917-0807 COREE ST FINLEY TONGS-MCNAMARA DSPF	-	-	-	-
1917-0910 BRIDGE ST TOCUMWAL	-	-	-	-
1917-0932 JERSEY ST PRECINCT - Footpath BBRF3	-	-	-	-
1918-0160 LIGHTING INTEREST ON LED INTLOAN	(11,000)	(10,000)	(9,000)	(8,000)
1918-0530 LIGHTING PRINCIPAL ON LED INTLOAN	(50,000)	(51,000)	(52,000)	(53,000)
1924-0500 BGN APEX PARK CARPARK LRCIP2	-	-	-	-
1924-0510 LAND ACQUISITIONS TOCUMWAL	-	-	-	-
1924-0511 TOC CAR PARK DEMOLITION WORKS	-	-	-	-
1924-0512 TOC CAR PARK PRECINCT PLAN	(20,000)	-	-	-
1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	-	-	-	-
1956-1017 MR363 REHAB 8.937-9.93	-	-	-	-
1956-1019 MR564 4047-4714	-	-	-	-
1956-1020 MR363 REHAB WIDEN 10504-11454	-	-	-	-
1956-1021 MR564 REHAB 12.25-14.48	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1956-1022 MR363 REHAB 0.0-2.0	-	-	-	-
2013-0932 JERSEY ST PRECINCT - Electrics BBRF3	-	-	-	-
5110-2500 INTERNAL LOANS DRAWDOWN	(550,000)	-	-	-
5110-2500 Internal Loans Drawdown	-	-	-	-
DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	(308,000)	(238,000)	(124,000)	(246,000)
FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	(135,000)	(136,000)	(120,000)	(109,000)
K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	(244,000)	(293,000)	(162,000)	(400,000)
LEVEECAEXP LEVEE BANK CAPITAL EXPENDITURE	(127,000)	-	(50,000)	-
RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	(1,468,000)	(663,000)	(978,000)	(525,000)
RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	(514,000)	(693,000)	(709,000)	(577,000)
RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	(518,000)	(452,000)	(440,000)	(462,000)
SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	(814,000)	(422,000)	(368,000)	(399,000)
TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	(50,000)	(50,000)	(50,000)	-
URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	(268,000)	(314,000)	(196,000)	(575,000)
URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	(308,000)	(166,000)	(149,000)	(256,000)
WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	(99,000)	-	(109,000)	(20,000)
0011-0000 RURAL SEALED ROADS - MAINTENANCE	(430,000)	(436,000)	(443,000)	(449,000)
0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(612,000)	(621,000)	(631,000)	(640,000)
0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(731,000)	(742,000)	(754,000)	(765,000)
0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(46,000)	(47,000)	(48,000)	(48,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1214-0100 EXCLUDE PREVENT INVASIVE SPECIES	(80,000)	(80,000)	(80,000)	(80,000)
1214-0105 CONTRIB CENTRAL MURRAY COUNTY	-	-	-	-
1214-0195 NOXIOUS PLANTS INSURANCE	-	-	-	-
1214-0200 ERRADICATE CONTAIN INVASIVE SPECIES	-	-	-	-
1214-0300 Reduce Impact Invasive Species	(95,000)	(95,000)	(95,000)	(95,000)
1214-0400 Capacity Building	(17,000)	(17,000)	(17,000)	(17,000)
1214-0600 Noxious Weeds Depot Finley	-	-	-	-
1411-0110 ENV. SERV SALARIES & ALLOWANCE	(581,000)	(596,000)	(612,000)	(628,000)
1411-0120 ENV. SERV VEHICLE OPERATING EX	(56,000)	(57,000)	(58,000)	(59,000)
1411-0125 ENV. SERV STAFF TRAINING	(13,000)	(14,000)	(14,000)	(14,000)
1411-0130 ENV. SERV CONFERENCES/SEMINARS	(10,000)	(11,000)	(11,000)	(11,000)
1411-0135 ENV. SERV OFFICE EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)
1411-0136 ENV. SERV ADVERTISING EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)
1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,000)	(2,000)	(2,000)	(2,000)
1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)
1411-0145 ENV. SERV LEGAL EXPENSES	(25,000)	(5,000)	(5,000)	(5,000)
1411-0146 ENV. SERV CONSULTANCY	(2,000)	(2,000)	(2,000)	(2,000)
1411-0160 SUBDIVISION SUPERVISION	-	-	-	-
1411-0186 DA TRACKING PROJECT	(3,000)	(3,000)	(3,000)	(3,000)
1411-0187 ELECTRONIC HOUSING PROJECT	-	-	-	-
1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	-	-	-	-
1411-0190 LESS: CHARGED TO OTHER FUNDS	455,000	455,000	455,000	455,000
1411-0195 ENV. SERV ADMIN CHARGES	(104,000)	(104,000)	(104,000)	(104,000)
1412-0105 DWM ADMIN CHARGES	(214,000)	(214,000)	(214,000)	(214,000)
1412-0140 COLLECTION EXPENSES - CONTRACT	(273,000)	(278,000)	(282,000)	(286,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1412-0141 DWM WASTE COLLECTION FEE EXP	(137,000)	(139,000)	(142,000)	(144,000)
1412-0142 CONTRACT SUPERVISION FEES (MOI	(7,000)	(7,000)	(7,000)	(7,000)
1412-0150 TIP OPERATION EXPENSES - TOC	(127,000)	(129,000)	(131,000)	(133,000)
1412-0151 TOC TIP OP EXPS - INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)
1412-0155 TIP OPERATIONS EXPENSES - BGN	(203,000)	(206,000)	(209,000)	(212,000)
1412-0156 BGN TIP OP. EXPS - INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)
1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(3,000)	(4,000)	(4,000)	(4,000)
1412-0158 TIP OPERATIONS TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1412-0160 FIN RECYCLE CENTRE OP EXPE	(66,000)	(67,000)	(68,000)	(69,000)
1412-0161 RECYCLE CENTRE - INSURANCE	(3,000)	(4,000)	(4,000)	(4,000)
1412-0162 RECYCLABLES COLLECTION EXPENSE	(175,000)	(178,000)	(181,000)	(183,000)
1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	-	-	-	-
1412-0167 BERRIGAN TIP BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(4,000)	(4,000)	(4,000)	(4,000)
1412-0200 DWM & RECYCLE LEGAL FEES	-	-	-	-
1414-0105 STREET & GUTTER CLEANING	(179,000)	(182,000)	(185,000)	(187,000)
1414-0110 RUBBISH COLLECTION BEACH AREAS	(36,000)	(36,000)	(37,000)	(38,000)
1416-0110 STORM WATER DRAINAGE MTCE	(157,000)	(158,000)	(110,000)	(112,000)
1416-0111 STORMWATER DRAIN - ELECTRICITY	(20,000)	(20,000)	(21,000)	(21,000)
1416-0112 STORMWATER DRAINAGE RATES	-	-	-	-
1416-2410 LIRS - US/W DRAINAGE INTEREST	(24,000)	(17,000)	(9,000)	(1,000)
1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(176,000)	(184,000)	(192,000)	(99,000)
1417-0009 RETENTION POND - RIV HWY FIN	-	-	-	-
1418-0110 LEVEE BANKS MTCE	(54,000)	(55,000)	(55,000)	(56,000)
1418-0130 MURRAY DARLING ASSOCIATION	(2,000)	(2,000)	(2,000)	(2,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1418-0140 LEVEE BANKS ADMIN CHARGES	(40,000)	(40,000)	(40,000)	(40,000)
1418-0520 FLOODPLAIN MANAGEMENT PROGRAM	-	-	-	-
1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(184,000)	(184,000)	(184,000)	(184,000)
1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(278,000)	(278,000)	(278,000)	(278,000)
1610-0117 SEWERAGE SERVICE - RENTAL CONT	(45,000)	(45,000)	(45,000)	(45,000)
1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)
1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,000)	(1,000)	(1,000)	(1,000)
1611-0109 RECREATION FACILITIES DONATION	(1,000)	(1,000)	(1,000)	(1,000)
1611-0110 SEWER TREATMENT - OP EXP - BGA	(23,000)	(23,000)	(24,000)	(24,000)
1611-0111 SEWER TREATMENT BGA INSURANCE	(3,000)	(3,000)	(3,000)	(3,000)
1611-0112 SEWER TREATMENT-BGA ELECTRICIT	-	-	-	-
1611-0113 SEWER TREATMENT -BGA TELEPHONE	-	-	-	-
1611-0114 SEWER - EFFLUENT RE-USE - BGA	-	-	-	-
1611-0125 SEWER TREATMENT - OP EXP - BGN	(93,000)	(94,000)	(96,000)	(97,000)
1611-0126 SEWER TREATMENT - BGN ELECTRICITY	-	-	-	-
1611-0127 SEWER TREATMENT -BGN INSURANCE	(3,000)	(3,000)	(3,000)	(3,000)
1611-0128 SEWER TREATMENT BGN -TELEPHONE	(4,000)	(4,000)	(4,000)	(4,000)
1611-0129 SEWER - EFFLUENT RE-USE - BGN	(6,000)	(6,000)	(6,000)	(6,000)
1611-0140 SEWER TREATMENT - OP EXP - FIN	(101,000)	(103,000)	(104,000)	(106,000)
1611-0141 SEWER TREATMENT -FIN INSURANCE	(3,000)	(3,000)	(3,000)	(4,000)
1611-0142 SEWER TREATMENT-FIN ELECTRICIT	(17,000)	(17,000)	(18,000)	(18,000)
1611-0143 SEWER TREATMENT FIN- TELEPHONE	-	-	-	-
1611-0144 SEWER - EFFLUENT RE-USE - FIN	(7,000)	(7,000)	(7,000)	(7,000)
1611-0155 SEWER TREATMENT - OP EXP - TOC	(114,000)	(116,000)	(117,000)	(119,000)
1611-0156 SEWER TREATMENT -TOC INSURANCE	(4,000)	(4,000)	(4,000)	(4,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1611-0157 SEWER TREATMENT-TOC ELECTRICIT	(23,000)	(23,000)	(23,000)	(24,000)
1611-0158 SEWER TREATMENT -TOC TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1611-0159 SEWER - EFFLUENT RE-USE - TOC	(23,000)	(24,000)	(24,000)	(24,000)
1611-0170 RETIC - OP EXP - BGA	(13,000)	(13,000)	(14,000)	(14,000)
1611-0171 RETIC OP EXP ELECTRICITY -BGA	(21,000)	(21,000)	(21,000)	(22,000)
1611-0185 RETIC - OP EXP - BGN	(33,000)	(34,000)	(34,000)	(35,000)
1611-0186 RETIC OP EXP - ELECTRICITY BGN	(17,000)	(17,000)	(18,000)	(18,000)
1611-0200 RETIC - OP EXP - FIN	(38,000)	(38,000)	(39,000)	(39,000)
1611-0201 RETIC OP EXP ELECTRICITY - FIN	(20,000)	(20,000)	(20,000)	(21,000)
1611-0215 RETIC - OP EXP - TOC	(43,000)	(44,000)	(44,000)	(45,000)
1611-0216 RETIC OP EXP ELECTRICITY - TOC	(24,000)	(24,000)	(24,000)	(25,000)
1611-0230 PUMPING STATIONS OP EXP BGA	(84,000)	(85,000)	(87,000)	(88,000)
1611-0231 PUMPING STATIONS OP EXP BGN	(42,000)	(43,000)	(43,000)	(44,000)
1611-0232 PUMPING STATIONS OP EXP FIN	(60,000)	(60,000)	(61,000)	(62,000)
1611-0233 PUMPING STATIONS OP EXP TOC	(72,000)	(73,000)	(74,000)	(75,000)
1611-0234 LOW PRESSURE SYSTEM - BGA	(11,000)	(11,000)	(11,000)	(11,000)
1611-0235 LOW PRESSURE SYSTEM - BGN	(4,000)	(4,000)	(4,000)	(5,000)
1611-0236 LOW PRESSURE SYSTEM - FIN	(3,000)	(3,000)	(3,000)	(3,000)
1611-0237 LOW PRESSURE SYSTEM - TOC	(10,000)	(10,000)	(10,000)	(11,000)
1611-0250 SEWERAGE CONNECTIONS - SHIRE	(17,000)	(17,000)	(17,000)	(18,000)
1611-0300 TRADE WASTE MANAGMENT	-	-	-	-
1611-0340 SEWER SAMPLING / MONITORING	(9,000)	(9,000)	(9,000)	(9,000)
1611-0341 RAISING OF SEWER MANHOLD LIDS	(11,000)	(11,000)	(11,000)	(12,000)
1611-0342 TOCUMWAL CCTV	(41,000)	(42,000)	(43,000)	(43,000)
1612-0105 BANK & GOVT CHARGES	(8,000)	(8,000)	(9,000)	(9,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
1612-0155 BGN TRUCK WASH OPERATING EXPEN	(1,000)	(1,000)	(1,000)	(1,000)
1612-0156 BGN TRUCK WASH ELECTRICITY	(1,000)	(1,000)	(1,000)	(1,000)
1612-0157 BGN TRUCK WASH - TELEPHONE	-	-	-	-
1612-0160 BGN TRUCK WASH MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1612-0170 FIN TRUCK WASH OPERATING EXPEN	(16,000)	(16,000)	(16,000)	(16,000)
1612-0171 FIN TRUCK WASH - ELECTRICITY	(2,000)	(2,000)	(2,000)	(2,000)
1612-0172 FIN TRUCK WASH - TELEPHONE	-	-	(1,000)	(1,000)
1612-0175 FIN TRUCK WASH MTCE	(12,000)	(12,000)	(12,000)	(12,000)
1612-0182 FIN TRUCK WASH AVDATA PUMP	-	-	-	-
1810-0190 BUILDING CONTROL ADMIN CHARGES	(239,000)	(239,000)	(239,000)	(239,000)
1912-0121 FIRE BREAKS - RURAL UNSEALED R	-	-	-	-
1916-0105 K&G MTCE & REPAIRS	(67,000)	(67,000)	(17,000)	(17,000)
1917-0105 FOOTPATH MTCE & REPAIRS	(16,000)	(16,000)	(17,000)	(17,000)
1918-0105 STREET LIGHTING - Operations	(84,000)	(85,000)	(87,000)	(89,000)
1918-0106 STREET LIGHTING - ELECTRICITY	(157,000)	(120,000)	(123,000)	(126,000)
1918-0110 BULK LAMP REPLACEMENT PROGRAM	(514,000)	-	-	-
1918-0515 STREET LIGHTING IN TOWNS	-	-	-	-
1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,018,000)	(1,018,000)	(1,018,000)	(1,018,000)
1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(2,000)	(2,000)	(2,000)	(2,000)
3670-2026 DWM TRANSFER TO RESERVE	(705,000)	(823,000)	(735,000)	(850,000)
3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	-	-	-	-
3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(14,000)	(14,000)	(15,000)	(15,000)
3670-2504 DOMESTIC WASTE DEPCN	(7,000)	(7,000)	(7,000)	(7,000)
3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(6,000)	(6,000)	(6,000)	(6,000)

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
3750-2512 STORMWATER DRAINAGE DEPCN	(221,000)	(224,000)	(226,000)	(228,000)
3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)
5110-2026 SEWER SERVICES TRANSFER TO RESERVE	(19,000)	(1,028,000)	(1,151,000)	(1,190,000)
5110-3700 Internal Loan 395 Receivable-Current	92,000	95,000	98,000	101,000
5110-3750 Loan 390 Receivable - Current	240,000	248,000	255,000	263,000
5210-2550 SEWER MAINS RETIC - DEPCN	(387,000)	(391,000)	(395,000)	(399,000)
5240-2550 SEWER TREATMENT WORKS - DEPCN	(217,000)	(219,000)	(221,000)	(224,000)
5250-2500 SEWER PLANT & EQUIP DEPCN	(21,000)	(21,000)	(21,000)	(22,000)
5250-2502 SEWER EQUIPMENT DEPCN	(11,000)	(11,000)	(11,000)	(11,000)
5280-2500 TRUCKWASH - DEPCN	-	-	-	-
7060-2510 DEPCN - URBAN ROADS SEALED	(436,000)	(440,000)	(445,000)	(449,000)
7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-
7100-2510 DEPCN - RURAL SEALED ROADS	(1,377,000)	(1,391,000)	(1,405,000)	(1,419,000)
7100-2610 DEPCN - RURAL BRIDGES	(31,000)	(32,000)	(32,000)	(32,000)
7150-2510 DEPCN - REGIONAL ROADS	(468,000)	(473,000)	(478,000)	(482,000)
7150-2610 DEPCN - REGIONAL BRIDGES	(64,000)	(64,000)	(65,000)	(66,000)
7150-2620 DEPCN - CULVERTS	(20,000)	(20,000)	(20,000)	(20,000)
7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-
7300-2510 KERB & GUTTER DEPCN	(176,000)	(178,000)	(180,000)	(182,000)
7500-2510 FOOTPATH DEPCN	(69,000)	(70,000)	(70,000)	(71,000)
7750-2504 PARKING AREAS - DEPRECIATION EXPENSE	(8,000)	(8,000)	(8,000)	(8,000)
2800-1500 WEEDS ACTION PLAN GRANT	62,000	62,000	62,000	62,000
3600-1501 PLANNING ADVERT FEES - GST FREE	3,000	4,000	4,000	4,000

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	3,000	3,000	3,000	3,000
3600-1503 DRAINAGE DIAGRAMS - GST FREE	16,000	17,000	17,000	18,000
3600-1504 ON-SITE SEWAGE FEES - GST FREE	2,000	2,000	3,000	3,000
3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	10,000	10,000	10,000	10,000
3600-1506 FOOTPATH TRADING PERMIT FEES	1,000	1,000	1,000	1,000
3600-1507 Env. Serv Sundry Income - Ex. GST	-	-	-	-
3600-1508 PLANNING ADVERT FEE - GST FREE	-	-	-	-
3600-1812 PLANNING CERTIFICATE 10.7 - GST FREE	26,000	26,000	27,000	27,000
3600-1813 URGENT PLAN S10.7 CERT INCL GST	1,000	1,000	1,000	1,000
3600-1814 CONSTRUCTION CERTIFICATE FEES	30,000	31,000	26,000	27,000
3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	6,000	7,000	7,000	7,000
3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	89,000	91,000	93,000	95,000
3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	55,000	55,000	56,000	58,000
3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	-	-	-	-
3600-1819 COMPLIANCE CERT INSP GST FREE	3,000	3,000	3,000	3,000
3600-1820 TRAFFIC CONTROL PLAN PREPARATION FEE	-	-	-	-
3600-1870 LEGAL COSTS RECOVERED	-	-	-	-
3660-1000 DWM CHARGES COLLECTED	1,400,000	1,427,000	1,455,000	1,483,000
3660-1020 DWM CHARGES UNCOLLECTED	15,000	16,000	16,000	17,000
3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)
3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-
3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	-	-	-	-
3660-1095 LESS DWM CHARGES PENSION REBATE	(87,000)	(89,000)	(91,000)	(93,000)
3660-1500 DWM TIPPING FEES	354,000	359,000	364,000	369,000
3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	183,000	187,000	192,000	197,000

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
3660-1950 DWM CHARGES PENSION SUBSIDY	41,000	41,000	41,000	41,000
3670-1000 BUSINESS GARBAGE CHARGES	95,000	97,000	99,000	101,000
3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-
3670-1502 SALE OF SCRAP METAL	20,000	20,000	20,000	20,000
3670-1503 SALE OF RECYCLABLES	-	-	-	-
3670-1505 DRUMMUSTER REVENUE	1,000	1,000	1,000	1,000
3670-1506 DRUMMUSTER REIMBURSEMENTS	2,000	2,000	2,000	2,000
3670-1507 SALE OF BATTERIES	-	-	-	-
3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-
3670-4310 DWM DEPCN CONTRA	27,000	27,000	27,000	28,000
3750-1000 STORMWATER / DRAINAGE CHARGE	73,000	73,000	73,000	73,000
3750-1080 DRAINAGE CHARGE - WRITE OFFS	(1,000)	(1,000)	(1,000)	(1,000)
3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-
3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	-	-	-	-
3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-
3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-
3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	-	-	-	-
3750-1701 LIRS INTEREST SUBSIDY	16,000	11,000	6,000	1,000
3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-
3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-
3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	52,000	80,000	50,000	-
3800-1955 FLOODPLAIN MANAGEMENT PROGRAM	-	-	-	-
5110-1000-0001 SEWER CHARGES - BGA	509,000	522,000	535,000	548,000
5110-1000-0002 SEWER CHARGES - BGN	292,000	300,000	307,000	315,000

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
5110-1000-0003 SEWER CHARGES - FIN	613,000	629,000	644,000	661,000
5110-1000-0004 SEWER CHARGES - TOC	743,000	762,000	781,000	800,000
5110-1000-0005 SEWER CHARGES - NON RATEABLE	77,000	79,000	81,000	83,000
5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	18,000	18,000	19,000	19,000
5110-1000-0007 SEWER VOLUME CHARGE - NONRESIDENTIAL	-	-	-	-
5110-1000-0009 SEWER TRADE WASTE CHARGES	-	-	-	-
5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)
5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(4,000)	(4,000)	(4,000)	(3,000)
5110-1095 LESS SEWER PENSION REBATE - SHIRE	(86,000)	(86,000)	(86,000)	(86,000)
5110-1500 SEWER CONNECTION FEES - GST FREE	11,000	12,000	12,000	12,000
5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-	-	-
5110-1502 DISPOSAL OF SEPTAGE INCOME	5,000	5,000	5,000	5,000
5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000
5110-1504 TOC SEWER EFFLUENT REUSE	2,000	2,000	2,000	2,000
5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-
5110-1601 SECT. 64 CONT. SEWER - BGA	-	-	-	-
5110-1602 SECT. 64 CONT. SEWER - BER	-	-	-	-
5110-1603 SECT. 64 CONT. SEWER - FIN	-	-	-	-
5110-1604 SECT. 64 CONT. SEWER - TOC	-	-	-	-
5110-1700 INTEREST INCOME - INTERNAL LOAN 395	24,000	21,000	18,000	15,000
5110-1750 LOAN 390 INTEREST INCOME	62,000	55,000	48,000	40,000
5110-1840 INTEREST ON INVESTMENTS	220,000	239,000	266,000	298,000
5110-1850 INTEREST - OTHER	-	-	-	-
5110-1926 SEWER TRANSFER FROM RESERVE	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-
5110-1951 SEWER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000
5210-4810 SEWER DEPCN CONTRA	636,000	642,000	649,000	655,000
5280-1500 TRUCK WASH (AVDATA) INCOME	6,000	6,000	6,000	6,000
6910-1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-
6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,000	2,000	2,000	2,000
6910-1755 PLANFIRST LEVY COMMISSION	-	-	-	-
6910-1760 S735A / S9.34 NOTICES GST FREE	3,000	3,000	4,000	4,000
6910-1812 BUILD CERTIFICATE FEES S6.24	1,000	1,000	1,000	1,000
7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-
7100-1500 RURAL ADDRESSING INCOME	-	-	-	-
7100-1550 ROADS SUNDRY INCOME	-	-	-	-
7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	1,484,000	1,514,000	1,544,000	1,575,000
7100-1953 RFS HAZARD REDUCTION GRANT	11,000	11,000	11,000	11,000
7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-
7100-1955 LGSA GRANT - ROADSIDE VEGETATION	-	-	-	-
7100-1956 Connected Corridor Project Funding	-	-	-	-
7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-
7100-1959 FIXING LOCAL ROADS GRANT	615,000	-	-	-
7150-1950 RAMROC Weed Control Funding	-	-	-	-
7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-
7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-	-	-
7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	-	-	-	-
7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-	-	-

Sustainable natural and built environments	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	175,000	43,000	59,000	15,000
	(7,554,000)	(7,566,000)	(7,598,000)	(7,707,000)
7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	-	-	-	-
7900-1950 STREET LIGHTING SUBSIDY	46,000	46,000	46,000	46,000

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
	(6,753,000)	(4,967,000)	(4,785,000)	(4,849,000)
1001-0315 MAYORAL VEHICLE EXPENSES	(22,000)	(23,000)	(23,000)	(24,000)
1001-0320 MAYORAL ALLOWANCE	(28,000)	(28,000)	(29,000)	(29,000)
1001-0325 COUNCILLORS ALLOWANCES	(100,000)	(102,000)	(104,000)	(106,000)
1001-0334 TELEPHONE - COUNCILLORS	(9,000)	(9,000)	(9,000)	(9,000)
1001-0335 COUNCILLORS EXPENSES	(53,000)	(54,000)	(54,000)	(55,000)
1001-0336 CIVIC FUNCTIONS / PRESENTATION	(2,000)	(2,000)	(2,000)	(2,000)
1001-0337 DONATIONS	(1,000)	(1,000)	(1,000)	(1,000)
1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)
1001-0340 INSURANCE - COUNCILLORS	(3,000)	(3,000)	(3,000)	(3,000)
1001-0344 MEMBERSHIP FEES	(2,000)	(2,000)	(2,000)	(2,000)
1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(28,000)	(28,000)	(29,000)	(30,000)
1001-0346 ADMIN AUDIT FEES	(40,000)	(41,000)	(43,000)	(44,000)
1001-0347 ELECTION EXPENSES	(134,000)	(15,000)	(15,000)	(15,000)
1001-0348 COMMUNITY SURVEY	-	-	-	-
1001-0349 COMMUNITY REPORT	(3,000)	(3,000)	(3,000)	(3,000)
1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	(15,000)	(2,000)	(2,000)	(5,000)
1002-0350 COMMUNITY WORKS - GENERAL	(10,000)	(10,000)	(10,000)	(10,000)
1002-0360 BGN COMBINED COMMUNITY GROUPS	(50,000)	-	-	-
1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(3,000)	(3,000)	(3,000)
1002-0375 AUSTRALIA DAY GRANT 2021 EXPEN	-	-	-	-
1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	(4,000)	(4,000)	(4,000)
1005-0108 ADMIN SALARIES - GM SALARY PAC	(267,000)	(274,000)	(281,000)	(288,000)
1006-0107 ADMIN SALARIES - GM SUPPORT	(185,000)	(189,000)	(194,000)	(199,000)
1007-0118 ADMIN GM VEHICLE OPERATING EXP	(29,000)	(30,000)	(30,000)	(31,000)

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1008-0124 MANAGEMENT TEAM PROGRAM	-	-	-	-
1008-0125 ADMIN CONFERENCES/SEMINARS	(3,000)	(3,000)	(3,000)	(3,000)
1008-0126 ADMIN GM TRAVEL EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)
1010-0102 ADMIN SALARIES - ACCOUNTING	(414,000)	(422,000)	(431,000)	(439,000)
1010-0103 ADMIN SALARIES - HUMAN RESOURC	(73,000)	(75,000)	(77,000)	(79,000)
1010-0104 ADMIN SALARIES - REVENUE COLLE	(186,000)	(191,000)	(196,000)	(201,000)
1010-0105 ADMIN SALARIES - CUSTOMER SERV	(240,000)	(246,000)	(252,000)	(258,000)
1010-0106 ADMIN SALARIES - INFO. TECHNOL	(109,000)	(112,000)	(115,000)	(118,000)
1010-0107 ADMIN SALARIES - COMMUNICATION	(54,000)	(54,000)	(54,000)	(54,000)
1010-0109 ADMIN SALARIES - DCS SALARY PA	(187,000)	(192,000)	(197,000)	(202,000)
1010-0119 ADMIN DCS VEHICLE OPERATING EX	(22,000)	(23,000)	(23,000)	(24,000)
1010-0120 ADMIN STAFF TRAINING	(20,000)	(20,000)	(19,000)	(19,000)
1010-0121 CORP SERVICES - CONSULTANCY	(10,000)	(10,000)	(10,000)	(10,000)
1010-0130 ADMIN FRINGE BENEFITS TAX	(13,000)	(14,000)	(14,000)	(14,000)
1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-
1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(8,000)	(8,000)	(9,000)	(9,000)
1010-0144 ADMIN ADVERTS	(11,000)	(11,000)	(11,000)	(12,000)
1010-0146 ADMIN NEWSLETTER ADVERTS	(34,000)	(35,000)	(36,000)	(36,000)
1010-0152 WORK HEALTH & SAFETY	(8,000)	(8,000)	(8,000)	(8,000)
1010-0155 ADMIN WRITE OFF BAD DEBTS	(2,000)	(2,000)	(2,000)	(2,000)
1010-0160 ADMIN BANK & GOVT CHARGES	(3,000)	(3,000)	(3,000)	(3,000)
1010-0162 BANK FEES - GST INCLUSIVE	(34,000)	(34,000)	(34,000)	(35,000)
1010-0163 BANK FEES - GST FREE	-	-	-	-
1010-0165 ADMIN OFFICE CLEANING	(40,000)	(41,000)	(41,000)	(42,000)
1010-0170 ADMIN COMPUTER MTCE	(27,000)	(27,000)	(27,000)	(28,000)
1010-0175 ADMIN SOFTWARE LICENCING	(156,000)	(158,000)	(161,000)	(163,000)
1010-0180 ADVERSE EVENTS PLAN DC2	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1010-0185 LESS: CHARGED TO OTHER FUNDS	300,000	300,000	300,000	300,000
1010-0190 ADMIN ELECTRICITY	(21,000)	(21,000)	(22,000)	(22,000)
1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(165,000)	(151,000)	(152,000)	(153,000)
1010-0195 ADMIN INSUR - OTHER	(51,000)	(46,000)	(47,000)	(47,000)
1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	-	-	-	-
1010-0198 ADMIN RISK MANAGEMENT OP EXP	(2,000)	(2,000)	(2,000)	(2,000)
1010-0199 ADMIN RISK MANAGEMENT	(25,000)	(25,000)	(25,000)	(25,000)
1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)
1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(65,000)	(66,000)	(67,000)	(68,000)
1010-0205 ADMIN POSTAGE	(31,000)	(31,000)	(31,000)	(32,000)
1010-0206 CHARGE FOR INTERNET RATES PAYM	-	-	-	-
1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(2,000)	(2,000)	(2,000)	(2,000)
1010-0210 ADMIN PRINTING/STATIONERY	(44,000)	(45,000)	(46,000)	(46,000)
1010-0215 ADMIN TELEPHONE	(27,000)	(27,000)	(28,000)	(29,000)
1010-0220 ADMIN VALUATION FEES	(44,000)	(45,000)	(46,000)	(47,000)
1010-0225 ADMIN SUBSCRIPTIONS	(3,000)	(3,000)	(4,000)	(4,000)
1010-0230 ADMIN OFFICE BLDG MTCE	(13,000)	(13,000)	(13,000)	(14,000)
1010-0245 ADMIN OFFICE GROUNDS MTCE	(9,000)	(9,000)	(9,000)	(10,000)
1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(29,000)	(29,000)	(29,000)	(30,000)
1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(5,000)	(5,000)	(5,000)	(5,000)
1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(7,000)	(7,000)	(7,000)	(7,000)
1010-0270 ASSET REVALUATION EXPENSE	(5,000)	(5,000)	(6,000)	(16,000)
1010-0280 CROWN LANDS MANGEMENT EXP	-	-	-	-
1010-0290 RAMJO JOINT PROJECTS CONTRIBUT	-	-	-	-
1010-0296 WEB PAGE MAINTENANCE & TRAININ	(1,000)	(1,000)	(1,000)	(1,000)
1010-0297 CORP SERVICES ADMIN CHARGES	(527,000)	(527,000)	(527,000)	(527,000)
1010-0298 LESS: RENTAL CONTRIBUTIONS	120,000	120,000	120,000	120,000

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1010-0299 LESS: CHARGED TO OTHER FUNDS	1,841,000	1,841,000	1,841,000	1,841,000
1011-0103 TECH SERVICES SALARIES - WORK	(489,000)	(496,000)	(503,000)	(510,000)
1011-0104 TECH SERVICES SALARIES - ENV.S	(140,000)	(145,000)	(150,000)	(155,000)
1011-0105 TECH SERVICES SALARIES - EXE.	(149,000)	(165,000)	(181,000)	(198,000)
1011-0106 TECH SERVICES SALARIES - PROJECT MGR	(164,000)	(168,000)	(173,000)	(177,000)
1011-0107 TECH SERVICES SALARIES - AOM	(161,000)	(161,000)	(161,000)	(161,000)
1011-0109 TECH SERVICES SALARIES - DTS S	(235,000)	(240,000)	(246,000)	(252,000)
1011-0113 TECH SERVICE AOM VEHICLE OP EX	(28,000)	(29,000)	(29,000)	(30,000)
1011-0114 TECH SERVICE ENV VEHICLE OP EX	(22,000)	(23,000)	(23,000)	(24,000)
1011-0115 TECH SERVICE EXE VEHICLE OP EX	(28,000)	(29,000)	(30,000)	(31,000)
1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	(28,000)	(28,000)	(28,000)	(28,000)
1011-0119 TECH SERVICE DTS VEHICLE OP EX	(28,000)	(29,000)	(29,000)	(30,000)
1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,168,000	1,168,000	1,168,000	1,168,000
1011-0125 TECH SERVICES ADMIN CHARGES	(158,000)	(158,000)	(158,000)	(158,000)
1011-0135 TECH SERVICES STAFF TRAINING	(17,000)	(17,000)	(17,000)	(18,000)
1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-
1011-0140 TECH SERVICES CONFERENCES/SEMI	(4,000)	(4,000)	(4,000)	(4,000)
1011-0141 TECH SERVICES - INSURANCE	(6,000)	(6,000)	(6,000)	(6,000)
1011-0142 TECH SERVICES EXP -ADVERTISING	(3,000)	(3,000)	(3,000)	(3,000)
1011-0143 TECH SERVICES TELEPHONE	(8,000)	(8,000)	(8,000)	(8,000)
1011-0145 TECH SERVICES OFFICE EXPENSES	(10,000)	(10,000)	(11,000)	(11,000)
1011-0146 TECH SERVICES - CONSULTANCY	-	-	-	-
1011-0147 TECH SERV EQUIPMENT MTCE	(3,000)	(3,000)	(3,000)	(3,000)
1011-0150 TECH SERVICES - AERIAL IMAGING	-	-	-	-
1011-0152 WORK HEALTH & SAFETY E	(4,000)	(4,000)	(4,000)	(4,000)
1011-0160 DEPOT OPERATIONAL EXPENSES	(14,000)	(14,000)	(14,000)	(14,000)

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,000)	(5,000)	(5,000)	(5,000)
1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(17,000)	(18,000)	(18,000)	(19,000)
1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1011-0165 DEPOT BLDG MTCE	(4,000)	(4,000)	(4,000)	(5,000)
1011-0170 DEPOT GROUNDS MTCE	(10,000)	(10,000)	(11,000)	(11,000)
1011-0171 DEPOT AMENITIES CLEANING	(10,000)	(10,000)	(10,000)	(10,000)
1011-0240 PLANT SERVICES ADMIN CHARGES	(71,000)	(71,000)	(71,000)	(71,000)
1015-0000 PLANT EXPENSES	(1,196,000)	(1,214,000)	(1,232,000)	(1,251,000)
1020-0100 PLANT WORKSHOP EXPENSES	(57,000)	(58,000)	(58,000)	(59,000)
1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1020-0103 PLANT WORKSHOP EXP - VEHICLE	(24,000)	(25,000)	(25,000)	(26,000)
1020-0104 PLANT WORKSHOP E-TAG CLEARING	(1,000)	(1,000)	(1,000)	(1,000)
1025-0150 PLANT INSURANCE PREMIUMS	(3,000)	(3,000)	(3,000)	(3,000)
1030-0160 MINOR PLANT OPERATING EXPENSES	(25,000)	(25,000)	(25,000)	(25,000)
1035-0170 TOOLS PURCHASES	(2,000)	(3,000)	(3,000)	(3,000)
1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-
1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(81,000)	(83,000)	(85,000)	(87,000)
1050-0040 ANNUAL LEAVE - WORKS / WAGES	(275,000)	(282,000)	(289,000)	(297,000)
1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(155,000)	(159,000)	(163,000)	(167,000)
1050-0080 LONG SERVICE LEAVE - WAGES	(116,000)	(119,000)	(121,000)	(125,000)
1050-0100 SICK LEAVE - WORKS / WAGES	(116,000)	(118,000)	(121,000)	(124,000)
1050-0115 RDO - PAYROLL SUSPENSE	-	-	-	-
1050-0120 BEREAVEMENT LEAVE - WAGES	(3,000)	(3,000)	(3,000)	(4,000)
1050-0140 MATERNITY LEAVE - WAGES	-	-	-	-
1050-0150 WAGES LEAVE WITHOUT PAY	-	-	-	-
1050-0160 WAGES PAID SPECIAL LEAVE	-	-	-	-
1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	-	-	-	-
1050-0220 WAGES MEDICAL EXPENSES	-	-	-	-
1050-0320 WAGES SUPERANNUATION - LG RET	-	-	-	-
1050-0340 WAGES SUPERANNUATION - LG ACC	(294,000)	(301,000)	(309,000)	(319,000)
1050-0380 WAGES WORKER COMPENSAT INSUR -	(214,000)	(218,000)	(222,000)	(226,000)
1050-0400 WAGES IN LIEU OF NOTICE	-	-	-	-
1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(40,000)	(41,000)	(42,000)	(43,000)
1050-0720 WAGES OTHER TRAINING EXPENSES	(48,000)	(49,000)	(50,000)	(51,000)
1050-0730 WAGES OCCUPATIONAL HEALTH & SA	-	-	-	-
1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-
1050-0770 WAGES STAFF TRAINING - GENERAL	(20,000)	(21,000)	(21,000)	(22,000)
1050-0780 WAGES OTHER MEETINGS	-	-	-	-
1050-0790 WORKPLACE INVESTIGATION	-	-	-	-
1055-0030 STORES OPERATING COSTS	(73,000)	(75,000)	(78,000)	(81,000)
1055-0040 STOCK FREIGHT ONCOST EXPENSE	(11,000)	(11,000)	(11,000)	(11,000)
1055-0050 UNALLOCATED STORE COST VARIATI	-	-	-	-
1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(256,000)	(261,000)	(266,000)	(272,000)
1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(144,000)	(147,000)	(150,000)	(153,000)
1070-0080 LONG SERVICE LEAVE - STAFF	(108,000)	(110,000)	(112,000)	(114,000)
1070-0100 SICK LEAVE - ADMIN / STAFF	(108,000)	(110,000)	(112,000)	(114,000)
1070-0120 BEREAVEMENT LEAVE - STAFF	(3,000)	(3,000)	(3,000)	(3,000)
1070-0140 MATERNITY LEAVE - Staff	-	-	-	-
1070-0145 PAID PARENTAL LEAVE	-	-	-	-
1070-0155 SUSPENSION WITH PAY	-	-	-	-
1070-0160 STAFF PAID SPECIAL LEAVE	-	-	-	-
1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	-	-	-	-
1070-0220 STAFF MEDICAL EXPENSES	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1070-0320 STAFF SUPERANNUATION - LG RET	-	-	-	-
1070-0340 STAFF SUPERANNUATION - LG ACC	(323,000)	(331,000)	(340,000)	(350,000)
1070-0380 STAFF WORKER COMPENSAT INSUR -	(184,000)	(188,000)	(192,000)	(196,000)
1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-
1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-
1200-2028 INFO TECH TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)
1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(51,000)	(51,000)	(52,000)	(53,000)
1200-2504 CORP SERVICES OFFICE DEPCN	(43,000)	(43,000)	(44,000)	(44,000)
1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(6,000)	(6,000)	(6,000)	(6,000)
1310-2502 DEPOT EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)
1310-2504 DEPOT DEPCN	(28,000)	(29,000)	(29,000)	(29,000)
1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,285,000	2,319,000	2,354,000	2,389,000
1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(347,000)	(46,000)	(502,000)	(558,000)
1320-2500 PLANT DEPCN	(511,000)	(516,000)	(521,000)	(526,000)
1320-2550 DEPRECIATION - MOTOR VEHICLES	(281,000)	(284,000)	(287,000)	(290,000)
1410-0125 HOUSING 27 DAVIS BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1410-0126 HOUSING 27 DAVIS ST - RATES	(2,000)	(2,000)	(2,000)	(2,000)
1410-0127 HOUSING 27 DAVIS ST -INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1410-0130 HOUSING GREENHILLS BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)
1410-0131 HOUSING GREENHILLS - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1410-0132 HOUSING GREENHILLS - RATES	(1,000)	(1,000)	(1,000)	(1,000)
1410-0140 HOUSING 7 CARTER ST BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1410-0141 HOUSING 7 CARTER ST - RATES	(2,000)	(2,000)	(2,000)	(2,000)
1410-0147 HOUSING 7 CARTER ST - INSURANC	(1,000)	(1,000)	(1,000)	(1,000)
1410-0150 PROPERTY SERVICES ADMIN CHARGE	(8,000)	(8,000)	(8,000)	(8,000)

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
3550-2504 HOUSING DEPRECIATION	(10,000)	(10,000)	(10,000)	(10,000)
STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,183,000	1,214,000	1,247,000	1,282,000
WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,389,000	1,416,000	1,443,000	1,477,000
1100-1305 DONATIONS	-	-	-	-
1100-1350 OTHER REVENUES	-	-	-	-
1100-1950 AUSTRALIA DAY 2021 COVID SAFE GRANT	-	-	-	-
1200-1500 CORP SUPPORT SUNDRY REVENUE	-	-	-	-
1200-1600 REVENUE - GIPA	-	-	-	-
1200-1670 INSURANCE REBATE	15,000	15,000	15,000	15,000
1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-
1200-1814 RATES CERTIFICATE S603 - GST FREE	22,000	22,000	22,000	22,000
1200-1815 URGENT RATE S603 CERT INCL GST	-	-	-	-
1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	-	-	-
1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-	-	-
1200-1870 LEGAL COSTS RECOVERED	55,000	57,000	58,000	60,000
1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-
1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-
1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	10,000	-	-	-
1200-1951 CROWN LANDS MANAGEMENT GRANT	-	-	-	-
1200-1952 ADVERSE EVENTS PLAN DC2	-	-	-	-
1200-1954 OLG Grant - ESPL Funding	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-	-	-
1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-
1300-1550 WAGE REIMBURSEMENT TECH SERV	-	-	-	-
1300-1800 ROAD OPENING PERMIT FEES	4,000	4,000	4,000	4,000
1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	50,000	-	-	-
1320-1500 PLANT SERVICES SUNDRY INCOME	-	-	-	-
1320-1823 STAFF PRIVATE USE CAR HIRE	51,000	52,000	53,000	55,000
1320-1825 STAFF PRIVATE USE FUEL CHARGES	10,000	10,000	11,000	11,000
1320-1856 PLANT REGO. & GREENSLIP REFUND	-	-	-	-
1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-
1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	-	-	-	-
1320-1950 PLANT FUEL TAX CREDIT SCHEME	60,000	60,000	60,000	62,000
1320-4010-0000 PLANT DEPCN CONTRA	792,000	800,000	808,000	816,000
1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-
1400-1500 ACCIDENT PAY RECOUP	-	-	-	-
1400-1510 WORKERS COMPENSATION INSURANCE REFUND	-	-	-	-
1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-
1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-
1400-1950 ONCOSTS STAFF TRAINING SUBSIDY	-	-	-	-
1417-1500 PAID PARENTAL LEAVE REIMBURSEMENT	-	-	-	-
1440-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-
1445-1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-
1500-1001 CENTS ROUNDING	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
1500-3650 PAID PARENTAL LEAVE SCHEME REVENUE	-	-	-	-
3550-1826 GENERAL - RENT ON COUNCIL HOUSES	16,000	16,000	16,000	16,000
9100-1000 ORDINARY RATES - FARMLAND	2,022,000	2,063,000	2,104,000	2,146,000
9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	377,000	385,000	392,000	400,000
9100-1002 ORDINARY RATES - RESIDENTIAL BGA	600,000	612,000	624,000	637,000
9100-1003 ORDINARY RATES - RESIDENTIAL BGN	362,000	369,000	376,000	384,000
9100-1004 ORDINARY RATES - RESIDENTIAL FIN	734,000	749,000	764,000	779,000
9100-1005 ORDINARY RATES - RESIDENTIAL TOC	812,000	829,000	845,000	862,000
9100-1006 ORDINARY RATES - BUSINESS BGA	102,000	104,000	106,000	108,000
9100-1007 ORDINARY RATES - BUSINESS BGN	83,000	85,000	86,000	88,000
9100-1008 ORDINARY RATES - BUSINESS FIN	173,000	176,000	180,000	184,000
9100-1009 ORDINARY RATES - BUSINESS TOC	207,000	211,000	215,000	219,000
9100-1010 ORDINARY RATES - RESIDENTIAL	57,000	58,000	60,000	61,000
9100-1080 LESS ORDINARY RATES WRITTEN OFF	(5,000)	(5,000)	(5,000)	(5,000)
9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(2,000)	(2,000)	(2,000)	(2,000)
9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-
9100-1085 LESS SMALL BALANCES WRITTEN OFF	(1,000)	(1,000)	(1,000)	(1,000)
9100-1095 LESS ORDINARY RATE PENSION REBATE	(186,000)	(186,000)	(186,000)	(186,000)
9100-1500 INTEREST EXTRA CHARGES ON RATES	43,000	44,000	45,000	46,000
9200-1950 FINANCIAL ASSISTANCE GRANT (FAG)	3,605,000	3,677,000	3,751,000	3,826,000
9300-1950 ORDINARY RATES PENSION SUBSIDY	102,000	102,000	102,000	102,000
9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-
9400-1842 INTEREST - TERM DEPOSITS	345,000	350,000	350,000	350,000
9400-1843 INTEREST - OTHER	-	-	-	-

GOOD GOVERNMENT	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(3,500,000)	(2,405,000)	(2,499,000)	(2,551,000)
9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-	-	-
DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,944,000	3,983,000	4,024,000	4,062,000
EIDPCNCONTRA EI DEPRECIATION CONTRA	-	-	-	-
HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1111-0120 POUND GRANT PROGRAM EXPENSE	-	-	-	-
1419-0515 CEMETERY PLINTHS	-	-	-	-
1419-0517 BGA CEMETERY - FENCING	-	-	-	-
1419-0518 CEMETERY - FINLEY KERB & GUTT	-	-	-	-
1510-0503 WATER LABORATORY EQUIPMENT	-	-	-	-
1510-0505 OFFICE EQUIP/FURN - ENG WATER	(3,000)	(3,000)	(3,000)	(3,000)
1510-0507 TELEMENTRY UPGRADE - WATER	-	-	-	-
1510-0513 BGN - SOLAR AT PUMPSTATION	-	-	-	-
1510-0560 MAINS RETIC - BGA	-	-	-	-
1510-0563 REPLACE AC WATER MAINS	-	-	-	-
1510-0564 MAJOR PUMP REPLACEMENT	-	-	-	-
1510-0565 MAINS RETIC - BGN	-	-	-	-
1510-0566 MAINS RETIC - BGN COBRAM ST	-	-	-	-
1510-0567 MAINS RETIC - BGN JERILDERIE ST	-	-	-	-
1510-0570 MAINS RETIC - FIN	-	-	-	-
1510-0571 COREE ST RAW WATER MAIN REPLAC	-	-	-	-
1510-0575 MAINS RETIC - TOC	-	-	-	-
1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-
1510-0577 MAINS RETIC - TOC DENILQUIN RD	-	-	-	-
1510-0578 TOC HILSON ST	-	-	-	-
1510-0579 MAINS RETIC - TOC MURRAY ST	-	-	-	-
1510-0600 BGA AIR SEPERATOR CONNECTION	-	-	-	-
1510-0601 BGN AIR SEPERATOR CONNECTION	-	-	-	-
1510-0602 FIN AIR SEPERATOR CONNECTION	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1510-0605 TOC BACKWASH BYPASS LINE	-	-	-	-
1510-0610 BGA REC RES IRRIGATION SUPPLY	-	-	-	-
1510-0611 COMPULSORY ACQUISITION BGA WTP	-	-	-	-
1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	-	-	-	-
1510-0620 CONSTRUCT LABORATORY ROOM	-	-	-	-
1510-0652 REPLACEMENT OF MINOR PLANT	-	-	-	-
1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	-	-	-
1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	-	-	-
1510-0665 TOC-CHLORINE DOSING SYSTEM	-	-	-	-
1510-0668 FIN - CLARIFIER REPLACE PONDS	-	-	-	-
1510-0669 METER CYBAL REPLACEMENT	-	-	-	-
1510-0880 CHEMICAL PUMP REPLACEMENT	-	-	-	-
1510-0882 WATER MAIN REPLACEMENT	-	-	-	-
1510-0885 BGN - WTP FENCE REPLACEMENT	-	-	-	-
1510-0889 FIN - WTP FENCE REPLACEMENT	-	-	-	-
1510-0890 TOC - ENCLOSE DAFF PLANT	-	-	-	-
1510-0894 BGA - EXPANSION WTP	(5,500,000)	-	-	-
1510-0895 BGN - STATIC MIXER	-	-	-	-
1510-0896 FIN - UPGRADE WTP (DAFF)	(5,500,000)	-	-	-
1510-0897 AUTOMATION QUALITY CONTROL	-	-	-	-
1510-0898 REPLACE COMPRESSOR TOCUMWAL	-	-	-	-
1510-0899 BAROOGA REC RES NEW MAINT SHED	-	-	-	-
1511-0398 AUTOMATE CENTRALISED METER READ	-	-	-	-
1710-0500 LIBRARY CAR PARK UPGRADE	-	-	-	-
1710-0501 BGA - REPAINTING LIBRARY	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1710-0510 TOC - LIBRARY EXTENSION FITOUT	-	-	-	-
1710-0525 LIBRARY PURCHASE OF BOOKS	(25,000)	(25,000)	(25,000)	(25,000)
1710-0530 LIBRARY OTHER ASSETS	(4,000)	(4,000)	(4,000)	(4,000)
1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(8,000)	(8,000)	(8,000)
1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,000)	(3,000)	(3,000)	(3,000)
1714-0119 FIN SCHOOL OF ARTS REFURB	-	-	-	-
1714-0503 BGN CWA HALL DOORS	-	-	-	-
1714-0504 BGN MEMORIAL HALL A/C & STAGE	-	-	-	-
1714-0505 TOC HISTORICAL AERO MUSEUM THAM DC2	-	-	-	-
1714-0506 FIN MARY LAWSON SHED	-	-	-	-
1714-0507 FIN SCHOOL OF ARTS FRONT ROOM	-	-	-	-
1714-0508 TOC WAR MEMORIAL HALL UPGRADE	-	-	-	-
1714-0509 FINLEY MUSEUM SECURITY CAMERAS	(5,000)	-	-	-
1714-0510 FINLEY MUSEUM SOLAR PANELS	(6,000)	-	-	-
1714-0511 FINLEY WAR MEMORIAL HALL FLOOR	-	-	-	-
1714-0512 FINLEY SCHOOL OF ARTS FLOOR	-	-	-	-
1716-0505 SWIMMING POOL CAPITAL - BERRIG	-	-	-	-
1716-0506 BGN - SWIMMING POOL SCCF2	-	-	-	-
1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	-	-	-
1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	-	-	-
1716-0520 BGN - PRMF Grant Expenditure	-	-	-	-
1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	-	-	-	-
1717-0229 TOC - REC RES TOILETS RENO	-	-	-	-
1717-0230 BGN POWER UPGRADE PRMF	-	-	-	-
1717-0231 FINLEY NETBALL PRMF	-	-	-	-
1717-0232 BGA - HORSE DAY YARDS	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1717-0233 BGN - PAINT OLD CHANGE-ROTUNDA	-	-	-	-
1717-0235 TOC-CRICKET NET RETAINING WALL	-	-	-	-
1717-0236 BGN - NETBALL COURTS SCCF1	-	-	-	-
1717-0237 TOC - NETBALL & CRICKET SCCF2	-	-	-	-
1717-0238 BGN - SPORTSG LIGHTING SCCF2	-	-	-	-
1717-0240 FIN - SHOWGROUND ROOF	-	-	-	-
1717-0241 FIN - REC RES AIR CON GRANT	-	-	-	-
1717-0250 REC RESERVE PLANNING ALL SITES	-	-	-	-
1717-0251 FIN SHOWGROUNDS PATHWAYS SSFP	-	-	-	-
1717-0252 BGN SPORTSGROUND TOILETS SSFP	-	-	-	-
1717-0501 BGA LED LIGHT UPGRADES SCCF3	-	-	-	-
1717-0502 BGN LED LIGHT UPGRADES SCCF3	-	-	-	-
1717-0503 FIN LED LIGHT UPGRADES SCCF3	-	-	-	-
1717-0505 TOC LED LIGHT UPGRADE LRCIP	-	-	-	-
1717-0510 BGA REC RESERVE CHANGE ROOMS	-	-	-	-
1717-0520 BERRIGAN SPORTSGROUND PAINTING	-	-	-	-
1717-0525 AMENITIES UPGRADE BGN CRIP	-	-	-	-
1717-0530 TOC NETBALL COURTS CRIP	-	-	-	-
1717-0535 TOCUMWAL CRICKET CLUB NEW ROOF	-	(45,000)	-	-
1717-0540 FIN SHOWGROUND IRRIGAT NSWSP2	-	-	-	-
1717-0545 FIN NETBALL COURTS LRCIP2	-	-	-	-
1717-0550 TOC NETBALL COURTS LRCIP2	-	-	-	-
1718-0034 FINLEY - ENDEAVOUR ST CARPARK	-	-	-	-
1718-0207 TOCUMWAL BOAT RAMP IMPROVEMENTS	-	-	-	-
1718-0215 FINLEY SKATE PARK SCCF1	-	-	-	-
1718-0220 TOCUMWAL SKATE PARK	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1718-0223 LANDSCAPE DESIGN BERRIGAN	-	-	-	-
1718-0224 MASTER PLAN CREEK WALK	-	-	-	-
1718-0225 BGA BOTANICAL GARDENS TOILETS	-	-	-	-
1718-0226 HAYES PARK TOILETS REFURB	-	-	-	-
1718-0227 RAILWAY PARK TOILETS	-	-	-	-
1718-0228 FINLEY LAKE TOILETS	-	-	-	-
1718-0229 SWING BRIDGE DECK REPAIR	-	-	-	-
1718-0230 TOC FORESHORE CONSULTANT	-	-	-	-
1718-0231 LIONS PARK TOC CBP UPGRADE	-	-	-	-
1718-0232 BAROOGA FORESHORE CONSULTANT	-	-	-	-
1718-0233 FINLEY RAILWAY PARK CONSULTANT	-	-	-	-
1718-0234 BGA FORESHORE ADVENT PARK SCCF1	-	-	-	-
1718-0235 BGA FORESHORE PARK SCCF2	-	-	-	-
1718-0236 FINLEY MEMORIAL PARK TOILET	-	-	-	-
1718-0237 BGA ADVENTURE PARK DC2	-	-	-	-
1718-0499 TOC FORESHORE SURVEYS	-	-	-	-
1718-0500 TOC FORESHORE STAGED DEVELOP	-	-	-	-
1718-0501 RUSSEL CRT OPEN SPACE	-	-	-	-
1718-0502 RAILWAY PARK UPGRADE	-	-	-	-
1718-0503 TOC CWA LIBRARY PARK UPGRADE	-	-	-	-
1718-0551 DC1 BERRIGAN HAYES PARK REFURB	-	-	-	-
1718-0552 DC1 BERRIGAN APEX PARK REFURB	-	-	-	-
1718-0553 TOC WAAAF CREEK WALK - ART	-	-	-	-
1718-0554 MURRAY ST FIN OPEN SPACE PARK	-	-	-	-
1718-0555 BERRIGAN HAYES PARK SCCF3	-	-	-	-
1718-0556 BGA LIONS PARK UPGRADE LRCIP	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1719-0100 TOC SPLASH PARK OPERATING EXP	(30,000)	(31,000)	(31,000)	(32,000)
6600-1606 CREEK WALK MASTERPLAN DEVELOPMENT	-	-	-	-
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE	-	(5,000)	-	-
COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-	-	-
EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-
ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-
HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	-	-	-
LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-	-	-
PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	-	-
POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	-
PUBLICHEALTH&SAFETYCAPEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-	-	-
RECREATIONRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	-	-	-	-
WSCAPEXP WATER SUPPLIES CAPITAL EXPENDITURE	(1,348,000)	(2,688,000)	(435,000)	(932,000)
	260,000	52,000	45,000	38,000
4110-1700 EXTERNAL WATER LOAN PROCEEDS LCLI 400	-	-	-	-
4110-1701 LCLI INTEREST SUBSIDY	48,000	42,000	36,000	31,000
4110-1702 INTERNAL WATER LOAN PROCEEDS	-	-	-	-
4110-1955 GRANT - SAFE & SECURE WATER	-	-	-	-
4230-1700 EXTERNAL WATER LOAN PROCEEDS	-	-	-	-
4230-1701 LCLI LOAN 391 INTEREST SUBSIDY	-	-	-	-
4230-1702 INTERNAL WATER LOAN 390 PROCEEDS	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
6100-1958 LIBRARY INFRASTRUCTURE GRANT	-	-	-	-
6100-1962 Library - Extension Grant TOC SCCF1	-	-	-	-
6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	-	-	-	-
6200-1605 TOC HISTORIC AIR MUSEUM CONTRIBUTION	-	-	-	-
6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	12,000	10,000	9,000	7,000
6200-1750 LCLI LOAN PROCEEDS 405	-	-	-	-
6200-1760 INTERNAL LOAN PROCEEDS	-	-	-	-
6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS	-	-	-	-
6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM DC2	-	-	-	-
6200-6104 TOC WAR MEMORIAL HALL CONTRIBUTION	-	-	-	-
6400-1615 Berrigan Pool Committee Contribution	-	-	-	-
6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	-	-	-	-
6400-1951 BGN POOL PRMF GRANT	-	-	-	-
6400-1952 BGN Swimming Pool - SCCF2	-	-	-	-
6500-1600 BGN - NETBALL CLUB CONTRIBUTION SCCF1	-	-	-	-
6500-1601 FIN NETBALL COURTS CONTRIBUTION	70,000	-	-	-
6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-
6500-1951 COMMUNITY CONTRIBUTION	-	-	-	-
6500-1955 BGN Netball Upgrade Grant - SCCF1	-	-	-	-
6500-1956 BGN REC RES Lighting - SCCF2 GRANT	-	-	-	-
6500-1957 TOC NETBALL & CRICKET SCCF2 GRANT	-	-	-	-
6500-1959 LED LIGHTING UPGRADE SCCF3 GRANT	-	-	-	-
6500-1963 FINLEY SHOWGROUND GRANT	-	-	-	-
6500-1967 FIN RECREATION RESERVE PRMF GRANT	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
6500-1968 FINLEY SHOWGROUNDS PATHWAYS GRANT	-	-	-	-
6500-1969 BERRIGAN SPORTSGROUND TOILET GRANT	-	-	-	-
6500-1970 TOC SPORTSGROUND LED UPGRADE LRCIP	-	-	-	-
6500-1971 TOCUMWAL NETBALL COURTS CRIP	-	-	-	-
6500-1972 BGN SHOWGROUND AMENITIES CRIP	-	-	-	-
6500-1973 FIN SHOWGROUNDS IRRIGATION NSWSP2	-	-	-	-
6500-1974 FINLEY NETBALL COURTS LRCIP2	115,000	-	-	-
6500-1975 TOCUMWAL NETBALL COURTS LRCIP2	15,000	-	-	-
6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-
6600-1601 TOC FORESHORE COMMITTEE CONTRIB	-	-	-	-
6600-1602 TOC CREEK WALK CONTRIBUTION	-	-	-	-
6600-1603 TOC FORESHORE SPINEPATH CONTRIB	-	-	-	-
6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-	-	-
6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	-	-	-	-
6600-1607 TOC COM DEV COMMITTEE CONTRIBUTION	-	-	-	-
6600-1700 TOC FORESHORE LOAN PROCEEDS	-	-	-	-
6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	-	-	-	-
6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	-	-	-	-
6600-1952 BAROOGA ADVENTURE PARK DC2	-	-	-	-
6600-1953 BERRIGAN HAYES PARK SCCF3	-	-	-	-
6600-1954 EVERYONE CAN PLAY GRANT - TOC CWA PARK	-	-	-	-
6600-1963 TOC FORESHORE GRANT	-	-	-	-
6600-1964 LIONS PARK CBP UPGRADE	-	-	-	-
6600-1965 Skatepark - FIN Grant SCCF1	-	-	-	-
6600-1966 BGA Foreshore Playground - SCCF1	-	-	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
6600-1967 BGA Foreshore Playground - SCCF2	-	-	-	-
6600-1968 BGA LIONS PARK IMPROVEMENT LRCIP	-	-	-	-
6600-1969 FIN MURRAY STREET O/SPACE PARK LRCIP	-	-	-	-
7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	-	-	-	-
COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-
EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-
ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-
HALLSCAPINC PUBLIC HALLS CAPITAL INCOME	-	-	-	-
LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-
PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-
POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-
PUBLICHEALTH&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-	-	-
RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	-	-	-	-
WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-
1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(53,000)	(54,000)	(55,000)	(57,000)
1110-0110 CONTRIBUTION RURAL FIRE FUND	(125,000)	(128,000)	(130,000)	(133,000)
1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1110-0160 FIRE BRIGADE ADMIN CHARGES	(1,000)	(1,000)	(1,000)	(1,000)
1110-0205 RFS RADIO MTCE	-	-	-	-
1110-0210 RFS STATION SHED MTCE	(5,000)	(5,000)	(5,000)	(5,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1110-0250 RFS VEHICLE INSURANCE	-	-	-	-
1110-0255 RFS SHEDS & OTHER INSURANCE	(5,000)	(5,000)	(5,000)	(5,000)
1110-0290 RFS EXPENDITURE	-	-	-	-
1111-0105 DOG ACT EXPENSES	(75,000)	(76,000)	(77,000)	(78,000)
1111-0106 DOG ACT EXPENSES - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,000)	(7,000)	(7,000)	(7,000)
1111-0109 POUND OPERATION SALARIES & ALL	(37,000)	(38,000)	(39,000)	(40,000)
1111-0110 POUNDS ACT EXPENSES	(28,000)	(28,000)	(29,000)	(29,000)
1111-0111 POUNDS ACT EXPS - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1111-0112 POUNDS ACT EXP. - ADVERTISING	-	-	-	-
1111-0113 POUNDS ACT EXPENSE - TELEPHONE	-	-	-	-
1111-0115 DOG POUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1111-0125 STOCK POUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1114-0105 CONTRIBUTION NSW SES	(20,000)	(21,000)	(21,000)	(21,000)
1114-0110 SES OPERATING EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)
1114-0112 SES OP. EXPENSES-ELECTRICITY	-	-	-	-
1114-0113 SES OPERATING EXP - TELEPHONE	-	-	-	-
1114-0114 SES OP.EXPENSES - INSURANCE	-	-	-	-
1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1211-0105 COMMUNITY SHARPS DISPOSAL	-	-	-	-
1213-0106 PEST CONTROL - BIRDS	(1,000)	(1,000)	(1,000)	(1,000)
1215-0105 CHILD HEALTH CTR BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1215-0130 FIN SECONDHAND SHOP INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(3,000)	(3,000)	(3,000)	(3,000)
1313-0111 SR SUICIDE PREVENTION GROUP	(1,000)	(1,000)	(1,000)	(1,000)
1313-0115 PORTSEA CAMP EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)

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	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1313-0120 COMMUNITY PLANNING - SALARY	(169,000)	(173,000)	(178,000)	(182,000)
1313-0121 COMMUNITY PLANNING ADVERTISING	(2,000)	(2,000)	(2,000)	(2,000)
1313-0122 COMMUNITY PLANNING - TRAINING	(2,000)	(2,000)	(3,000)	(3,000)
1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(22,000)	(23,000)	(23,000)	(24,000)
1313-0124 COMMUNITY PLANNING - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)
1313-0131 YOUTH DEVELOPMENT	-	-	-	-
1316-0125 SENIOR CITIZENS CTR - BLDG MTC	-	-	-	-
1316-0335 SENIOR CITIZEN CTR - ELEC	-	-	-	-
1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	-	-	-
1316-0375 SENIOR CITIZ - RATES	-	-	-	-
1411-0180 BLDG MTCE PROGRAM	(10,000)	(10,000)	(11,000)	(11,000)
1419-0106 CEMETERY OP. EXP - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1419-0107 CEMETERY OP.EXPS - ELECTRICITY	(2,000)	(2,000)	(2,000)	(2,000)
1419-0108 CEMETERY OP EXP - INSURANCE	-	-	-	-
1419-0110 CEMETERY MAINTENANCE	(30,000)	(31,000)	(31,000)	(32,000)
1419-0111 CEMETERY TOILET MAINTENCE	(19,000)	(19,000)	(19,000)	(19,000)
1419-0112 CEMETERY BURIAL EXPENSES	(45,000)	(45,000)	(46,000)	(46,000)
1419-0114 CEMETERY HONORARIUMS	(19,000)	(19,000)	(19,000)	(19,000)
1419-0116 CEMETERY PLAQUES	(40,000)	(40,000)	(41,000)	(41,000)
1420-0000 PUBLIC CONVENIENCE CLEANING	(206,000)	(209,000)	(212,000)	(215,000)
1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(20,000)	(20,000)	(20,000)
1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,000)	(5,000)	(5,000)	(5,000)
1420-0114 PUBLIC CONVENIENCES -INSURANCE	(4,000)	(4,000)	(4,000)	(4,000)
1420-0125 PUBLIC CONVENIENCES RENTAL FIN	-	-	-	-
1421-0120 BERRIGAN CONSERVATION GROUP EX	(4,000)	(4,000)	(4,000)	(4,000)

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	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1421-0130 FINLEY SECOND HAND SHOP	-	-	-	-
1510-0105 WATER ADMIN CHARGES - ADMINIST	(247,000)	(247,000)	(247,000)	(247,000)
1510-0106 WATER ADMIN CHARGE - ENGINEERI	(320,000)	(320,000)	(320,000)	(320,000)
1510-0117 WATER SUPPLIES - RENTAL CONTRI	(75,000)	(75,000)	(75,000)	(75,000)
1510-0125 PROV BAD & DOUBTFUL DEBTS	-	-	-	-
1510-0155 WATER WRITE OFF BAD DEBTS	(3,000)	(3,000)	(3,000)	(2,000)
1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	(62,000)	(55,000)	(48,000)	(40,000)
1510-0165 WATER SUPPLY INTEREST ON EXT LCLI LOAN 400	(76,000)	(68,000)	(59,000)	(49,000)
1510-0170 WATER DELIVERY EXPENSES	(34,000)	(35,000)	(36,000)	(36,000)
1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)
1510-0300 BGN FILL STATION - FILTERED	-	-	-	-
1510-0310 BGN FILL STATION - UNTREATED	-	-	-	-
1510-0320 FIN FILL STATION - FILTERED	-	-	-	-
1510-0330 TOC FILL STATION - FILTERED	-	-	-	-
1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	-	-
1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,000)	(1,000)	(1,000)	(1,000)
1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(10,000)	(10,000)	(11,000)	(11,000)
1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	(240,000)	(248,000)	(255,000)	(263,000)
1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	(372,000)	(381,000)	(390,000)	(399,000)
1510-0548 IMPROVE OH & S AT WORK SITES	-	-	-	-
1510-0551 OH&S SIGNAGE - WATER	(2,000)	(2,000)	(2,000)	(2,000)
1511-0109 REC FACIL DONATION & OTHER COSTS	(2,000)	(2,000)	(2,000)	(2,000)
1511-0110 METER READING - BGN SHIRE	(96,000)	(98,000)	(100,000)	(101,000)
1511-0111 METER READING PRINTING & POSTA	(15,000)	(15,000)	(15,000)	(15,000)
1511-0113 METER READING TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1511-0130 PURCHASE OF WATER - BGA	(15,000)	(15,000)	(15,000)	(15,000)
1511-0135 PURCHASE OF WATER - BGN	(43,000)	(44,000)	(45,000)	(45,000)
1511-0140 PURCHASE OF WATER - FIN	(57,000)	(57,000)	(58,000)	(59,000)
1511-0145 PURCHASE OF WATER - TOC	(14,000)	(14,000)	(14,000)	(14,000)
1511-0150 WATER TREATMENT - OP EXP - BGA	(208,000)	(210,000)	(212,000)	(215,000)
1511-0151 WATER TREATMENT-BGA ELECTRICIT	(44,000)	(45,000)	(46,000)	(47,000)
1511-0152 WATER TREATMENT -BGA TELEPHONE	(4,000)	(4,000)	(4,000)	(4,000)
1511-0153 WATER TREATMENT -BGA INSURANCE	(14,000)	(14,000)	(14,000)	(15,000)
1511-0165 WATER TREATMENT - OP EXP - BGN	(181,000)	(184,000)	(186,000)	(189,000)
1511-0166 WATER TREATMENT-BGN ELECTRICIT	(22,000)	(23,000)	(23,000)	(23,000)
1511-0167 WATER TREATMENT -BGN TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1511-0168 WATER TREATMENT BGN- INSURANCE	(10,000)	(10,000)	(10,000)	(11,000)
1511-0180 WATER TREATMENT - OP EXP - FIN	(179,000)	(181,000)	(184,000)	(187,000)
1511-0182 WATER TREATMENT FIN-INSURANCE	(19,000)	(20,000)	(20,000)	(20,000)
1511-0183 WATER TREATMENT-FIN ELECTRICIT	(44,000)	(45,000)	(46,000)	(47,000)
1511-0184 WATER TREATMENT -FIN TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1511-0195 WATER TREATMENT - OP EXP - TOC	(231,000)	(234,000)	(237,000)	(240,000)
1511-0196 WATER TREATMENT -TOC TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
1511-0197 WATER TREATMENT-TOC ELECTRICIT	(55,000)	(56,000)	(57,000)	(59,000)
1511-0198 WATER TREATMENT-TOC -INSURANCE	(21,000)	(21,000)	(22,000)	(22,000)
1511-0230 PUMPING STATIONS - OP EXP BGA	(30,000)	(30,000)	(31,000)	(31,000)
1511-0231 PUMPING STATIONS - OP EXP BGN	(17,000)	(17,000)	(17,000)	(17,000)
1511-0232 PUMPING STATIONS OP EXP FIN	(19,000)	(19,000)	(19,000)	(20,000)
1511-0233 PUMPING STATIONS OP EXP TOC	(14,000)	(14,000)	(15,000)	(15,000)
1511-0270 RETIC & METERS - OP EXP - BGA	(36,000)	(36,000)	(37,000)	(37,000)
1511-0285 RETIC & METERS - OP EXP - BGN	(68,000)	(69,000)	(70,000)	(71,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1511-0300 RETIC & METERS - OP EXP - FIN	(80,000)	(81,000)	(82,000)	(83,000)
1511-0315 RETIC & METERS - OP EXP - TOC	(59,000)	(60,000)	(60,000)	(61,000)
1511-0320 CYBLES MAINTENANCE	-	-	-	-
1511-0330 WATER NEW CONNECTIONS (INC MET	(47,000)	(48,000)	(48,000)	(49,000)
1511-0340 WATER SAMPLING / MONITORING	(17,000)	(17,000)	(18,000)	(18,000)
1511-0355 WATER SUPPLY INTEREST ON LOANS	-	-	-	-
1512-0105 BANK & GOVT CHARGES	(8,000)	(9,000)	(9,000)	(9,000)
1512-0130 HOUSING TOC WATER BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)
1512-0131 HOUSING TOC WATER INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1512-0155 SELLING COSTS - HIGH SEC WATER	-	-	-	-
1512-0160 IWCM REPORTING	-	-	-	-
1512-0165 TOC ANCESTORAL REMAINS WORKS	-	-	-	-
1710-0105 LIBRARY BLDG MTCE - BGA	(1,000)	(1,000)	(1,000)	(1,000)
1710-0120 LIBRARY BLDG MTCE - BGN	(1,000)	(1,000)	(1,000)	(1,000)
1710-0125 LIBRARY BLDG MTCE - FINLEY	(2,000)	(2,000)	(2,000)	(2,000)
1710-0140 LIBRARY BLDG MTCE - TOC	(1,000)	(1,000)	(1,000)	(1,000)
1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(11,000)	(11,000)	(11,000)	(11,000)
1710-0150 LIBRARY ADMIN CHARGES	(112,000)	(112,000)	(112,000)	(112,000)
1710-0165 LIBRARY PRINTING & STATIONERY	(1,000)	(1,000)	(1,000)	(1,000)
1710-0166 LIBRARY ADVERTISING	(1,000)	(1,000)	(1,000)	(1,000)
1710-0170 LIBRARY TELEPHONE	(4,000)	(4,000)	(4,000)	(4,000)
1710-0171 LIBRARY POSTAGE	(2,000)	(2,000)	(2,000)	(2,000)
1710-0175 LIBRARY SUNDRY EXPENSES	(7,000)	(6,000)	(6,000)	(5,000)
1710-0180 LIBRARY SALARIES & ALLOWANCES	(258,000)	(264,000)	(271,000)	(277,000)
1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,000)	(3,000)	(3,000)	(4,000)
1710-0192 LIBRARY STAFF TRAINING	(5,000)	(5,000)	(5,000)	(5,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,000)	(1,000)	(1,000)	(1,000)
1710-0195 LIBRARY RATES	(10,000)	(10,000)	(10,000)	(11,000)
1710-0196 LIBRARY INSURANCE	(32,000)	(33,000)	(33,000)	(33,000)
1710-0197 LIBRARY SOFTWARE OP COSTS	(11,000)	(11,000)	(11,000)	(11,000)
1710-0200 LIBRARY BOOKS MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1710-0210 LIBRARY ELECTRICITY	(24,000)	(24,000)	(25,000)	(25,000)
1710-0211 LIBRARY CONNECTIVITY	(16,000)	(16,000)	(16,000)	(16,000)
1710-0215 LIBRARY CLEANING	(20,000)	(20,000)	(21,000)	(21,000)
1710-0230 LIBRARY PURCHASE OF PERIODICAL	(5,000)	(5,000)	(5,000)	(5,000)
1710-0234 LIBRARY YOUTH ACTIVITIES	(1,000)	(1,000)	(1,000)	(1,000)
1710-0235 LIBRARY SPEC. PROJ. OPERATING	(8,000)	(8,000)	(8,000)	(8,000)
1710-0236 INTER LIBRARY LOAN FEES	-	-	-	-
1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,000)
1710-0240 FINLEY LIBRARY WORK SPACE	-	-	-	-
1710-0242 SENIORS WEEK EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)
1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(14,000)	(15,000)	(15,000)	(15,000)
1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(1,000)	(1,000)	(1,000)	(1,000)
1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-
1710-0246 GET ONLINE WEEK GRANT EXP	-	-	-	-
1714-0105 BERRIGAN HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-
1714-0111 BERRIGAN HALL - INSURANCE	(11,000)	(11,000)	(12,000)	(12,000)
1714-0112 BERRIGAN HALL GRANT	(8,000)	(8,000)	(8,000)	(8,000)
1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1714-0123 FIN MEMORIAL HALL - INSURANCE	(18,000)	(17,000)	(17,000)	(17,000)
1714-0124 FIN MEMORIAL HALL - GRANT	(8,000)	(8,000)	(8,000)	(8,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1714-0125 TOCUMWAL HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1714-0130 TOCUMWAL HALL - INSURANCE	(9,000)	(10,000)	(10,000)	(10,000)
1714-0142 TOCUMWAL HALL GRANT	(4,000)	(4,000)	(4,000)	(4,000)
1714-0143 TOCUMWAL HALL CLUB GRANT	-	-	-	-
1714-0145 RETREAT HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1714-0150 RETREAT HALL - INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)
1714-0160 INTEREST EXPENSE INT LOAN 395	(24,000)	(21,000)	(18,000)	(15,000)
1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	(20,000)	(18,000)	(15,000)	(13,000)
1714-0167 BGN CWA HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1714-0168 BGN CWA HALL - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1714-0170 PUBLIC HALLS VARIOUS	-	-	-	-
1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	(92,000)	(95,000)	(98,000)	(101,000)
1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	(92,000)	(95,000)	(97,000)	(99,000)
1715-0110 CHILDREN'S WEEK ACTIVITIES	(2,000)	(2,000)	(2,000)	(2,000)
1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)
1715-0115 SOUTH WEST ARTS INC.	(9,000)	(9,000)	(9,000)	(10,000)
1715-0117 TARGETED CULTURAL ACTIVITIES	(4,000)	(4,000)	(4,000)	(4,000)
1715-0119 INTERNATIONAL WOMENS DAY	(3,000)	(3,000)	(3,000)	(3,000)
1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(10,000)	(10,000)	(10,000)	(10,000)
1715-0130 TOCUMWAL RAILWAY STATION LEASE	-	-	-	-
1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1715-0137 TOC RAILWAY STATION INSURANCE	(2,000)	(2,000)	(2,000)	(3,000)
1715-0138 FINLEY RAILWAY BLDG MTCE	-	-	-	-
1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(83,000)	(83,000)	(83,000)	(83,000)
1716-0100 SPORTIES HEALTH & FITNESS CONT	(55,000)	(55,000)	-	-

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1716-0105 SWIMMING POOL GRANTS - BGN	(31,000)	(31,000)	(31,000)	(31,000)
1716-0107 SWIMMING POOL GRANTS - FIN	(36,000)	(36,000)	(36,000)	(36,000)
1716-0109 SWIMMING POOL GRANTS - TOC	(31,000)	(31,000)	(31,000)	(31,000)
1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(20,000)	(20,000)	(20,000)	(20,000)
1716-0115 BER SWIMMING POOL OPERATE EXP.	(15,000)	(15,000)	(15,000)	(15,000)
1716-0116 BER SWIMMING POOL INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)
1716-0117 FIN SWIMMING POOL OPERATE EXP.	(15,000)	(15,000)	(15,000)	(15,000)
1716-0118 FINLEY POOL LIFEGUARDS PAYS	(30,000)	(30,000)	(30,000)	(30,000)
1716-0119 TOC SWIMMING POOL OPERATE EXP.	(18,000)	(19,000)	(19,000)	(19,000)
1716-0120 FIN SWIMMING POOL INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)
1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(29,000)	(30,000)	(31,000)	(31,000)
1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(1,000)	(1,000)	(1,000)	(1,000)
1716-0123 TOC POOL INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
1716-0135 SWIMMING POOL BLDG MTCE - BGN	(1,000)	(1,000)	(1,000)	(1,000)
1716-0137 SWIMMING POOL BLDG MTCE - FINL	(1,000)	(1,000)	(1,000)	(1,000)
1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(1,000)	(1,000)	(1,000)	(1,000)
1716-0150 SWIMMING POOLS - RISK M'MENT	-	-	-	-
1716-0155 POOL WATER TREATMENT EXPENSES	(45,000)	(45,000)	(45,000)	(45,000)
1716-0156 SUPERVISOR SALARY	(7,000)	(8,000)	(9,000)	(9,000)
1717-0110 BAROOGA SPORTS COMP- INSURANCE	(10,000)	(9,000)	(9,000)	(9,000)
1717-0112 BAROOGA SPORTS COMP GRANT	(12,000)	(12,000)	(13,000)	(13,000)
1717-0113 RECREATION FACILITIES DONATION	(8,000)	(8,000)	(8,000)	(8,000)
1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,000)	(5,000)	(6,000)	(6,000)
1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-
1717-0130 BERRIGAN SPORTS COMP INSURANCE	(14,000)	(14,000)	(15,000)	(15,000)
1717-0132 BERRIGAN SPORTS COMP GRANT	(12,000)	(12,000)	(13,000)	(13,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1717-0141 BGN SPORTS COMP RISK M'MENT	-	-	-	-
1717-0150 FINLEY REC RESERVE - INSURANCE	(10,000)	(10,000)	(10,000)	(10,000)
1717-0152 FINLEY REC RESERVE GRANT	(12,000)	(12,000)	(13,000)	(13,000)
1717-0155 FIN REC RES PLAYGROUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1717-0160 FINLEY REC RESERVE BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1717-0161 FIN REC RESERVE RISK M'MENT	-	-	-	-
1717-0170 FINLEY SHOW GROUND - INSURANCE	(14,000)	(13,000)	(13,000)	(13,000)
1717-0172 FINLEY SHOW GROUND GRANT	(12,000)	(12,000)	(13,000)	(13,000)
1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)
1717-0181 FINLEY SHOW GROUND RISK M'MENT	-	-	-	-
1717-0191 TOC REC RESERVE - INSURANCE	(7,000)	(6,000)	(6,000)	(6,000)
1717-0192 TOC REC RESERVE GRANT	(12,000)	(12,000)	(13,000)	(13,000)
1717-0194 TOC REC RES PLAYGROUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)
1717-0200 TOC REC RESERVE BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
1717-0201 TOC REC RESERVE RISK M'MENT	-	-	-	-
1718-0000 PARKS & GARDENS MAINTENANCE	(389,000)	(395,000)	(401,000)	(407,000)
1718-0050 FINLEY - LOCO DAM PARK	-	-	-	-
1718-0060 TOC CREEK WALK HONORIARIUM	(2,000)	(2,000)	(2,000)	(2,000)
1718-0099 PARKS & GARDEN EXP SHIRE	-	-	-	-
1718-0110 TREE WORKS - BGN	-	-	-	-
1718-0111 TREE WORKS - BGA	-	-	-	-
1718-0112 TREE WORKS - TOC	-	-	-	-
1718-0113 TREE WORKS - FIN	-	-	-	-
1718-0116 MINOR PARKS GARDEN ELECTRICITY	(21,000)	(21,000)	(22,000)	(22,000)
1718-0117 MINOR PARK & GARDENS INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
1718-0160 INTERNAL LOAN 389 INTEREST	-	-	-	-
1718-0185 ALEXANDER GARDEN COMPETITION	(1,000)	(1,000)	(1,000)	(1,000)
1718-0530 INTERNAL LOAN 389 PRINCIPAL	-	-	-	-
2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(4,000)	(4,000)	(4,000)	(4,000)
2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)
2200-2504 ANIMAL CONTROL BLDG DEPCN	-	-	-	-
2400-2504 SES DEPCN	(11,000)	(11,000)	(11,000)	(11,000)
3850-2026 CEMETERY TRANSFER TO RESERVE	-	-	-	-
3850-2500 CEMETERY LAND IMPROVEMENTS DEPCN	-	-	-	-
3850-2518 CEMETERY DEPCN	(4,000)	(4,000)	(4,000)	(4,000)
3900-2504 PUBLIC CONVENIENCES DEPCN	(33,000)	(34,000)	(34,000)	(34,000)
4110-2026 WATER SUPPLIES TRANSFER TO RESERVE	-	-	-	-
4210-2545 WATER MAINS RETIC & METERS - DEPCN	(335,000)	(338,000)	(342,000)	(345,000)
4240-2545 WATER TREATMENT WORKS - DEPCN	(310,000)	(313,000)	(316,000)	(319,000)
4250-2504 WATER HOUSING TOC - DEPCN	(7,000)	(7,000)	(7,000)	(7,000)
6100-2502 LIBRARY EQUIPMENT DEPCN	(9,000)	(9,000)	(10,000)	(10,000)
6100-2504 LIBRARY BLDG DEPCN	(67,000)	(68,000)	(69,000)	(69,000)
6100-2518 LIBRARY BOOKS DEPCN	(23,000)	(23,000)	(23,000)	(23,000)
6200-2504 PUBLIC HALLS DEPRECIATION	(187,000)	(188,000)	(190,000)	(192,000)
6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN	(70,000)	(71,000)	(71,000)	(72,000)
6400-2504 SWIMMING POOL BUILDINGS DEPCN	(14,000)	(14,000)	(14,000)	(14,000)
6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)
6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(101,000)	(102,000)	(103,000)	(104,000)
6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(283,000)	(286,000)	(289,000)	(292,000)
6600-2500 PARKS & GARDENS DEPCN	(12,000)	(12,000)	(12,000)	(12,000)

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
6600-2518 PARKS & GARDENS DEPCN	(74,000)	(74,000)	(75,000)	(76,000)
	16,492,000	6,873,000	4,663,000	5,198,000
2120-1950 RFS OPERATIONAL GRANT (B&C)	60,000	60,000	60,000	60,000
2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	15,000	15,000	15,000	15,000
2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	1,000	1,000	1,000	1,000
2200-1810 COMPANION ANIMAL REGISTRATION FEES	10,000	10,000	10,000	10,000
2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	9,000	9,000	9,000	10,000
2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	7,000	7,000	7,000	7,000
2200-1829 IMPOUNDING FINES & COSTS	2,000	2,000	2,000	3,000
2200-1950 POUND GRANT PROGRAM - DPIE	-	-	-	-
2700-1812 FOOD CONTROL FEES	1,000	1,000	1,000	1,000
2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-
3100-1840 PORTSEA CAMP DEPOSITS	2,000	2,000	2,000	2,000
3100-1855 Youth Services Donations - GST Free	-	-	-	-
3100-1950 YOUTH WEEK GRANT REVENUE	2,000	2,000	2,000	2,000
3100-1951 SUMMER BREAK GRANT	-	-	-	-
3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-
3850-1812 CEMETERY CHARGES - SHIRE INCLUDING G	125,000	128,000	131,000	134,000
3850-1813 Cemetery Charges - Shire GST Free	-	-	-	-
3850-1815 CEMETERY CHARGES - PLAQUES	9,000	9,000	10,000	10,000
3850-1816 CEMETERY CHARGES - MONUMENTS	-	-	-	-
3850-1817 CEMETERY SUNDRY INCOME	-	-	-	-
3850-1926 CEMETERY TRANSFER FROM RESERVE	-	-	-	-
4110-1000-0001 WATER CHARGES - BGA	495,000	507,000	520,000	533,000
4110-1000-0002 WATER CHARGES - BGN	323,000	331,000	339,000	348,000

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
4110-1000-0003 WATER CHARGES - FIN	609,000	624,000	640,000	656,000
4110-1000-0004 WATER CHARGES - TOC	721,000	739,000	758,000	776,000
4110-1000-0005 WATER CHARGES - NON RATEABLE	61,000	63,000	64,000	66,000
4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)
4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	-	-	-	-
4110-1095 LESS WATER PENSION REBATE - BGN	(88,000)	(88,000)	(88,000)	(88,000)
4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	750,000	750,000	750,000
4110-1501 WATER - STANDPIPE SALES	4,000	4,000	4,000	4,000
4110-1502 WATER CONNECTION FEES - GST FREE	27,000	27,000	28,000	29,000
4110-1503 WATER DELIVERIES INCOME	29,000	29,000	30,000	30,000
4110-1504 SALE OF HIGH SECURITY WATER	150,000	50,000	50,000	50,000
4110-1506 WATER - RENT ON COUNCIL HOUSES	3,000	3,000	3,000	3,000
4110-1507 WATER - DISCONNECTION FEE	-	-	-	-
4110-1509 WATER SUNDRY INCOME - INC GST	-	-	-	-
4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)
4110-1512 PRIVATE WORKS INCOME - WATER	-	-	-	-
4110-1513 WATER SUNDRY INCOME - GST FREE	-	-	-	-
4110-1601 SECT. 64 CONT. WATER - BGA	-	-	-	-
4110-1602 SECT. 64 CONT. WATER - BER	-	-	-	-
4110-1603 SECT. 64 CONT. WATER - FIN	-	-	-	-
4110-1604 SECT. 64 CONT. WATER - TOC	-	-	-	-
4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-
4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-
4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-
4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-
4110-1840 INTEREST ON INVESTMENTS	176,000	162,000	107,000	112,000

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
4110-1850 INTEREST - OTHER	-	-	-	-
4110-1926 WATER TRANSFER FROM RESERVE	12,124,000	2,554,000	330,000	790,000
4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-
4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000
4240-4710 WATER DEPCN CONTRA	652,000	659,000	665,000	672,000
6100-1501 LIBRARY SUNDRY INCOME INCL GST	1,000	1,000	1,000	-
6100-1502 FRIENDS OF THE LIBRARY	1,000	1,000	1,000	1,000
6100-1503 LIBRARY ROOM HIRE CHARGES	-	-	-	-
6100-1504 LIBRARY DONATION	-	-	-	-
6100-1820 LIBRARY FEES INCLUDING GST	3,000	3,000	3,000	3,000
6100-1821 LIBRARY FINES GST FREE	-	-	-	-
6100-1822 INTER LIBRARY LOAN FEES	-	-	-	-
6100-1823 BERRIGAN SHIRE BOOK CLUBS	-	-	-	-
6100-1950 LIBRARY SERVICE GRANTS	63,000	63,000	63,000	63,000
6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	7,000	7,000	7,000	7,000
6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	-	-	-	-
6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY	-	-	-	-
6100-1955 GET ONLINE WEEK / GOODTHINGS	-	-	-	-
6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT	-	-	-	-
6100-1960 TECH SAVY SENIORS PROGRAM	-	-	-	-
6100-1961 BROADBAND FOR SENIORS	-	-	-	-
6100-1963 Library Service Other Grants	-	-	-	-
6320-1500 HERITAGE FUND REVENUE	3,000	3,000	3,000	3,000
6320-1950 HERITAGE ADVISORY SERVICE GRANT	-	-	-	-
6320-1951 LOCAL HERITAGE FUND GRANT	5,000	5,000	5,000	5,000
6330-1600 INTERNATIONAL WOMENS DAY INCOME	1,000	1,000	1,000	1,000

SUPPORTED AND ENGAGED COMMUNITIES	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(12,172,000)	(2,760,000)	(464,000)	(969,000)
	(12,432,000)	(2,812,000)	(509,000)	(1,007,000)
6400-1828 USER CHARGES - SWIMMING POOLS	25,000	25,000	25,000	25,000
6400-1829 RECOVERIES FOR LIFEGUARDS	60,000	60,000	60,000	60,000
6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	1,000	1,000	1,000	1,000
6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	-	-	-
6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-
6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-
6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	-	-	-	-
6600-1821 USER CHARGES - TOC FORESHORE RES	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
1920-0184 TOC AERO RUNWAY 18-36 HEAVY PA	-	-	-	-
1920-0187 TOC AERO PERIMETER AND TAXIWAY	-	-	-	-
1920-0190 AERODROME SUBDIVISION WORKS	-	-	-	-
1920-0500 TOC AERODROME SECURITY FENCE	-	-	-	-
1920-0501 TOC AERODROME TERMINAL TOILETS	-	-	-	-
2011-0500 BGN -CARAVAN PARK RESEAL ROADS	-	-	-	-
2011-0501 BGN - CARAVAN PARK AMENTITIES	-	-	-	-
2012-0210 FINLEY CBD REFURBISHMENT DC2	-	-	-	-
2012-0220 BERRIGAN CBD REFURBISHMENT DC2	-	-	-	-
2014-0500 SALEYARDS FACILITY UPGRADE	-	-	-	-
2015-0529 FIN SUBDIVISION - LEWIS CR	-	-	-	-
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE	-	-	-	-
BUSINESSDEVCAPEXP BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	-	-
CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-	-	-
SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-	-	-
TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-
	-	-	-	-
7700-1600 AERODROME MBFC CONTRIBUTION	-	-	-	-
7700-1827 AERODROME - SALE OF LAND	-	-	-	-
7700-1828 AERODROME - SALE OF LAND (MARGIN)	-	-	-	-
7700-1829 AERODROME - GST MARGIN REFUND	-	-	-	-
7700-1951 AERODROME CAPITAL GRANT	-	-	-	-
7700-1952 TOC AERODROME SECURITY FENCE RAPI	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
8300-1952 TOWN CBD REFURBISHMENTS DC2	-	-	-	-
8400-1950 BUILDING BETTER REGIONS JERSEY GRANT BBRF	-	-	-	-
8600-1950 FINLEY SALEYARDS HVSP	-	-	-	-
8710-1895 COMMERCIAL - NEWELL HWAY TOC DISPOSAL	-	-	-	-
8720-1701 LCLI LOAN 392 INTEREST SUBSIDY	-	-	-	-
8720-1750 LCLI EXT LOAN 392 PROCEEDS	-	-	-	-
8720-3800 INVENTORY - HELD FOR SALE	-	-	-	-
8720-3800 TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	-	-	-
AERODROMECAPINC AERODROME CAPITAL WORKS INCOME	-	-	-	-
BUSINESSDEVCAPINC BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-
SALEYARDCAPINC SALEYARDS CAPITAL INCOME	-	-	-	-
TOURISMCAPINC TOURISM CAPITAL INCOME	-	-	-	-
1200-2026 WORKS TRANSFER TO RESERVE	-	-	-	-
1213-0108 FRUIT FLY MITIGATION STRATEGY	(5,000)	(5,000)	(5,000)	(5,000)
1812-0105 PINE LODGE PIT OPERATING EXPEN	(93,000)	(95,000)	(96,000)	(98,000)
1920-0115 BGN AERODROME GROUNDS MTCE	(5,000)	(5,000)	(5,000)	(5,000)
1920-0170 TOC AERODROME OPERATING EXPENS	(75,000)	(76,000)	(77,000)	(78,000)
1920-0171 TOC AERODROME - INSURANCE	-	-	-	-
1920-0172 LIBERATOR INSURANCE	-	-	-	-
1920-0175 TOC AERODROME BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)
1920-0200 AERODROME ADMIN CHARGES	(26,000)	(26,000)	(26,000)	(26,000)
2010-0000 S/DR NOXIOUS WEEDS	-	-	-	-
2010-0001 P/W - MURRAY RIVER COUNCIL	-	-	-	-
2010-0002 P/W - EDWARD RIVER COUNCIL	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
2010-0003 P/W - LLS KHAKI WEED PROGRAM	-	-	-	-
2010-0004 P/W - YACTAC NOXIOUS WEEDS	-	-	-	-
2010-0005 P/W - BUSHLANDS ON THE MURRAY	-	-	-	-
2011-0105 TOC CARAVAN PARK OPERATING EXP	-	-	-	-
2011-0108 TOC CARAVAN PARK INSURANCE EXP	(3,000)	(3,000)	(3,000)	(3,000)
2011-0120 BGN CARAVAN PARK OPERATING EXP	(1,000)	(1,000)	(1,000)	(1,000)
2011-0125 BGN CARAVAN PARK - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)
2011-0126 BGN CARAVAN PARK DONATIONS EXP	-	-	-	-
2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
2012-0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-
2012-0122 TOC TOURISM INFO BLDG MTCE	-	-	-	-
2012-0124 TOC TOURISM INFO - INSURANCE	-	-	-	-
2012-0130 GRIFFITH & LEETON MARKETING CAMPAIGN	(75,000)	-	-	-
2012-0196 TOURISM STRATEGIC PLAN	(20,000)	(20,000)	(20,000)	(20,000)
2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(15,000)	(16,000)	(16,000)	(16,000)
2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)
2012-0199 TOURISM ADMIN CHARGES	(33,000)	(33,000)	(33,000)	(33,000)
2012-0200 TOURISM EVENTS GRANTS	(10,000)	(10,000)	(10,000)	(10,000)
2012-0250 EVENT MARKETING TOOLS	(1,000)	(1,000)	(1,000)	(1,000)
2012-0251 SPORTS EVENT PROGRAM	-	-	-	-
2012-0300 TOC TOURISM INFO CENTRE	-	-	-	-
2013-0122 MURRAY DARLING BASIN SPEAK UP	-	-	-	-
2013-0123 SMALL BUSINESS WEEK	-	-	-	-
2013-0125 SOUTHERN RIVERINA IRRIGATORS	-	-	-	-
2013-0150 ECONOMIC BENEFIT ASSESMENT	-	-	-	-
2013-0205 ECONOMIC DEVELOPMENT OFFICER	(127,000)	(131,000)	(135,000)	(139,000)
2013-0208 EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
2013-0210 ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220 ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(20,000)	(20,000)	(20,000)	(20,000)
2013-0240 ECON. DEV. OFFICER OFFICE EXPENSES	-	-	-	-
2013-0241 ECON. DEV. OFFICER - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
2014-0115 SALEYARD OTHER OPERATING EXPEN	(1,000)	(1,000)	(1,000)	(1,000)
2014-0120 SALEYARD EQUIP MTCE	-	-	-	-
2014-0122 SALEYARD - INSURANCE	(12,000)	(11,000)	(11,000)	(11,000)
2014-0130 SALEYARD BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)
2014-0145 SALEYARD ADMIN CHARGES	(3,000)	(3,000)	(3,000)	(3,000)
2014-0538 PUMP REPLACEMENT	(6,000)	(6,000)	(6,000)	(6,000)
2015-0105 INDUSTRIAL & BUSINESS DEVELOPMENT	(25,000)	(26,000)	(26,000)	(26,000)
2015-0106 STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,000)	(4,000)
2015-0107 CONTRIBUTION TO RAMROC	(18,000)	(18,000)	(18,000)	(18,000)
2015-0108 TAFE BOOK SCHOLORSHIP	-	-	-	-
2015-0140 REAL ESTATE DEVELOPMENT- LEGAL	-	-	-	-
2015-0141 COMMERCIAL LAND - AGENTS FEES	-	-	-	-
2015-0145 REAL ESTATE DEVELOPMENT - RATE	(5,000)	(5,000)	(5,000)	(5,000)
2015-0165 BUSINESS & ENVIRONMENT AWARDS	(20,000)	(20,000)	(21,000)	(21,000)
2015-0180 BUSINESS DEVELOPMENT ADMIN CHA	(99,000)	(99,000)	(99,000)	(99,000)
2015-0181 NSW RURAL DOCTORS NETWORK BURS	(3,000)	(3,000)	(3,000)	(3,000)
2015-0185 NSW SMALL BUSINESS MONTH GRANT	-	-	-	-
2015-0188 REGIONAL CAREERS FORUM	(7,000)	(7,000)	(7,000)	(7,000)
2015-0189 COBRAM & DIS FOODBANK DONATION	-	(10,000)	-	(10,000)
2015-0200 FIN GOLF CLUB IRRIGATION DC2	-	-	-	-
2015-0205 BGN BOWLS MACHINERY SHED DC2	-	-	-	-
2015-0210 BGN AGED CARE GENERATOR DC2	-	-	-	-
2016-0120 RISK MANAGEMENT - TRAINING	(4,000)	(4,000)	(4,000)	(4,000)

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
2016-0205 RISK MANAGEMENT - SALARIES	(150,000)	(154,000)	(158,000)	(163,000)
2016-0241 RISK MANAGEMENT - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)
2016-0242 RISK MANAGEMENT - VEHICLE	(22,000)	(22,000)	(22,000)	(23,000)
2017-0120 BENDIGO BANK AGENCY TRAINING	-	-	-	-
2017-0205 BENDIGO BANK AGENCY	(54,000)	(55,000)	(56,000)	(57,000)
2019-0155 WRITE OFF BAD DEBTS - P/WORKS	(2,000)	(2,000)	(2,000)	(2,000)
2020-0000 S/DR TECH SERV (BUDGET)	(43,000)	(44,000)	(44,000)	(45,000)
2030-0000 S/DR - CORP SERV (BUDGET)	(10,000)	(11,000)	(12,000)	(12,000)
6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(3,000)	(3,000)	(3,000)	(3,000)
6920-2508 QUARRIES - DEPCN	(1,000)	(1,000)	(1,000)	(1,000)
7700-2026 AERODROME TRANSFER TO RESERVE	-	-	-	-
7700-2500 AERODROME EQUIPMENT DEPCN	-	-	-	-
7700-2504 AERODROME BLDG DEPCN	(9,000)	(10,000)	(10,000)	(10,000)
7700-2510 AERODROME RUNWAY DEPCN	(22,000)	(22,000)	(22,000)	(23,000)
7700-2520 AERODROME LAND IMPROVEMENTS DEPCN	-	-	-	-
8200-2504 CARAVAN PARK DEPCN	(11,000)	(11,000)	(11,000)	(11,000)
8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-
8300-2504 TOURISM INFO DEPCN	(10,000)	(10,000)	(10,000)	(10,000)
8400-2027 ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-
8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-
8600-2502 SALEYARD OFFICE EQUIP DEPCN	(2,000)	(2,000)	(2,000)	(2,000)
8600-2504 SALEYARD DEPCN	(94,000)	(95,000)	(96,000)	(97,000)
1200-1926 WORKS TRANSFER FROM RESERVE	-	-	-	-
6920-1500 PINE LODGE PIT REVENUE	97,000	99,000	100,000	102,000
6920-1505 PINE LODGE PIT REVENUE CONTRA	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-
7700-1500 AERODROME SUNDRY INCOME TOC	1,000	1,000	1,000	1,000
7700-1502 AERODROME USER FEES INCOME	25,000	25,000	25,000	25,000
7700-1926 AERODROME TRANSFER FROM RESERVE	-	-	-	-
8200-1890 TOC CARAVAN PARK LEASE	35,000	35,000	35,000	35,000
8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-
8300-1653 TOWN CBD REFURBISHMENT CONTRIBUTIONS	-	-	-	-
8300-1655 GRIFFITH & LEETON MARKETING CAMPAIGN	-	-	-	-
8300-1890 TOC TOURISM INFO - RENT	-	-	-	-
8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-
8350-1500 TOC INFO CENTRE INCOME	-	-	-	-
8350-1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-
8400-1503 FHS-CAREERS FORUM REVENUE	-	-	-	-
8400-1505 BUSINESS & ENVIRONMENT AWARD DONATION	2,000	2,000	2,000	2,000
8400-1506 BUSINESS & ENVIRONMENT AWARD INCOME	5,000	5,000	5,000	5,000
8400-1507 TOCUMWAL INTER-MODEL CONTRIBUTIONS	-	-	-	-
8400-1508 BUSINESS DEVELOPMENT WORKSHOP	-	-	-	-
8400-1826 TOC FORESHORE RESTAURANT RENT	-	52,000	52,000	52,000
8400-1827 THAM TOC HIST AERODROME MUSEUM RENT	25,000	25,000	25,000	25,000
8400-1927 ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	-	-	-	-
8400-1951 NSW SMALL BUSINESS MONTH GRANT	-	-	-	-
8400-1952 BUSINESS DEVELOPMENT DC2	-	-	-	-
8600-1826 FINLEY SALEYARDS RENTAL INCOME	10,000	10,000	10,000	10,000
8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-
8600-4310 SALEYARD DEPCN CONTRA	96,000	97,000	98,000	99,000
8710-1200 REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-

DIVERSE AND RESILIENT BUSINESS	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST
	(740,000)	(636,000)	(635,000)	(657,000)
8710-1826 RENTAL - OTHER REAL ESTATE INC. GST	17,000	17,000	18,000	18,000
8720-1894 FINLEY ST SUBDIVISION - DISPOSAL	-	-	-	-
8720-1895 FINLEY ST SUBDIVISION - RATE ADJUST.	-	-	-	-
8720-1926 REAL ESTATE DEVT - TFR TO RESERVE	-	-	-	-
8850-1330 BENDIGO BANK AGENCY COMMISSIONS	64,000	64,000	65,000	66,000
8850-1800 BENDIGO BANK SUNDRY INCOME	-	-	-	-
8900-1501 PRIVATE WORKS TECH SERVICES INCOME	49,000	50,000	51,000	52,000
8900-1504 PRIVATE WORKS INCOME - SIGNS	-	-	-	-
8900-1505 PRIVATE WORKS TECH SERVICES GST FREE	3,000	3,000	3,000	3,000
8900-1511 PRIVATE WORKS CORP SERVICES INCOME	7,000	7,000	7,000	7,000
8900-1515 PRIVATE WORKS CORP SERVICES GST FREE	1,000	1,000	1,000	1,000
8900-1521 Private Works Noxious Weeds Income	-	-	-	-
8900-1525 Private Works Noxious Weeds GST Free	-	-	-	-
8990-1530 PRIVATE WORKS RIVERINA GROUP CONF	-	-	-	-

Capital Works Plan Summary

CAPITAL WORKS PLAN SUMMARY 2021-22

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
AERODROME								
	AERODROME EXPENDITURE	(350,000)	(50,000)	-	-	-	-	-
	AERODROME INCOME	150,000	-	-	-	-	-	-
AERODROME Total		(200,000)	(50,000)	-	-	-	-	-
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENDITURE	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total		-	-	-	-	-	-	-
CARAVAN PARK								
	CARAVAN PARK EXPENDITURE	-	-	-	-	-	-	-
CARAVAN PARK Total		-	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(5,000)	-	-	(5,000)	-	-	-
CEMETERIES Total		(5,000)	-	-	(5,000)	-	-	-
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(8,000)	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(8,000)	-	-	-	-	-	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	(19,000)	-	-	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
CORPORATE SERVICES Total		(19,000)	-	-	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	-	-	-	-	-	-	-
DEPOT Total		-	-	-	-	-	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(15,000)	(99,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
	DOMESTIC WASTE INCOME	-	65,000	-	-	-	-	-
DOMESTIC WASTE Total		(15,000)	(34,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
DRAINAGE								
	DRAINAGE EXPENDITURE	(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
DRAINAGE Total		(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	-	-	-	-	-	-	-

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
HOUSING Total		-	-	-	-	-	-	-
LEVEE BANKS								
	LEVEE BANK EXPENDITURE	(300,000)	(207,360)	(127,360)	-	(50,000)	-	(50,000)
	LEVEE BANK INCOME	298,571	157,360	105,000	160,000	-	-	-
LEVEE BANKS Total		(1,429)	(50,000)	(22,360)	160,000	(50,000)	-	(50,000)
LIBRARIES								
	LIBRARIES EXPENDITURE	(15,000)	-	-	-	-	-	-
	LIBRARIES INCOME	-	-	-	-	-	-	-
LIBRARIES Total		(15,000)	-	-	-	-	-	-
MINOR PLANT								
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE								
	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS								
	PUBLIC HALLS EXPENDITURE	(15,000)	-	-	-	-	-	-
	PUBLIC HALLS INCOME	-	-	-	-	-	-	-
PUBLIC HALLS Total		(15,000)	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY								
	PUBLIC HEALTH & SAFETY INCOME	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE	-	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY Total		-	-	-	-	-	-	-
PUBLIC WORKS								
	PUBLIC WORKS PLANT INCOME	245,000	190,000	190,000	70,500	81,000	81,000	81,000
	PUBLIC WORKS PLANT PURCHASE	(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
PUBLIC WORKS Total		(316,750)	(559,750)	(455,750)	(771,500)	(334,000)	(295,500)	(895,000)
RECREATION								
	PARKS & RECREATION EXPENDITURE	-	-	-	-	-	-	-
	PARKS & RECREATION INCOME	-	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE	(34,860)	-	-	-	-	-	-
	RECREATION RESERVES INCOME	6,520	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE	-	-	-	-	-	-	-
	SWIMMING POOLS INCOME	-	-	-	-	-	-	-
RECREATION Total		(28,340)	-	-	-	-	-	-
SALEYARDS								

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
SALEYARDS	SALEYARDS EXPENDITURE	-	-	-	-	-	-	-
	SALEYARDS INCOME	-	-	-	-	-	-	-
SALEYARDS Total		-	-	-	-	-	-	-
SEWERAGE								
	SEWERAGE EXPENDITURE	(945,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
	SEWERAGE INCOME	60,000	-	-	-	-	-	-
SEWERAGE Total		(885,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
SHIRE ROADS								
	FOOTPATHS EXPENDITURE	(168,000)	(95,000)	(135,000)	(136,400)	(120,000)	(109,200)	(126,000)
	FOOTPATHS INCOME	48,000	35,000	35,000	32,000	15,500	7,300	7,500
	R2R GRANT	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
	RMS WORKS EXPENDITURE	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
	RMS WORKS INCOME	350,000	350,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
	RURAL ROADS CONSTRUCTION EXPENDITURE	(915,174)	(890,000)	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
	RURAL ROADS SEALED - RESEALS EXPENDITURE	(259,000)	(404,750)	(513,500)	(693,000)	(709,000)	(577,000)	(684,000)
	RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(439,000)	(356,000)	(518,377)	(451,874)	(440,359)	(462,298)	(459,306)
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-
	TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(140,500)	(190,540)	(308,000)	(165,500)	(148,500)	(255,800)	(161,000)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(330,000)	(73,000)	(268,000)	(314,000)	(196,000)	(575,000)	(280,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total		(937,383)	(1,146,763)	(2,238,659)	(1,454,556)	(1,639,141)	(1,509,780)	(1,862,588)
TOURISM SERVICES								
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
	TOURISM SERVICES INCOME	-	-	-	-	-	-	-
TOURISM SERVICES Total		-	-	-	-	-	-	-
TOWN PROJECTS								
	KERB & GUTTER EXPENDITURE	(185,000)	(211,000)	(244,000)	(293,000)	(162,000)	(400,000)	(230,000)
	KERB & GUTTER INCOME	56,000	73,000	22,000	107,000	7,000	28,000	48,000
TOWN PROJECTS Total		(129,000)	(138,000)	(222,000)	(186,000)	(155,000)	(372,000)	(182,000)
WATER								
	WATER EXPENDITURE	(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
	WATER INCOME	-	-	-	-	-	-	-
WATER Total		(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)

Berrigan Shire 2027



Annual Operational Plan 2021 - 2022

Annual Operational Plan 2021 – 2022

This Annual Operational Plan is year four of the Councils Delivery Program: Delivery Program extended to 5-years due to the COVID19 Pandemic. It is informed by the Council's review of its 10-year Resourcing Strategy 2021 - 2031 which includes the Shire's Asset Management Plans, a Workforce Development Plan 2017 – 2022 and Long Term Financial Plan 2021 – 2031. It describes how Council annual operations contribute to the achievement of the Community Strategic Plan: Berrigan Shire.

Strategic Outcomes

Sustainable natural and built landscapes

Good government

Supported and engaged communities

Diverse and resilient business



Mayor's Message

The Shire's [Annual Operational Plan 2021 – 2022](#), describes the actions Council will take in the next 12-months. Informed by extensive consultation with our communities through the development of Berrigan Shire 2027, it is the fifth year of this Council's 5-year [Delivery Program](#): a [Delivery Program](#) extended to five years due to the COVID-19 pandemic.

Over the next 12-months Council will continue the delivery of its extensive capital works program. It will maintain Council owned assets and continue a rolling program of staged upgrades of:

- Council roads and stormwater
- Town entrances and parks
- Waste management facilities
- Water and sewerage treatment

The Council will also continue to invest in engaging with regional partners and other levels of government on issues outside the Council's direct control but which contribute to the economic prosperity and wellbeing of our Shire.

In addition to engaging other levels of government in the next 12-months, the Council is responding to the economic and social impact of COVID-19, border closures, and the Murray Darling Basin Plan' implementation. For example, as part of its response to the economic effects of COVID19 and border closures, the Council has put aside an additional \$75,000 in 2021/22 for a multi-media marketing campaign promoting Berrigan Shire as a tourist destination to a series of targeted regional centres. This financial contribution follows the Council's initial investment of \$75,000, committed in 2020/21.

[Annual Operational Plan 2021 - 2022](#) priority projects and new initiatives include the \$6.6 m upgrade of the Finley and Barooga Water Treatment Plants and the completion of its Drought Community's funded projects. Further, this budget ensures that our hardworking volunteer committees also continue to be supported with this year's budget allocating \$188,151 towards the operation by our volunteer committees of Council facilities, i.e., our halls, pools, and recreation reserves.

Cr Matthew Hannan
Mayor

Contents

.....	2
Mayor's Message	3
Councillors 2016 – 2022	6
Section 1	7
A Vision and Plan for the Berrigan Shire.....	8
Our Challenges.....	9
Berrigan Shire: The next four years	9
What the Council Does	10
Council's Planning Framework.....	11
Section 2 – Annual Operation Plan	13
Sustainable natural and built landscapes	14
Sustainable natural and built landscapes summary budget 2021 – 2022	28
Good government	29
Good government summary budget 2021 – 2022.....	51
Supported and engaged communities.....	53
Supported and engaged communities summary budget 2021 – 2022	69
Diverse and resilient business.....	70
Diverse and resilient business summary budget 2021 – 2022	83
Section 3 – Revenue & Charging	86
Council Rates Overview 2021/2022.....	87
Calculating your ordinary rate	87
Annual Fees and Charges	106
Section 4 – Annual Operational Plan Budget	151
Budget Summary and Comments 2021/22.....	152
Projected Income and Expenditure Statement	169
Projected Balance Sheet	171
Projected Cash Flow Statement.....	173
Annual Budget & Capital Works	176

Tables

Table 1: Strategic Outcomes and Council Services	10
Table 2 Rates Charged.....	95
Table 3 Domestic Waste Charges.....	95
Table 4 Sewer Charges.....	97
Table 5 Stormwater Management Charges	97
Table 6 Water Access and Supply Charges	98
Table 7 - Outstanding Loans (31 March 2021).....	100
Table 8 - Propose Loans (2021/22)	101
Table 9 Projected Outstanding Debt - 2020/21 to 2023/24	102
Table 10 Loan Redemption - 2020/21 to 2023/24	102
Table 11 - Rates and Charges Yields	103

Figures

Figure 1 Forecast Population 2016 – 2036.....	9
Figure 2 Water Supply Charging.....	105

Councillors 2016 – 2022



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

Middle (Left & Right) Councillor Denis Glanville, Councillor Ross Bodey

Bottom (Left to Right) Councillor John Bruce, Councillor Daryll Morris (Deputy Mayor), Councillor John Taylor

Section 1

A Vision and Plan for the Berrigan Shire

Our Challenges

Berrigan Shire the next four years

What does the Council Do?

Council's Planning & Monitoring



A Vision and Plan for the Berrigan Shire

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.

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

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

Online Survey and Street Stall Respondents

- 23% Berrigan
- 11 % Barooga
- 34% Finley
- 32 % Tocumwal

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

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

Berrigan Shire 2027 therefore, continues to support our communities' belief in the need to promote and develop the LGAs natural assets and advantages. And in do so create the economic prosperity needed to meet the challenges posed by an ageing population, and increasing demands and expectations that visitors to the area experience a high level and standard of public amenity.

The Council's 4-year **Delivery Program 2017 – 2022** and annual **Operational Plans'** outline how the Council will:

- | | |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1. Contribute to Berrigan Shire 2027 strategic outcomes and objectives | 2. Allocate resources: financial, physical and human (Delivery Program Inputs) |
| 3. Manage and operate its services and assets | 4. Measure and Report on the result of what is planned (Delivery Program Outputs) |

Our Challenges

- An ageing population and how we re-prioritise current expenditure to meet community needs
- The sustainability of the Council's current expenditure on essential and current infrastructure
- The impact of The [Murray Darling Basin Plan](#) on irrigated agriculture
- The impact of COVID-19 Pandemic and external political environment on the Shire's industries and jobs
- Lower than Murray Darling Basin average per capita income
- Continued access to social services and issues associated with limited public transport
- NSW community awareness, public safety and health promotion campaigns are not broadcast via Victorian media outlets

Berrigan Shire: The next four years

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

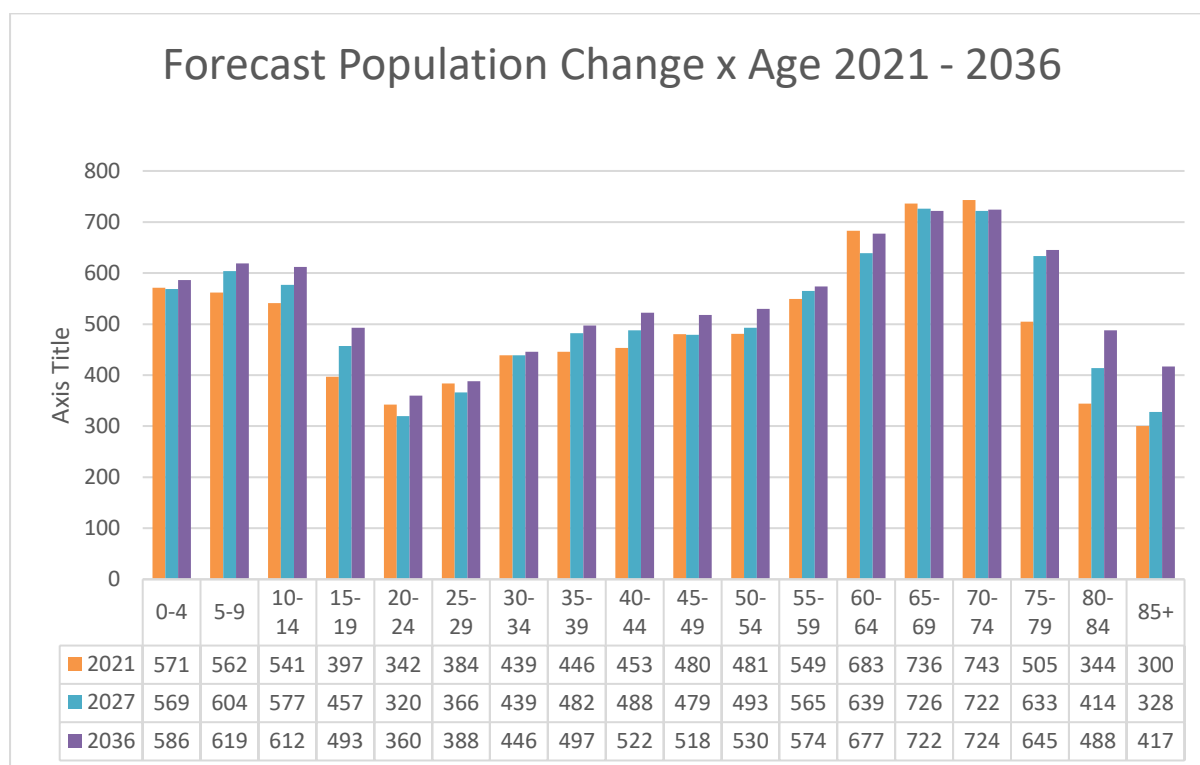


Figure 1 Forecast Population 2016 – 2036

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

What does the Council do?

The system of local government in NSW is changing. Within the NSW system of local government, the Council's role includes:

- The provision of goods, services and facilities that are appropriate to the current and future needs of our local communities and of the wider public
- Facilitating engagement with the local community by the Council, Councillors; and also
- Promoting our local communities' engagement in the activities of the agencies that make up the broader NSW system of local government.

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

Council Strategy and Policy Workshops are a forum for detailed discussion by the Council of community issues and are also the meeting used by the Councillors to work with the Council's executive management team and senior managers on the review, development and monitoring of the Council's [Delivery Program 2017 - 2022](#), operational and financial management.

What the Council Does		
CSP: Strategic Outcome	Service	Activities
Sustainable natural and built landscapes	Housing	Planning and building control
	Environment	Stormwater, street cleaning, noxious weed control
	Sewerage Services	Sewer System
	Mining, Manufacturing and Construction	Quarries
	Transport and Communication	Roads and footpaths, street lighting, aerodrome
Good government	Administration	Corporate / Strategic Planning, General Administration charges and costs associated with delivering services
	Governance	Councillors fees and expenses, elections, meetings, advocacy 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	Social Planning, Community Development
	Water Supplies	Town Water
	Recreation and Culture	Libraries, Recreation Reserves, Swimming Pools, Public Halls and Parks
Diverse and resilient business	Economic Affairs	Caravan Park, Sale yard, Tourism and Economic Development

Table 1: Strategic Outcomes and Council Services

Council's Planning Framework

The Council's planning is underpinned by the Integrated Planning and Reporting Framework for NSW Local Government and the Integrated Planning and Reporting principles described by the Local Government Act 1993. The adjacent Figure illustrates the outcome, input, output, action and review logic and operational integration of Berrigan Shire 2027 (a Community Strategic Plan) with the Council's suite of Integrated Plans.

The Council's **Delivery Program 2017 – 2022** includes the activities undertaken by the Council and is integrated with **Berrigan Shire 2027** strategic outcomes. Describing the Council's commitments for the next four years and the resources it can draw on: resources identified in the Council's **Resourcing Strategy 2021 - 2031**.

The Council's **Delivery Program** is developed from the Shire Council's 10-year **Resourcing Strategy** includes the Shire's Asset Management Plans, **Workforce Development Plan 2017 – 2022** and **Long Term Financial Plan 2021 – 2031**. Asset Management Plans describe and estimate the resources needed by Council to achieve service levels and community expectations and are the basis of the Shire's 4-year Capital Works Program an element of the Shire's **Long Term Financial Management Plan**.

The Shire's **Long Term Financial Plan** and the costings included in the forward projections of its Capital Works Program are subject to ongoing monitoring and review by Council. This ensures Council's **Delivery Program** and cost estimates do not compromise the Council's **Financial Strategy 2021** objectives of:

1. Financial sustainability;
2. Cost effective maintenance of infrastructure service levels; and
3. Financial capacity and freedom.

Themed according to the outcomes we want to achieve the **Delivery Program 2017- 2022** describes:

- The full range of Council services and activities – operations
- High level responsibility for Council services and operations; and
- The monitoring measures we use to determine the efficiency and effectiveness of Council's Delivery Program and its contribution to **Berrigan Shire 2027** Strategic Outcomes.





Section 2 – Annual Operation Plan

What will the Council do to support and promote:

Sustainable natural and built
landscapes

Good government

Supported and engaged communities

Diverse and resilient business



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

The natural and cultural heritage values of our towns, the River, its forests and wildlife are intrinsically valuable and linked to the social wellbeing and economic health of our communities

Sustainable natural and built landscapes

Strategic Objectives

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

Delivery Program Objectives

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

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.1 Coordinate strategic land-use planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.1.1	Implement the Berrigan Shire Local Strategic Planning Statement (LSPS) 2020 - 2040	Line of Sight Planning and integration with State and Regional Strategic Plans	In accordance with the measures identified in LSPS	Development Manager	1411
1.1.1.2	Increase community awareness regarding development application process	Improved community satisfaction with Development Services	Annual Satisfaction Survey of Development Applicants	Development Manager	1411
1.1.1.2.1	Publish results of state-wide assessment of processing times for development applications	Improved community satisfaction with Development Services	Publication of results	Development Manager	1411
1.1.1.3	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Effective and timely assessment of development applications	Applications assessed and processed within statutory timeframes	Development Manager	1411
1.1.1.4	Commence review of Local Environment Plan	Review undertaken in accordance with Statutory Requirements	Local Environment Plan reviewed	Development Manager	1411

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.2 Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Additional opportunities will be provided for the community to comment on new Development	Annual Reporting of participation rates	Development Manager Strategic & Social Planning Coordinator	1411

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.1	Continue annual Heritage Grants Program	Enhancement of the conservation value of heritage items	Successful completion of works granted funding	Development Manager	1715
1.1.3.2	Continue its rolling program of works – town entrances	Improved visual amenity and attractiveness of our towns and major town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Technical Services	1718-0225 1910-0100
1.1.3.2.1	Include in tree master plans additional tree plantings at non-priority town entries	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Technical Services	1718-0225 1910-0100
1.1.3.2.2	Identify and develop high profile sites that will accelerate town centre activation and beautification	Improved visual amenity and attractiveness of our towns and minor town entrances	Program is developed, included in Annual Capital Works Program and works completed as budget allows	Director Technical Services	1718-0225 1910-0100

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Sensitive and sustainable development of the Tocumwal Foreshore	Foreshore projects enhance visual amenity and the attractiveness of natural and built landscape	Director Technical Services Project Manager	
1.1.3.3.1	Develop costings and stages for wet side components: Tocumwal Foreshore Improvement Plan	Costs and staging	Costings and staging completed	Director Technical Services	
1.1.3.3.2	Complete the development of Tocumwal Foreshore – part of the Murray River Experiences Project – a Regional Tourism Infrastructure Project	Construction 2021/22 of Town Square, former VIC and associated Road Works	Project completed in accordance with agreed milestones and project management plans	Director Technical Services Project Manager	

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.4	Implement as funds become available the WAAAF Creek Walk Master Plan	Sustainable development of the natural and cultural heritage WAAAF Creek, Walk Tocumwal	Improved pedestrian and cycle access Installation of interpretative signage Revegetation and habitat improvement	Director Technical Services Director Corporate Services	
1.1.3.5	Implement Finley Railway Park Master Plan	Contemporary Residential Precinct Finley Railway Park	Walkability Accessibility Open Space measures Projects identified in Master Plan are funded and completed	Director Technical Services	
1.1.3.6	Develop a precinct structure plan incorporating parking requirements for Murray / Denison Street, Tocumwal	Parking is accessible, safe, well located and does not detract from the liveability and amenity of the precinct	Relevant standards and measures are incorporated into plan development Precinct structure plan is completed and land use identified	Director Technical Services	

Strategic Objective: 1.1 Support sustainable use of our natural resources and built landscapes					
Delivery Program Objective: 1.1.3. Enhance the visual amenity, heritage and liveability of our communities					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.1.3.6.1	Investigate options for a structure plan/precinct plan for expanding the Tocumwal retail precinct	A plan for the future development of the retail precinct of Tocumwal	Investigation completed	Development Manager Strategic & Social Planning Coordinator	
1.1.3.7	Investigate the development of an active transport strategy	Funds identified for the development of a strategy to inform Council investment in its active transport network – cycle paths and trails within and between our towns	Active Transport Strategy adopted by Council Indicators of improved pedestrian and cycle access	Strategic & Social Planning Coordinator	

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

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.2.1.1	Deliver weed control services	Weed infestation within the Shire is controlled	Quarterly Reporting of Weed Action Plan	Director Technical Services	1214
1.2.1.1.1	Implementation of Weed Action Plan 2020 - 2024	Delivery of the Shire's weed control program/s	Quarterly Reporting of Weed Action Plan	Development Manager	
1.2.1.2	Participation in roadside vegetation enhancement projects as external funds become available	Enhanced bio-diversity in linear reserves	Increased health of native flora and fauna	Development Manager	1214
1.2.1.2.1	Monitor direct seeding project sites for weeds and pests	Increased native vegetation within the road reserve	Quarterly survey of sites	Development Manager	1214
1.2.1.3	Undertake tree assessments and establish a tree register for all urban trees	Hazardous trees will be identified High risk issues address	Number of assessments undertaken Assetfinda reports	Enterprise Risk Manager	1010

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

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.2.1.4	Develop an urban tree strategy	Planned and strategic response to the management of urban trees	Urban Tree Strategy is developed and adopted by the Council	Director Technical Services	
1.2.1.5	Monitor and undertake as required the control and management of pests	Environmental harms caused by pests will be reduced	Annual report of pest management activities	Development Manager	
1.2.1.6	Undertake a review of the plans of management for Crown Lands controlled by Council and or Council Committees of Management	Crown Reserve Management Plans updated	All Crown Reserves managed or controlled by Council have Management Plans	Development Manager Revenue Coordinator	

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.1	Review and implement Asset Management Plans which maintain a balance between improving and maintaining flood levees, stormwater, Council roads, paths and trails	Service levels met as set out in adopted Asset Management Plans	Asset Plans are reviewed by due date Review of Asset Management Plans is informed by community feedback / expectations re: service levels Service Level Data	Director Technical Services	1011 7100 3750
1.3.1.1.1	Complete review and implement reviewed and updated Transport Asset Management Plan	Current performance and future service levels identified	Asset Plan's reviewed and implemented in accordance with Council Policy and Asset Management Strategy	Director Technical Services	
1.3.1.2	Design, construct and maintain storm water systems that safely capture and remove water	Service levels met as set out in adopted Storm Water Asset Management Plan	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met Service Level Data	Director Technical Services	1416

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.2.1	Undertake Finley Stormwater Improvement Project	Improved capture and removal of storm water - Finley	Stormwater captured and removed per Stormwater Improvement Project performance requirements Service Level Data & increased storm water network length	Director Technical Services	
1.3. 1.3	Ensure sewer network is safe and functional	Sewer networks are managed to maximise operational functions	Number of problems / breaks	Director Technical Services /Environmental Engineer	1418
1.3.1.3.1	Generate sufficient income from fees and charges to provide for the renewal of sewer and distribution assets	Sewer networks operates on full cost recovery basis and in doing so generates sufficient revenue to ensure the long term sustainability of operations	Revenue generated	Director Corporate Services	1418

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.3.2	Implement adopted Liquid Trade Waste Policy	Operation of sewer network is optimised	Liquid Trade Waste Policy implementation plan – project milestones	Director Technical Services	
1.3.1.4	Continue remediation Tocumwal Foreshore Levee	Remediation works prevents inundation of Tocumwal from recognized flood levels	Annual inspection for defects Performance in flood events	Director Technical Services	1418
1.3.1.5	Maintain the safety of Council roads and walkways	Asset Management Plan identified service levels and standards are met	Works completed in accordance with relevant standards Annual Review	Executive Engineer	7100 1910 1911 1912 1916 1917
1.3.1.5.1	Review and seek community comment on updated Pedestrian Access and Mobility Plans (PAMPS)	PAMP service levels informed by community feedback on service levels and priorities	Community Engagement / Participation in PAMP review	Director Technical Services Strategic & Social Planning Coordinator	

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.1 Coordinate flood levee, Council road network and storm water asset management and planning					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.1.5.2	Publication Council website and Facebook weekly issues - operations	Community will have information about planned road works/maintenance and can plan their travel / use of roads or walkways accordingly	Weekly publication and update of Council website and Facebook Quarterly report Facebook Analytics and Customer Request Data	Director Technical Services	1010

Strategic Objective: 1.3 Connect and protect our communities					
Delivery Program Objective: 1.3.2 Manage landfill, recycling and waste disposal					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Sustainable management of Berrigan Shire Council Waste Management facilities and services	Quarterly reporting and monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Environmental Engineer	1412
1.3.2.1.1	Develop and implement a waste and recycling community education program	Reduction in non-recyclables in recycling waste stream	Surveys Contamination rates recycling	Environmental Engineer Strategic & Social Planning Coordinator	1412 1313
1.3.2.1.2	Investigate options for the development of a community recycling / tip shop	Increase in waste diverted from landfill	Monitoring of KPIs in accordance with Berrigan Shire Council Waste Plan	Environmental Engineer	1412
1.3.2.2	Deliver township garbage collection and street cleaning services	Instigate & manage a waste collection contract to ensure garbage collection	Garbage is collected within agreed timeframes and budgets	Environmental Engineer	1412

Sustainable natural and built landscapes summary budget 2021 – 2022

	2021 - 2022 Budget \$
Capital expenditures	(6,753,000)
Capital source of funds	3,253,000
Net Capital funds results	(3,500,000)
Operating expenditure	(11,886,000)
Operating source of funds	7,832,000
Net Operating result	(4,054,000)
Net funds / surplus (Deficit)	(7,554,000)



Good government

Strategic Objectives

- 2.1** **Berrigan Shire 2027** objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting
- 2.2** Strengthen strategic relationships and partnerships with community, business and government

Delivery Program Objectives

- 2.1.1** Council operations, partnerships and coordination of resources contribute toward 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
- 2.2.1** Participate in networks that promote regional and cross-border collaboration, planning and service delivery

The development of a **Delivery Program** and **Annual Operational Plan** linked to the **Community Strategic Plan** establishes a pathway for Councils, communities and individuals to become engaged and active in planning for the future wellbeing of our communities.

Increasing the transparency of day-to-day Council operations and accountability for how we connect with, and report to our communities.

And just as important as the plan, is the process which facilitates partnership and the development of new opportunities.

Strategic Objective: 2.1 *Berrigan Shire 2027* objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

Delivery Program Objective: 2.1.1 Council operations, partnerships and coordination of resources contribute toward implementation of *Berrigan Shire 2027*

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.1.1	Promote and support the engagement of Shire residents, local business and agencies in the development, implementation and of <i>Berrigan Shire 2027</i>	Co-production of local services	No. of new partnerships / projects Facebook Analytics Surveys/feedback from participants in Shire engagement activities Annual Report	Strategic & Social Planning Coordinator	1001

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.1	Provide facilities and support including financial to the elected the Council	The leadership skills, experience and knowledge of Councillors is used	Council Meeting Attendance Conference and workshop attendance	Chief Executive Officer	1001 - 1008
2.1.2.1.1	Induct new Council following election	Council provided with a detailed understanding of Council's functions, resources and challenges	Induction completed	Chief Executive Officer	
2.1.2.1.2	Implement in conjunction with Councillors, Councillor Training and Development Plans	Increase in Councillor skills and knowledge	Councillor evaluation of Councillor Training and Development Plans	Chief Executive Officer	
2.1.2.2	Review and modify where required the Berrigan Shire Integrated Management System	Continuously improved documented system that reflects Council's processes	Workplace Inspections; Internal Audit Reviews	Enterprise Risk Manager	1001

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

Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.1	Standard Operating Procedures (SOPs) and SWMS reviewed to ensure compliance	Safer workplace and legislative compliance	Workplace Inspections Internal Audit Reviews Incident Investigations	Enterprise Risk Manager	1001
2.1.2.2.2	Design Manual to be developed	Compliance and relevant documented procedures	Manual completed and issued	Engineering Services Manager /Enterprise Risk Manager	1001
2.1.2.2.3	Implement continuous improvement pathway (CIP) Action Plan	Improved governance and reduced risk exposure	CIP Plan to be audited and assessed by State wide Area Risk Manager	Enterprise Risk Manager	1001
2.1.2.2.4	Develop and review existing HR Policies and Procedures in line with the Workforce Development Plan	Compliant and relevant HR system	Development of procedures in accordance with Action Plans	Enterprise Risk Manager /Director Corporate Services	1010

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.2.5	Continue the development and implementation competency assessment and training program for Council's plant operators	Competent operators and safer workplace	Number of assessments completed.	Enterprise Risk Manager	1011
2.1.2.2.6	Review and develop Risk Management Strategic Plan 2021 - 2024	Safer workplace and community New plan strategies identified for inclusion into future Delivery Plan .	Plan adopted by Council	Enterprise Risk Manager	2016
2.1.2.3	Strengthen revenue base and increase discretionary spending	A stronger revenue base	Financial Strategy Benchmarks	Director Services Corporate	1010

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.3.1	Implement Sustainability Advantage Action Plan 2019 sustainability; infrastructure and service management; and efficiency improvement plan including projects designed to optimise use of solar power	Continue to meet or exceed Financial Strategy Benchmarks	Financial Strategy Benchmarks	Chief Executive Officer Finance Manager	1010
2.1.2.3.2	Develop sustainability program – Council Library Services focus areas: leadership and management, customer needs, procurement, operational performance, human resources	Sustainability initiatives and benefits identified	Financial Sustainability	Director Corporate Services Manager Library Services	1710

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.2.4	Develop Community Engagement Strategy and conduct review of Berrigan Shire 2027 (CSP) and associated integrated plans	Community involvement in the review and co-design on new Community Strategic Plan (CSP)	Participation Rates at CSP review activities Survey Responses Council endorses CSP on behalf of the community Integrated Plans meet legislative requirements	Strategic & Social Planning Coordinator	1313

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Effective management of Council investments and finances	External audit	Director Corporate Services	1010
2.1.3.1.1	Investigate in accordance with Financial Strategy 2021 opportunities to bring forward projects using debt finance	Timely and cost effective investment in Council services and infrastructure	Business Case and cost-benefit analyses	Director Corporate Services	1010
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Council Operations comply with relevant frameworks	Council governance indicators	Director Corporate Services	1010
2.1.3.2.1	Implement Auditor General's Services Plan	Council operations, systems and processes facilitate implementation of Auditor General's Services Plan	Council governance and audit indicators	Director Corporate Services Finance Manager	1010

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.2.2	Active participation of Finance staff in relevant training, industry forums	Staff have skills, knowledge and training	Participant Evaluation Activity Data re: training and industry forums	Finance Manager	1010
2.1.3.3	Deliver responsive customer service	Customer survey Complaints system	Activity Data re: response times	Director Corporate Services	1010
2.1.3.3.1	Monitor and report Customer Service Requests logged and actioned	Timely resolution of Customer Service Requests	Quarterly report	Director Corporate Services	1010
2.1.3.4	Conduct service review and develop the <i>Corporate Services Strategic Plan 2017 - 2021</i>	Strategic management and prioritisation of the resourcing and staff requirements Corporate services	Plan adopted by Council	Finance Manager Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.4.1	Corporate Services service review will prioritise the integration of financial and asset management systems	Improved financial sustainability and management of costs	Systems upgrades	Finance Manager Director Corporate Services Director Technical Services	1010
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's <i>Workforce Development Plan 2017 - 2022</i>	A workforce with the competencies needed to implement the Council's <i>Delivery Program</i>	<i>Workforce Development Plan</i> implemented No key position is vacant for longer than six months	Enterprise Risk Manager	1010
2.1.3.5.1	Identify, attract and recruit an appropriately qualified and flexible workforce	A workforce with the competencies needed to implement the Council's <i>Delivery Program</i>	No key position is vacant for longer than six months	Enterprise Risk Manager	1010

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.2	Increase the engagement and retention of Council's professional and technically skilled workforce	Increase (compared with 2016 result) in the % of staff reporting greater recognition	Staff Survey 2021	Enterprise Risk Manager	1010
2.1.3.5.3	<i>Equal Employment & Opportunity Policy</i> to be implemented as part of the <i>Disability Inclusion Action Plan</i>	Merit based employment in an inclusive and accessible workplace	<i>Annual Disability & Carers Action Plan</i> Reporting	Enterprise Risk Manager Strategic & Social Planning Coordinator	1010
2.1.3.5.4	Strengthen workplace training and skills	Professional and competent workforce	Gap Analysis Training Plans Training provided Report of Annual Training Activities	Enterprise Risk Manager Director Corporate Services Director Technical Services Human Resources Officer	

Strategic Objective: 2.1 *Berrigan Shire 2027* objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.5	Provide career development opportunities for identified positions in Council	An engaged professional and competent workforce	Staff Survey Annual Report	Enterprise Risk Manager	1010
2.1.3.5.6	Continue the development of service specific and multi-skilled teams	Collaboration and increased organisational capacity	Staff Survey Performance Reviews	Enterprise Risk Manager	
2.1.3.5.7	Continue the development of Volunteer Management System addressing workplace health and safety issues.	Safer workplace for volunteers	No. of activities undertaken	Director Corporate Services/Enterprise Risk Manager	1001
2.1.3.5.8	Investigate options for online delivery of Volunteer Training programs in good governance, financial systems and controls	Volunteers will be trained and have access to information and support about their obligations and Council requirements – re: Governance and financial management Council Committees	All Council Committee volunteers (Office Bearers) receive training before assuming or being confirmed by the Council as Committee Volunteer Office Bearers	Director Corporate Services	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.5.9	Quantify the monetised value of volunteer work – Council facilities	Monetised material value of volunteer effort – Council Committees recorded and reported where appropriate	In accordance with the Australian Accounting Standard	Finance Manager	
2.1.3.6	Provide information technology and associated support for Council operations	Efficient operation of Information Technology Systems supporting other Council services	IT assistance requests resolved Internal Customer Survey	Director of Corporate Services Technology and Innovation Officer	1010
2.1.3.6.1	Continue the development and implementation of <i>Information and Technology Strategy</i>	A robust and effective ICT network supported by software which is fit for purpose Council functions	Annual Review and Reporting of <i>Information and Technology Strategy</i> actions	Director Corporate Services Technology and Innovation Officer	

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Effective records management system	Internal monitoring of information retrieval and storage	Director Corporate Services GM Assistant Technology and Innovation Officer	1010
2.1.3.7.1	Implement new electronic content management system	Effective management of Council records including electronic communications	Internal monitoring of information retrieval and storage	GM Assistant Technology and Innovation Officer Finance Manager	
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Council owned community infrastructure and assets are sustainably maintained and developed	Asset Management Plans implemented Planned Works Completed	Director Corporate Services	1011 1714
2.1.3.8.1	Develop a project management plan (5-year) prioritising works / investment in Council Reserves, Halls and Pools	Planned program of Council and community investment in Council Reserves, Halls and Pools	Project Management Plan milestones identified and actions reported	Director Corporate Services	1011 1714

Strategic Objective: 2.1 *Berrigan Shire 2027* objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.8.2	Investigate feasibility of enhancing the sustainability of infrastructure and community assets via community energy projects	Reduction in energy costs associated with the operation of community assets	Feasibility Study Conducted	Strategic & Social Planning Coordinator	
2.1.3.8.2.1	Develop and Implement Berrigan Shire Sustainable Operations Energy Strategy	Sustainable and cost effective use of energy	Audit of Energy Use Measures identified by Energy Use Strategy Budget allocated to fund energy strategy projects Strategy is implemented all items with an ROI of 4 years are completed.	Director Technical Services	

Strategic Objective: 2.1 Berrigan Shire 2027 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.8.3	Investigate financial feasibility and where appropriate develop shovel ready financial business case for the following : <ul style="list-style-type: none"> • Jerilderie St, Berrigan (Northern entrance) • Mary Lawson – Master Plan • Stormwater Retention Basin - Finley 	Shovel ready business cases for upgrade of key assets	Financial feasibility and associated costs identified	Director Corporate Services Strategic & Social Planning Coordinator Director Technical Services	
2.1.3.8.4	Financial reporting and project management of grant funded projects	Timely delivery and reporting of projects in accordance with funding deeds	Quarterly Reporting Project Acquittals	Director Corporate Services Project Manager	
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Ongoing maintenance and renewal of Council plant and equipment	Capital Works Plan	Director Technical Services	1011 1015 1020 1025 1030

Strategic Objective: 2.1 <i>Berrigan Shire 2027</i> objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting					
Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.9.1	Develop Council Policy on the emergence of Electric Vehicles and implications for plant and equipment renewal, maintenance, and charging infrastructure	Council position and the strategy to be adopted when procuring and or renewing Council plant or reviewing Council operations is identified	Policy is developed and adopted by the Council Measures to reflect the policy intent	Director Technical Services Strategic & Social Planning Coordinator	
2.1.3.10	Coordinate the ongoing review and development of Council and Operational procedures	Regular review and update of Council Policies and associated Operational Procedures	Number of policies reviewed Number of policies outstanding	Director Corporate Services	1010
2.1.3.10.1	Review the Council's Water Trading Policy to include Council response to exceptional circumstances	Responsive and transparent Water Trading Policy	Policy Reviewed Policy included in Integrated Water Cycle Management Plan	Director Corporate Services Director Technical Services	1010

Strategic Objective: 2.1 *Berrigan Shire 2027* objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.1.3.10.2	Establish new rating category Business-Alternative Energy	Land used for alternative energy production will be rated accordingly	Implementation of this category and its inclusion in annual Rating and Revenue Policy	Director Corporate Services	

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Accurate, accessible information about regional and local social and economic conditions	Participation in partnerships Publication of data	Strategic & Social Planning Coordinator	1313
2.2.1.1.1	Participate in RAMJO meetings, including officer group meetings	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Attendance at meetings	Chief Executive Officer	1001 - 1008
2.2.1.1.2	Meet jointly with Moira Shire Council	Co-ordination of Council activities and planning for the future.	Meetings held, outcomes agreed to.	Chief Executive Officer	1001 - 1008

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government

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

DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.1.3	Participate in Department of Premier and Cabinet organised Regional Managers meetings	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Attendance at meetings	Chief Executive Officer	1001 - 1008
2.2.1.1.4	Maintain membership of Country Mayors Association and LGNSW	Improved efficiency of Council actions, regional response to issues and understanding of alternative approaches to issues.	Memberships maintained	Chief Executive Officer	1001
2.2.1.1.5	Invest in statistically robust small area social and economic modelling and forecasting	Council and community decision making and funding applications are informed by accessible evidence about regional and local social, economic conditions	Publication of social and economic data	Strategic & Social Planning Coordinator	1313

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	Improved economic and social outcomes for the Shire's irrigators and communities	Submissions prepared No. invitations by other levels of government to represent the Shire's position	Chief Executive Officer	1001 - 1008
2.2.1.3	Actively lobby all levels of government and energy industry for investment in upgrading local energy (power) infrastructure	Improved economic and social outcomes for the Shire's primary and manufacturing industries	Submissions prepared Council Minutes and Annual Report publish information on lobbying activity No. invitations by other levels of government to represent the Shire's position	Chief Executive Officer	

Strategic Objective: 2.2 Strengthen strategic relationships and partnerships with community, business and government					
Delivery Program Objective: 2.2.1 Participate in networks that promote regional and cross-border collaboration, planning and service delivery					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
2.2.1.3.1	Council to develop a policy on investment by the Council in transmission infrastructure	Council funds are not diverted to address regulatory and service failure by other levels of government or the market	\$ value and source of investment in energy transmission infrastructure projects Transmission infrastructure is fit for purpose and facilitates industry and community growth	Chief Executive Officer	

Good government summary budget 2021 – 2022

	2021/22 Budget \$
Capital expenditures	(1,230,000)
Capital source of funds	359,000
Net Capital funds results	(871,000)
Operating expenditure	(2,487,000)
Operating source of funds	14,459,000
Net Operating result	11,972,000
Net funds / surplus (Deficit)	11,101,000



Supported and engaged communities

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

Community wellbeing is fostered through every day involvement in community activities.

Community resources are also equitably used to improve community health, individual wellbeing and to celebrate community creativity and innovation – past, present and future.

Strategic Objectives

- 3.1 Create safe, friendly and accessible communities
- 3.2 Support community engagement through life-long learning, culture and recreation

Delivery Program Objectives

- 3.1.1 Build communities that are home to more families and young people
- 3.1.2 Facilitate all age healthy lifestyles and ageing in place
- 3.1.3 Strengthen the inclusiveness and accessibility of our community
- 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services
- 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation
- 3.2.2 Facilitate and partner with local communities in the development of township plans

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Local projects and programs are established to support and promote the healthy development of children and young people	Project participant surveys Council sponsored projects supporting families, young people and children	Strategic & Social Planning Coordinator	1215 1313 1314 3100 1715
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Local projects and services support the attraction and retention of families and young people	Quarterly report of activities	Strategic & Social Planning Coordinator	1313
3.1.1.2.2	Investigate the development of an indoor play centre	The attraction and retention of families with children	Community express their interest in and willingness to be involved in the development of a community-owned and operated indoor play centre Review of Children & Families Strategy	Strategic & Social Planning Coordinator	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.1 Build communities that are home to more families and young people					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.1.2.3	Support the development by the community or the market of the construction and or operation of a long-day-care child care service in Tocumwal	The attraction and retention of families with children	Community or market develop and operate long day care service in Tocumwal Review of Children & Families Strategy	Strategic & Social Planning Coordinator	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.1	Review the Active Ageing and Disability Inclusion Plan	Council facilities and services support older residents health, mobility and their economic / social participation in community life	Active Ageing and Disability Inclusion Plan 2021 - 2025 actions are funded and included in Operational Plan	Strategic & Social Planning Coordinator	
3.1.2.1.1	Celebrate achievements of disabled and older residents	Host and market events that celebrate the achievements of disabled and older residents e.g.: International Day of Disability Seniors Week	Community change in attitudes and behaviour	Strategic & Social Planning Coordinator	
3.1.2.1.2	In partnership with local service providers, Intereach and business implement the Access at Glance Project	Inclusion of older people and disabled in economic and social life of our communities	No. of businesses that participate in the program	Social and Strategic Planning Coordinator	1313

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.2	Provide recreation facilities which support active lifestyle and ageing place	Council recreation facilities support active lifestyle and ageing place	Implementation and review Corporate and Community Services Asset Management Plan	Director Corporate Services	1714 1715 1716 1717
3.1.2.2.1	Contribute to the operations of the indoor Pool and Gym owned and operated by the Barooga Sports Club Ltd in accordance with conditions identified by Council Resolution	Barooga Sports Club facilities continue to support the health and wellbeing of Shire residents	In accordance with the measures agreed by the Council and the Barooga Sports Club Ltd	Director Corporate Services	
3.1.2.2.2	Develop with Committee's a 10-year Strategic Plan for each Council Recreation Reserve including Mary Lawson Reserve	High quality and sustainable management of open-space and associated facilities	Strategic Plan for each reserve is developed	Director Corporate Services	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.2 Facilitate all age healthy lifestyles and ageing in place					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.2.2.3	Implement the Barooga Recreation Reserve Strategy 2021 - 2031	High quality and sustainable management of open-space and associated facilities	Annual Report	Director Corporate Services	
3.1.2.2.4	Investigate options for improvements at Mary Lawson Wayside Rest	A contemporary high amenity rest area reflecting well on the town of Finley and Berrigan Shire	Investigation completed	Director Corporate Services SSPC/ERM	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.1	Develop an Integrated Water Cycle Management Strategy	Strategy will guide and inform the management of the Council's Water Business	Range of indicators to be identified in the Strategy Strategy is adopted by NSW Department of Planning, Industry and Environment	Environmental Engineer Director Technical Services	
3.1.4.2	Ensure potable water and sewer network is safe and functional	Safe potable water for human consumption and health Water and Sewer networks are managed to maximise operational functions	Compliance with established Public Health drinking water standards and sewerage treatment effluent quality	Environmental Engineer	1510 1511 4240 4110
3.1.4.2.1	Design and construct upgrades to the Finley and Barooga Water plant/s	Fit for purpose water treatment plants	Improvement in drinking water quality as targeted in Councils Drinking Water Risk management Plan	Environmental Engineer	1510 1511 4240 4110

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.2.2	Conduct annual audit, in accordance with Australian Drinking Water Guidelines	Active monitoring of the quality of potable water	Compliance with Australian Drinking Water Guidelines	Environmental Engineer	
3.1.4.2.3	Installation of new water meters	'Real time' monitoring of water use by Council and residents	Meters installed in accordance with agreed project management milestone	Director Corporate Services Director Technical Services	
3.1.4.3	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Safer and healthier communities	Assess impacts associated with actions resulting in contamination	Development Manager	1511 1111 1211 1212 1213

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.2.1	Develop and implement inspection programs: <ul style="list-style-type: none"> • Food premises • Building works • Water/Sewerage treatment • Fire safety/ hazard reduction • Swimming Pool safety 	Food premises, building works, water and sewerage treatment and fire safety/hazard reduction services meet standards	Commentary in Operational Plan Quarterly Review	Development Manager	1511 1111 1211 1212 1213 1411
3.1.4.2.2	Undertake inspections of swimming pool barriers	Swimming pool safety is achieved	No. of certificates issued	Development Manager	
3.1.4.3	Coordinate and facilitate local emergency management committee	Committee coordinated and facilitated	LEMPan is maintained	Director Technical Services	1011 1114

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.3.1	Provide and maintain local emergency operations centres and associated plant	Fit for purpose LEOC's	LEOC's found fit for purpose during emergencies and/or training operations	Director Technical Services	1110 1114 2120
3.1.4.3.2	Participate in the implementation and review of Local Emergency Management Plan-EMPLAN	BSC participation in Emergency Risk Management Plan Review and preparation of a Local Emergency Management Plan-EMPLAN to meet State Government Requirements	Emergency Risk Management Plan reviewed and a Local Emergency Management Plan prepared to meet the State template. Both documents adopted by Local Emergency Management Committee	Director Technical Services	1011
3.1.4.5	Implement the Berrigan Shire Adverse Events Plan	Resilient community and infrastructure	Timeliness and effectiveness of Council resources directed to prevention, preparedness, responsiveness and recovery	Director Technical Services Director Corporate Services	

Strategic Objective: 3.1 Create, safe friendly and accessible communities					
Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.1.4.5.1	Participate in State-led development and implementation of COVID-19 pandemic response and recovery plan	BSC participation and implementation of COVID19 pandemic response and recovery plan per Government Requirements	COVID-19 pandemic response and recovery plan implemented	Chief Executive Officer	
3.1.4.6	Develop and maintain local cemeteries and associated infrastructure	Cemeteries progressively developed to meet demand Routine maintenance conducted	Graves available Work undertaken	Director Corporate Services	1419
3.1.4.7	Control and promote responsible ownership of companion animals	Negative impacts & disturbance caused by companion animals reduced	Customer Service Complaints No. Registered Companion Animals	Development Manager	1111

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey Library Management Plan implemented following community consultation	Director Corporate Services Library Manager	1710
3.2.1.1.1	Continue the review and development of the Library Services Strategic Plan 2021 - 2025	Strategic direction and operations of the Library Service is reviewed	Survey of Library Patrons / Staff	Library Manager Strategic & Social Planning Coordinator	
3.2.1.1.2	Coordinate annual International Women's Day Literary Luncheon	Strengthened connection to and engagement of local communities	Patronage Literary Luncheon	Library Manager	1710

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.1.3	Conduct activities that respond to and reflect local needs and interests	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey	Library Manager	1710
3.2.1.1.4	Provide programs that strengthen residents' connection to each and place	A Library Service meeting the needs of its community	Library Usage <ul style="list-style-type: none"> • Patronage • Borrowings Community Survey	Library Manager	1710
3.2.1.1.5	Partner in the collection and preservation of local history	Local history retained	Activities undertaken	Director Corporate Services	1710
3.2.1.1.6	Be an information and digital gateway for shire residents, students and visitors	Information and information technology available for public use	Develop and implement social media strategy Annual Survey of Library Users	Director Corporate Services	1710

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.2	Strengthen community engagement and participation in Council activities	Increased resident engagement in Council activities	Surveys Volunteer rates x Council activities	Strategic & Social Planning Coordinator	1313
3.2.1.2.1	Conduct community consultations in accordance with the Council's Community Engagement Framework	Increased engagement in Council activities by affected stakeholders	Surveys No. of engagement activities held	Strategic & Social Planning Coordinator	1313
3.2.1.2.2	Partner with community groups and other agencies with an annual program of community events e.g.: Childrens Week Youth Week	Engaged community and increased awareness of issues that impact community wellbeing	Surveys No. of engagement activities held	Strategic & Social Planning Coordinator	1313

Strategic Objective: 3.2 Support community engagement through life-long learning, culture and recreation					
Delivery Program Objective: 3.2.1 Provide opportunities for life-long learning, cultural expression and recreation					
DP & AOP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.1.3	Financially contribute to and support South West Arts programs and activities	South West Arts delivery of Shire based Arts program/s and activities	Membership of South West Arts maintained No. of activities held in the Shire	Director Corporate Services	1715
3.2.1.4	Develop a public arts strategy	Planned and strategic investment in public art projects Public Art Strategy is developed in consultation with arts practitioners & the community	Public Art Strategy developed and adopted by the Council	Director Corporate Services Strategic & Social Planning Coordinator	

Strategic Objective: 3.2 Support community engagement through lifelong learning, culture and recreation

Delivery Program Objective: 3.2.2 Facilitate and partner with local communities in the development of township plans

DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
3.2.2.1	Coordinate and align community projects and activities with township landscape master plans	Increased resident engagement in town landscape masterplan development and implementation	No. of meetings attended No. projects undertaken with in-kind support from Council Services	Strategic & Social Planning Coordinator	1313

Supported and engaged communities summary budget 2021 – 2022

	2021/22 Budget \$
Capital expenditures	(12,432,000)
Capital source of funds	260,000
Net Capital funds results	(12,172,000)
Operating expenditure	(7,506,000)
Operating source of funds	16,492,000
Net Operating result	8,986,000
Net funds / surplus (Deficit)	(3,186,000)



Diverse and resilient business

Local job creation driven by investment in innovation (new products/services) is needed to retain and attract skilled professionals and young people.

Rural communities that offer lifestyle and professional opportunities are more successful in attracting and retaining a skilled workforce.

A strong local economy is a buffer against globally exposed commodity agribusiness during drought or economic downturn.

Tourism is a competitive industry sector with the drivers for growth being: a diverse range of local / regional experiences supported by contemporary marketing and promotion.

Strategic Objectives

- 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

Delivery Program Objectives

- 4.1.1** Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- 4.1.2** Support local enterprise through local economic and industry development initiatives and projects
- 4.2.1** Implement the [Berrigan Shire Tourism Strategy](#)
- 4.2.2** Partner with regional Tourism Boards
- 4.3.1** Develop and promote Berrigan Shire regional transport and freight infrastructure

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2017 – 2021	Economic Development Plan implemented	Quarterly Reporting of actions / activities	Economic and Industry Development Liaison	
4.1.1.1.1	Review and Develop the Berrigan Shire Economic Development Plan 2021 - 2025	Economic Development Plan Review	Review is undertaken Reviewed Plan Adopted by the Council	Economic and Industry Development Liaison	
4.1.1.1.2	Invest in transition to work and or further education projects	Annual Shire Job Expo Youth Futures	Participant evaluation Uptake of scholarships	Economic and Industry Development Liaison	
4.1.1.1.3	Implement Council's Scholarships and Bursaries program	Program of Council Scholarships and Bursaries	Participant evaluation	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.5	Investigate options to extend Annual Youth Futures Expo to include students attending Victorian Schools	All secondary school age students who live in the LGA will have access to Council funded Youth Futures Expo	Participant Evaluation	Economic and Industry Development Liaison	
4.1.1.1.6	Assist local retailers and business access support related to growing their business online	Local business and retailers have information about how they can combine street presence with an online presence	Local Training held Attendance	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.7	Assist Industry and the Community to combat Queensland Fruit Fly	Industry and Community working together to have the region declared a Pest Free Zone. Regional and local opinion informs the actions of the NSW Local Government on the Area Wide Management Stakeholder Committee (AWMSC)	Communication activities undertaken No. meetings attended as NSW Local Govt. Representative Submissions (AWMSC)	Economic and Industry Development Liaison	
4.1.1.1.8	Actively liaise with local business during the processing of business related Development Applications	New developments are actively supported	No of new business Development Applications per annum	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.1.9	Provide localised Economic Impact modelling on request for new or expanding ventures and events	Businesses have access to analyses of economic impact of a planned expansion or new venture.	No. of requests received	Economic and Industry Development Liaison	
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Conditions that support or inhibit the comparative growth and competitiveness of local business are identified	Profiles published Feedback from industry that profiles are used to attract investment	Economic and Industry Development Liaison	
4.1.1.3	Support collaborative planning, shared resourcing in local industry and promotion of business and infrastructure development projects	Council facilitation of industry networks / collaborative projects and shared resourcing	Surveys Infrastructure projects	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.3.1	Develop marketing campaign for the release of residential lots Finley Railway Park	Increased residential development	Sales target established and met	Economic and Industry Development Liaison	
4.1.1.4	Continue the development and marketing Tocumwal Aerodrome industrial precinct	Development of Tocumwal Airpark	Development of sold allotments	Economic and Industry Development Liaison	
4.1.1.4.1	Investigate and develop business case for the development of Stage IV Tocumwal Aerodrome	Economic costs and benefits are identified	Business Case Developed	Economic and Industry Development Liaison	
4.1.1.5	Investment in future economic development projects via strategic land purchases as and when these opportunities are identified or become available	Planned economic and industry development of strategically located land	Review of LEP Industry or Council acquire land and it is developed	Chief Executive Officer	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.1 Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.1.5.1	Investigate feasibility of new industrial precinct - Tocomwal	Planned economic and industry development of strategically located land	Feasibility Study completed and accepted by the Council	Economic and Industry Development Liaison	

Strategic Objective: 4.1 Strengthen and diversify the local economy through investment in local jobs creation and innovation					
Delivery Program Objective: 4.1.2 Support local enterprise through local economic and industry development initiatives and projects					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.1.2.1	Promote the development of business support groups /networks within the Shire.	Active business groups / networks contributing towards local jobs and business growth	Local business surveys Employment Data	Economic and Industry Development Liaison	
4.1.2.1.1	Conduct quarterly program providing networking opportunities, and information and support	Local business provided with a range of networking opportunities	Attendance		
4.1.2.2	Convene regular meetings between Council and presidents' of local Chambers of Commerce or similar	Forum for local business and Council to identify and resolve issues of common concern	No. of meetings held Attendance No. projects	Economic and Industry Development Liaison	
4.1.2.3	Upgrade Finley Saleyards	Safe and efficient facility	Quarterly Reporting of Livestock Sales	Director of Corporate Services	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.2.1.1	Invest in infrastructure that will add value to and increase the competitiveness of the Shire's Visitor Economy e.g.: Redevelopment of the Tocumwal Foreshore Reserve	Local operators develop new Visitor Economy product and services	Increase in Visitors Tocumwal Foreshore	Director Technical Services Economic & Industry Development Liaison	
4.2.1.1.1	Continue construction Tocumwal Foreshore and Economic Revitalisation Project; Murray River Experience	Construction of Town Square and Riverview Café	Project Milestones met Project Acquittal	Director Technical Services	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	New Visitor Experiences	Investment by other levels of Government and Industry in Ports of the Murray and Murray River Adventure Trail Projects	Economic and Industry Development Liaison	
4.2.1.3	Provide support to event proponents and organisers.	Increase in the number of successful events, proponents and organisers Increased attendance local events	No. of events supported by Council Event Surveys	Economic and Industry Development Liaison	
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Digital content will be accurate	Data Analytics Annual Survey of digital content	Economic and Industry Development Liaison	

Strategic Objective: 4.2 Diversify and promote local tourism					
Delivery Program Objective: 4.2.2 Partner with regional Tourism Boards					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
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	Regional and interstate marketing and promotion of the Shire's tourism products and services	<p>Participation in Regional Tourism Boards</p> <p>Value of projects undertaken by that Regional Board that promote Murray River towns as a Destination</p> <p>Councillor and staff attendance at Regional Tourism Board Meetings</p>	Economic and Industry Development Liaison	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Berrigan and Finley	Improved safety and services for transport and logistics industries	Business Case developed and costed	Economic and Industry Development Liaison	
4.3.1.2	Lobby for upgrade of rail facilities, associated with Tocumwal rail line incl. line to Shepparton and Melbourne Ports	Increased use of Tocumwal inter-modal facility	Investment by government in facilities	Economic and Industry Development Liaison	
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass	Increased use of Tocumwal inter-modal facility	Highway upgrades demonstrative progress Funding is committed by Victorian and Commonwealth Governments	Economic and Industry Development Liaison	

Strategic Objective: 4.3 Connect local, regional and national road, rail and aviation infrastructure					
Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure					
DP Action No.	What will we do about it? (Actions)	What will be the result?	How will we measure it?	Who will coordinate it?	Budget Summary Ref.
4.3.1.4	Operate the Tocumwal Aerodrome	Operated in accordance with CASA regulations and Tocumwal Aerodrome Management Plan .	Annual Report Presented to Council on Aerodrome Operations	Director Technical Services	
4.3.1.4.1	Maintain the Tocumwal Aerodrome	Maintained in accordance with Corporate and Community Services Asset Management Plan	Satisfactory results from CASA inspections for continuation of Aerodrome registration CASA issue compliant assessment of Aerodrome Operations and Management Tocumwal Aerodrome maintains registration	Director Technical Services	

Diverse and resilient business summary budget 2021 – 2022

	2021/22 Budget \$
Capital expenditures	-
Capital source of funds	-
Net Capital funds results	-
Operating expenditure	(1,177,000)
Operating source of funds	437,000
Net Operating result	(740,000)
Net funds / surplus (Deficit)	(740,000)



Section 3 – Revenue & Charging

Rates

Water and Sewer Supply Services

Fees and Charges

Council Rates Overview 2021/2022

Rates and charges provide Council with a major source of revenue. Revenue used to meet the costs of providing services to business and residents of the Shire. The rates and charges described by this adjacent Figure and Council's Revenue Policy 2021/22 published in this Operational Plan provide the net funding requirements for a number of the programs and initiatives described in Council's annual Operational Plan and its Delivery Program.

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

Rates are calculated based on the NSW Valuer General's assessment of the unimproved capital value of the land and Council's 2021/22 rate is based on the Valuer General's 2019 assessments. Council adopts on an annual basis its Rating and Revenue Policy – a copy of this policy is available from Council. The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category has the same value as the residential rate of its urban/town location.

The average property in each town pays the same level of Ordinary Rate. The Farmland rate applies to all farmland in the Shire.

AD-VALOREM RATE 2020/21	
FINLEY Business Alt Energy 0.0124779	
BAROOGA Business & Residential 0.009574	BERRIGAN Business & Residential 0.032136
FINLEY Business & Residential 0.025493	TOCUMWAL Business & Residential 0.010445
RESIDENTIAL RURAL Ad-Valorem Rate 0.005239	RESIDENTIAL RIVERLAND Ad-Valorem Rate 0.0095156
FARMLAND Ad -Valorem Rate 0.0040024	

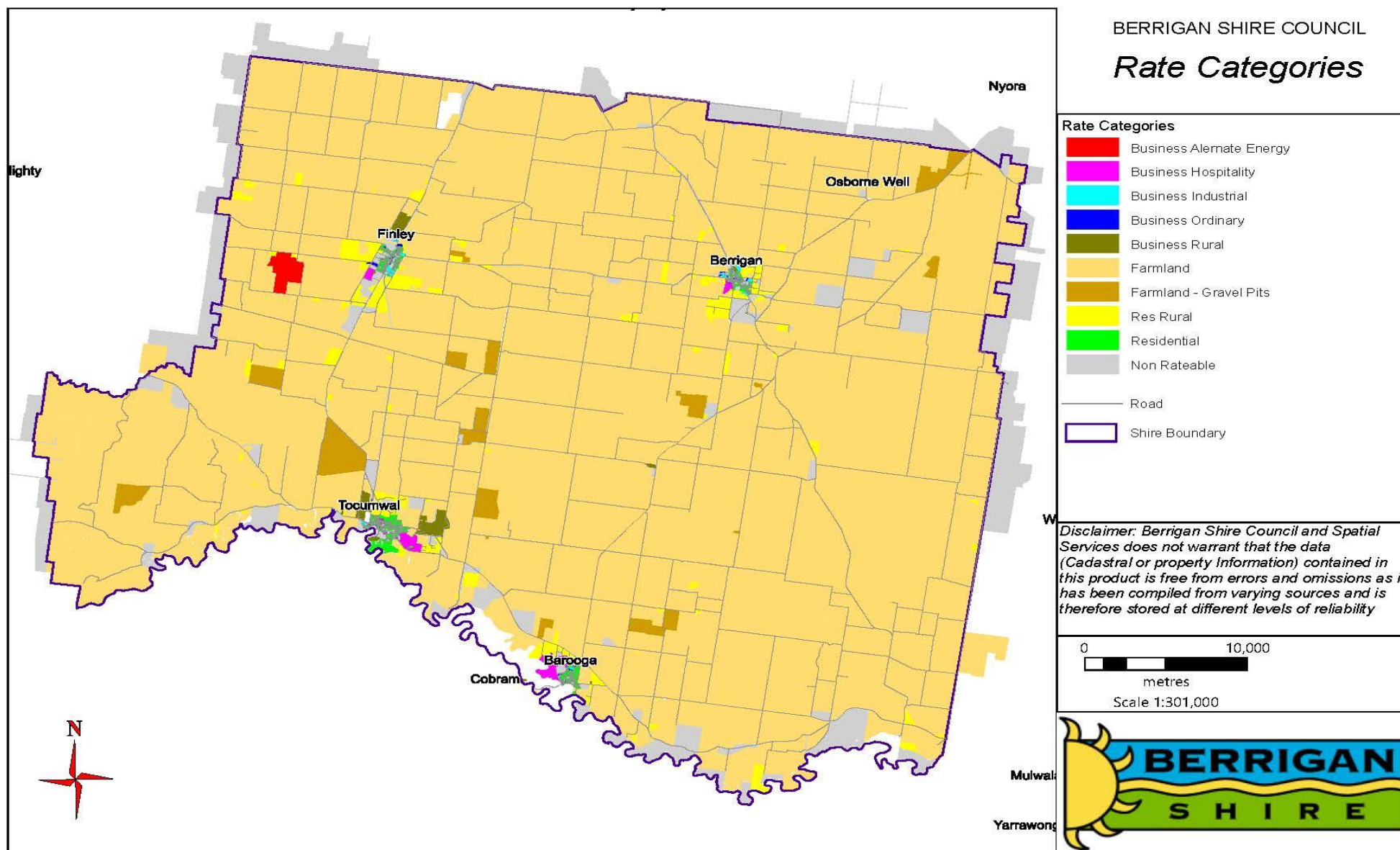
Calculating your ordinary rate

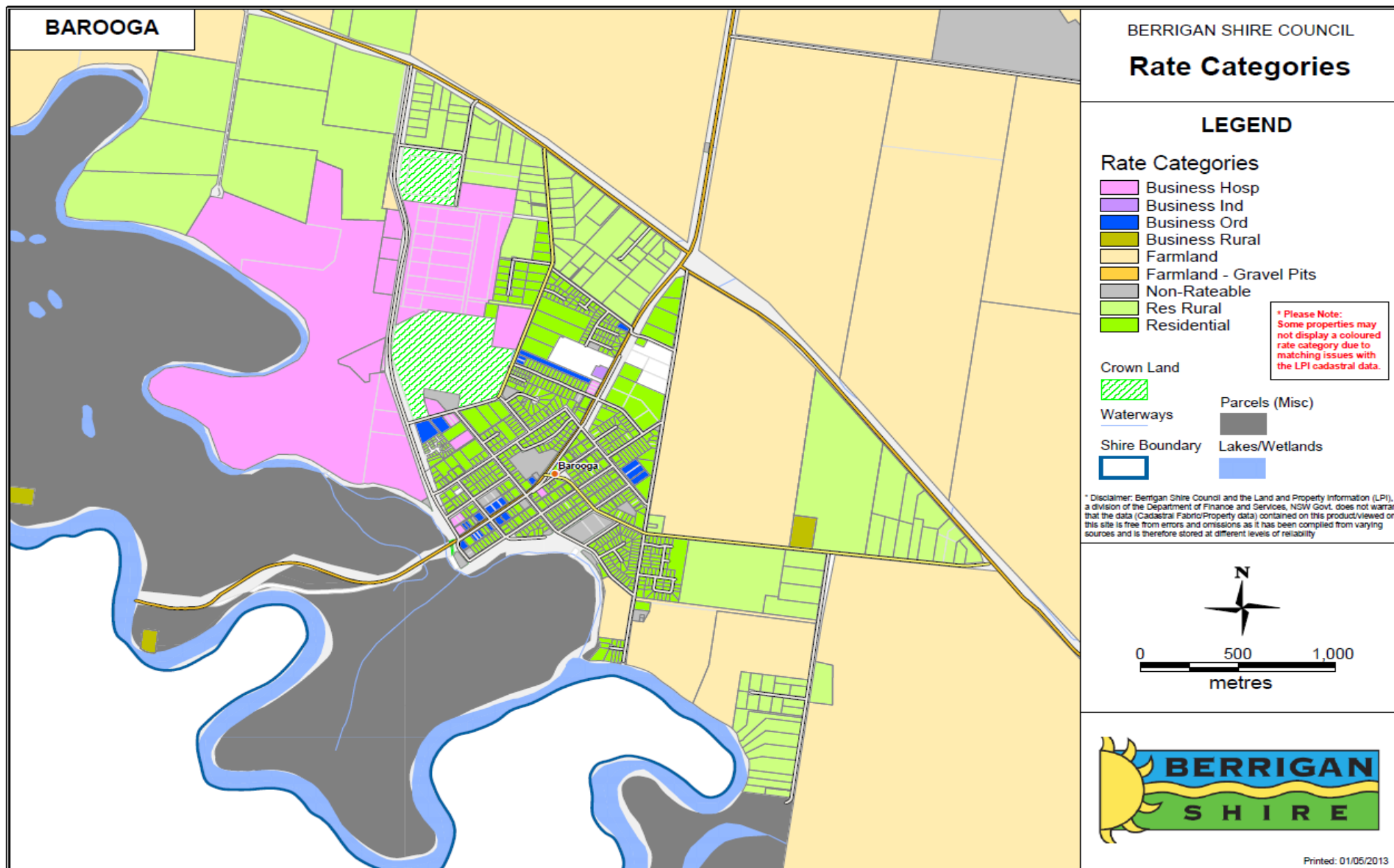
Check the following maps. For example, if your land is categorised for rating purposes as Farmland the rate is calculated by multiplying your 2019 valuation by the rate in the dollar.

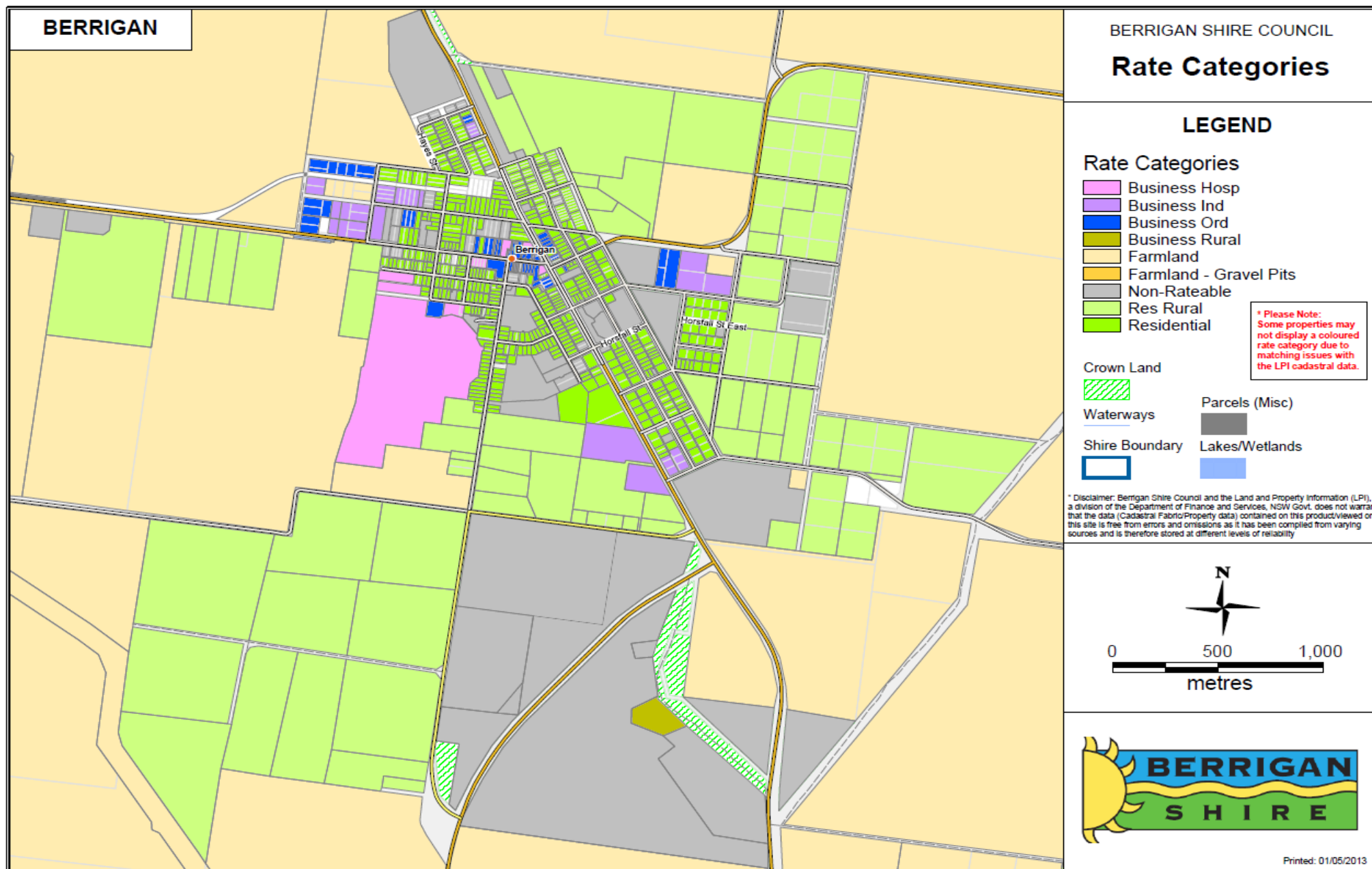
The Business rate varies by urban/town locations and the rate is applied to land categorised Business Ordinary, Business Hospitality, Business Rural. Each category

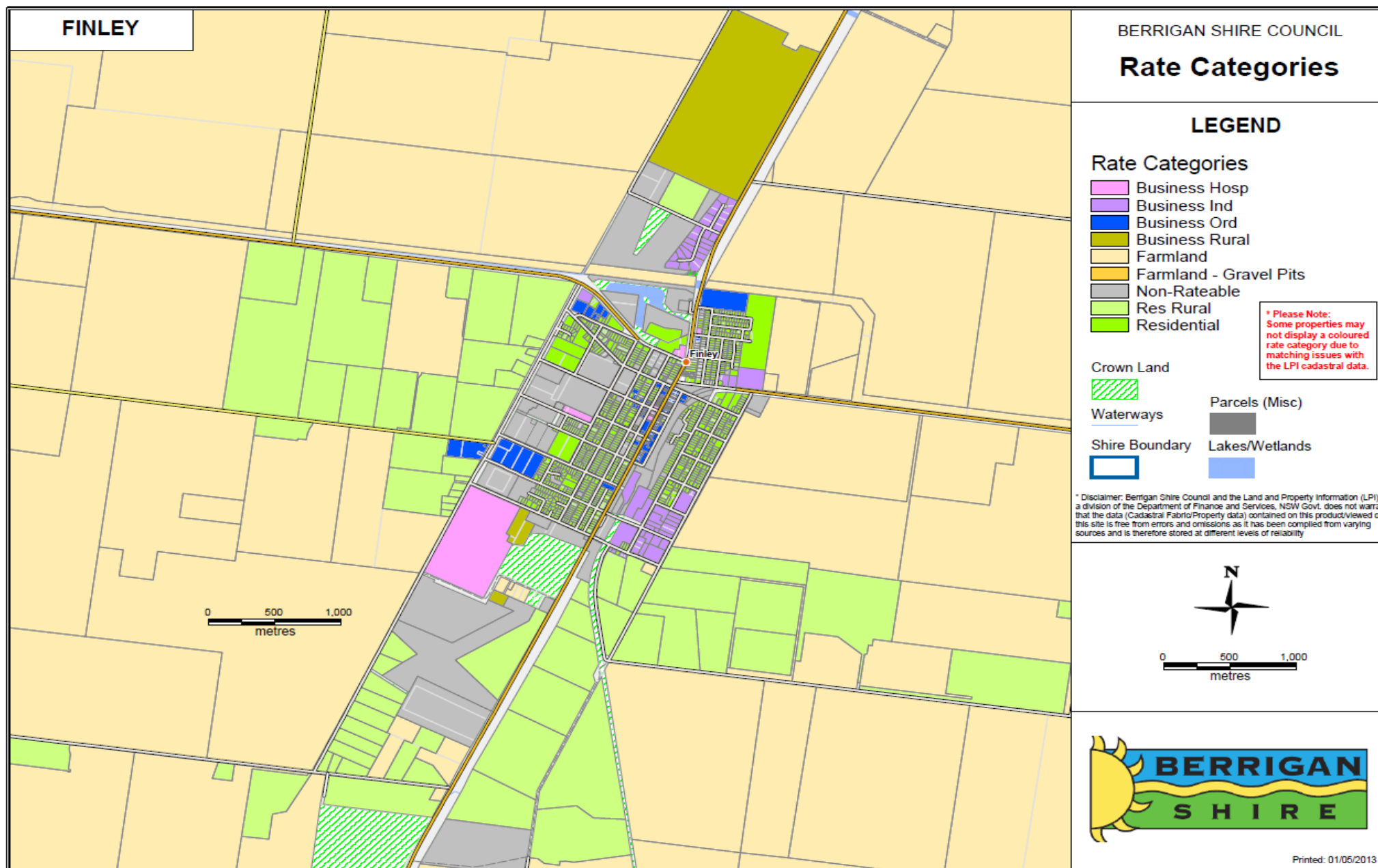
has the same value as the residential rate of its urban/town location.

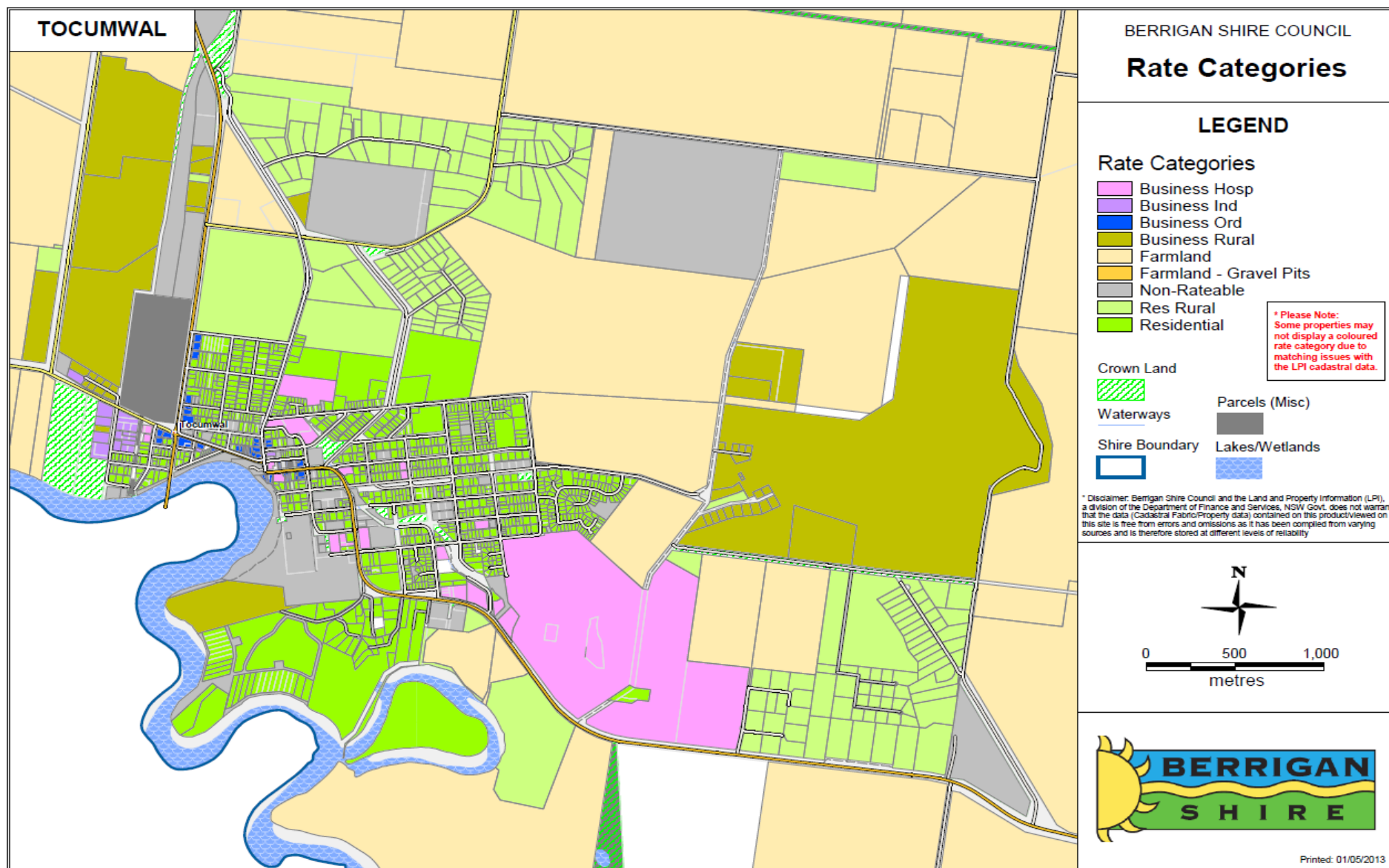
The average property in each town pays the same level of Ordinary Rate.











STATEMENT OF REVENUE POLICY 2021/22

[Clause 201 of the *Local Government \(General\) Regulation 2005*](#) requires Berrigan Shire Council to prepare an annual statement of the Council's revenue policy

This statement provides information regarding the levying of Council's rates, its fees and charges and other major income sources.

Rates and charges provide Council with a major source of revenue to meet the cost of providing services to residents of the Shire.

Ordinary and Special Rates and Charges Statement

Total revenue raised from the levying of land rates continues to be capped by the NSW Government with the Independent Pricing & Regulatory Tribunal (IPART) having developed a Local Government Cost Index (LGCI) for use in setting the maximum allowable increase in general income for local government. [IPART has set the maximum allowable increase as 2.0%](#) for the 2021/22 rating year

General rate

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

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

Council is required to use the latest valuations received up until 30 June of the

previous year for rating purposes in the current financial year. Shire-wide general revaluations are undertaken every 3 years.

Valuations with a base date of 1 July 2019 will be used for rating purposes for 1 July 2021 – 30 June 2022.

Categories

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

- Farmland
- Residential
- Business
- Mining

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

Farmland

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

The Farmland rate is sub-categorised into regional districts, based on the urban/town locations.

One ad-valorem rate will be applied to all Farmland assessments across all of Berrigan Shire.

Residential

Land is categorised as residential if it is a parcel of rateable land valued as one assessment and its dominant use is for residential accommodation or rural residential land or if it is vacant land it is

zoned or otherwise designated for use under an environmental planning instrument for residential purposes.

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

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

Business

Land is categorised as Business if it is of a business, commercial or industrial nature. Land is to be categorised as business if it cannot be categorised as farmland or residential. Business has four sub-

Residential – Riverland

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

categories: Business Industry, Business Ordinary, Business Hospitality and Business Rural

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

Business Alternative Energy

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

Residential Rural

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

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

Table 2 Rates Charged

Category		Ad-Valorem Rate (rate in the \$)	Estimated Yield	% total yield
Farmland		0.0040024	\$1,997,419	35.85%
Barooga	Residential	0.009574	\$608,913	10.93%
	Business	0.009574	\$97,163	1.74%
Berrigan	Residential	0.032136	\$355,291	6.37%
	Business	0.032136	\$81,764	1.47%
Finley	Residential	0.025493	\$725,986	13.03%
	Business	0.025493	\$182,918	3.28%
Finley	Business Alt Energy	0.0124779	\$36,186	0.65%
Tocumwal	Residential	0.010445	\$852,184	15.30%
	Business	0.010445	\$199,293	3.58%
Residential Rural		0.005239	\$384,279	6.89%
Residential - Riverland		0.0095156	\$48,536	1.03%

Domestic Waste and Non-Domestic Waste Management Services

Berrigan Shire Council intends to make the following charges for levying in 2021-2022 to meet the reasonable costs associated with the collection, disposal and recycling of waste in accordance with Sections 496, 501 and 504 of the *Local Government Act 1993*.

Council's waste collection service includes a weekly waste service and a fortnightly recycling service. A weekly waste service and a fortnightly recycling service is made available to occupied commercial premises. The following Table sets out the intended waste management charges for 2021/2022:

Table 3 Domestic Waste Charges

Service provided	Fee (\$) per annum	Estimated revenue
Domestic Waste Collected	\$328.00	\$1,109,296
1 x Weekly Pick up of 120 litre small garbage bin (Green)		
1 x Fortnightly pick up 240 litre recycling bin (Blue)		
Additional Service Collected	\$206.00	\$6,798
1 x Weekly Pick up of 120 litre small garbage bin (Green)		
Uncollected (vacant charge)	\$61.00	\$16,043
Charged on vacant land within the collection zone – no service is provided.		

Service provided	Fee (\$) per annum	Estimated revenue
Business / Non Residential Garbage Charge 1 x Weekly pick up of 240 litre big bin. (Green)	\$288.00	\$73,152
Garbage and Recycling Charge 1 x Weekly pick up of 240 litre big garbage bin. (Green) 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$445.00	\$20,915
Recycling Collected 1 x Fortnightly pick up of 240 litre recycling bin. (Blue)	\$158.00	\$6,004

Sewer charges

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

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

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

In special circumstances, an on-site low pressure sewer maintenance charge will apply to those properties connected to Council's sewer supply via a low-pressure sewer pump. The Council will maintain the

pump in perpetuity subject to the owner of the property entering into an agreement for maintenance and paying the annual low- pressure charge.

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

- **For non-rateable properties**

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

- **For rateable properties outside village boundaries**

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

The following Table sets out the intended sewer charges for 2021/2022:

Table 4 Sewer Charges

Service provided	Fee (\$) per annum	Estimated revenue
Sewer Supply Charge Charged to all rateable land utilising the town sewer system or zoned residential and within 75m of Councils sewer system.	\$579.00	\$2,068,188
Pedestal Charge Any property with more than 2 (two) cisterns/water closets will be charged a pedestal charge per excess cistern/water closet. A pedestal charge per cistern/water closet will be raised on all non-rateable properties connected to the sewer supply	\$123.00	\$178,719
On-Site Low Pressure Maintenance Charge Applied to properties connected to Councils' sewerage supply via a low-pressure pump. Council maintains the pump in perpetuity subject to the owner paying the On- site low pressure maintenance charge.	\$161.00	\$20,125

Stormwater management

Under the provisions of Section 535 of the *Local Government Act* 1993, Council has resolved to levy a Stormwater Management Services Charge in accordance with [Sections 496A of the Local Government Act](#), and [clause 125A and clause 125AA, of the Local Government \(General\) Regulation 2005](#)

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

The Table below sets out the intended stormwater management charges for 2021/2022:

Table 5 Stormwater Management Charges

Service provided	Fee (\$) per annum	Estimated revenue
Residential Premises on urban land	\$25.00	\$73,425
Strata properties (per Strata)	\$12.50	
Vacant land	Exempt	
Commercial Premises on urban land	\$25.00	

Water supply

In accordance with the provisions [of Section 501, 502, 535 and 552 of the Local Government Act 1993](#), Council has resolved that water supply charges be levied on all properties that

- i) Land that is supplied with water from a water pipe of the Council; or

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

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

Except for those non-rateable properties described below:

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

The Table below sets out the intended water supply charges for 2021/22:

Table 6 Water Access and Supply Charges

Service provided	Fee (\$) per annum	Estimated revenue
Water Access Charge Applied to all properties supplied with water from a water pipe of the Council or land that is situated within 225m of Councils' water supply pipes. (see Appendix A)	\$562.00	\$2,245,190
Water Consumption Charges – Unfiltered (Barooga, Berrigan & Finley)	\$0.77 per kl (stage 4 restrictions in force) \$0.55 per kl (other restrictions in force) \$0.50 per kl (no restrictions)	
Water Consumption Charges – Treated (Barooga, Berrigan & Finley)	\$1.55 per kl (stage 4 restrictions in force) \$1.10 per kl (other restrictions in force) \$1.00 per kl (no restrictions)	
Water Consumption Charges – Treated (Tocumwal)	\$1.03 per kl (stage 4 restrictions in force) \$0.73 per kl (other restrictions in force) \$0.66 per kl (no restrictions)	

Pensioner concessions

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

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

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

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

Developer concessions

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

- Written application should be submitted to the Council prior to 31 May for consideration at the June ordinary meeting of Council
- Annual water and sewerage charges may be waived on the undeveloped lots of a subdivision, up to a maximum period of three (3) years, or until the lots are built upon, sold, leased or otherwise occupied (whichever is the sooner).

- No concessions under this section are given for Domestic Waste, Stormwater, Pedestal or Water Consumption Charges.

Issuing of notices and due dates for payment

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

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

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

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

Interest charges

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

Interest will be calculated on a daily basis. The rate of interest will be 6.0% per annum the maximum rate as specified by the Minister for Local Government and [published in the NSW Government Gazette](#)

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

Hardship provisions

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

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

User fees and charges

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

The general principal of this policy states

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

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

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

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

Redemption and Borrowings

The Council as noted in the budget summary currently has three outstanding loans as summarised in the following Table.

Note however that the Council expects to draw down on the below loan before 30 June 2021.

- \$1M for miscellaneous community amenity projects across Berrigan Shire

Table 7 - Outstanding Loans (31 March 2021)

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Lewis Crescent	\$1,000,000	10 y	2.32%	\$112,391	May 2030	ANZ
LCLI Water Plant	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB

The interest cost of the LIRS Drainage loan is partially offset by a 3% interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program.

The 2021/22 program of works and budget proposed that the Council take up the below new loans – both in the water fund:

- Water Fund – a loan of up to \$2.6m to part fund the \$6.6m replacement of the Finley Water Treatment Plant.

The decision to consider borrowing was based in line with the Council's Financial Strategy adopted in 2021 which states:

Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where

- *There is an urgent need for the asset in the short term, or*
- *It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and*
- *The Council has access to a funding stream to meet its debt obligations without compromising its other activities*

The Council proposes to borrow for the Finley Water Treatment Plan internally from its Sewer Fund for which it has approval from the Minister of Local Government. The Sewer Fund holds healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment. The Water Fund will pay the Sewer Fund a commercial rate of interest – which will be less than the market rate and better than can be earned on investment.

The alternative for the Council is borrow on the market – from NSW Treasury Corporation or a private sector bank. The Council has considered this and on balance, determined that an internal loan is preferred.

For the purposes of the budget, the table below is a summary of the proposed loans. Note that the exact amount of the loans and the applicable interest rate are likely to vary.

Table 8 - Propose Loans (2021/22)

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
Water Fund – Finley WTP	\$2,600,000	10 y	3.000%	\$302,878	Dec 2030	Sewer fund
General Fund – LED Light Replacement	\$550,000	10y	2.000%		Dec 2031	TBC

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

Table 9 Projected Outstanding Debt - 2020/21 to 2023/24

FUND	30 JUNE 2021	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024
	\$	\$	\$	\$
General	2,473,837	2,610,996	2,185,954	1,748,333
Water	6,201,723	5,578,283	4,945,578	4,303,471
Sewer	-	-	-	-
Sub Total	8,675,561	8,189,279	7,131,532	6,051,804
Less Internal loans	3,263,330	2,921,678	2,574,969	2,223,129
TOTAL	5,412,231	5,267,601	4,556,562	3,828,674

Total repayments of principal and interest would be as follows:

Table 10 Loan Redemption - 2020/21 to 2023/24

FUND	2020/2021	2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
General	421,133	482,169	482,169	482,169
Water	461,041	712,216	712,216	712,216
Sewer	-	-	-	-
Sub Total	882,174	1,194,385	1,194,385	1,194,385
Less Internal loans	389,950	389,950	389,950	389,950
TOTAL	492,224	804,435	804,435	804,435
Less LIRS subsidy	22,306	17,221	11,694	6,120
Less LCLI subsidy	23,177	36,925	33,038	29,084
NET COST	446,741	750,289	759,703	769,231

Appendix A: Rates and Charges Yields 2020 to 2025

The proposed yields from the Council Rates and Annual Charges are shown in Table 11 below. The gross yield from each charge is shown separately.

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

The 2020/21 yield shown is the actual figure levied last year. The 2021/22 figure is an estimate based on the rate increase proposed using land values as they exist in **May 2021**. The 2022/23, 2023/24 and 2024/25 figures are projections based on the 2021/2022 estimates

Table 11 - Rates and Charges Yields

ORDINARY RATES					
% Increase-total nett ordinary rate revenue	2.0%	2.0%	2.0%	2.0%	2.0%
Rate Category	2020/21	2021/22	2022/23	2023/24	2024/25
Farmland	\$1,959,284	\$1,998,469	\$2,038,438	\$2,079,206	\$2,120,790
Residential	\$47,626	\$48,580	\$49,551	\$50,542	\$51,552
Residential Rural	\$375,343	\$382,849	\$390,505	\$398,315	\$406,281
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$595,341	\$607,247	\$619,391	\$631,778	\$644,413
Residential - Berrigan	\$349,613	\$356,605	\$363,737	\$371,011	\$378,431
Residential - Finley	\$705,063	\$719,164	\$733,547	\$748,217	\$763,181
Residential - Tocumwal	\$827,321	\$843,867	\$860,744	\$877,958	\$895,517
Business - Barooga	\$95,562	\$97,473	\$99,422	\$101,410	\$103,438
Business - Berrigan	\$81,047	\$82,667	\$84,320	\$86,006	\$87,726
Business - Finley	\$179,157	\$182,740	\$186,394	\$190,121	\$193,923
Business - Tocumwal	\$199,479	\$203,468	\$207,537	\$211,687	\$215,920
Business Alt Energy - Fin	\$36,160	\$36,883	\$37,620	\$38,372	\$39,139
GROSS YIELD	\$5,451,003	\$5,560,012	\$5,671,206	\$5,784,623	\$5,900,311
Less Net Pension Rebate	-\$75,000	-\$75,000	-\$75,000	-\$75,000	-\$75,000
NET YIELD	\$5,376,003	\$5,485,012	\$5,596,206	\$5,709,623	\$5,825,311

WATER CHARGES					
% Increase - Access Charge	2.0%	2.0%	2.0%	2.0%	2.0%
Access	\$2,197,939	\$2,241,897	\$2,286,734	\$2,332,468	\$2,379,117
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,947,939	\$2,991,897	\$3,036,734	\$3,082,468	\$3,129,117
Less Net Pension Rebate	-\$39,500	-\$39,500	-\$39,500	-\$39,500	-\$39,500
NET YIELD	\$2,908,439	\$2,952,397	\$2,997,234	\$3,042,968	\$3,089,617

SEWER CHARGES

% Increase	2.0% 2.0% 2.0% 2.0%				
Sewerage	\$2,223,891	\$2,268,368	\$2,313,735	\$2,360,009	\$2,407,209
Pedestal	\$178,717	\$182,291	\$185,936	\$189,654	\$193,447
Low Pressure Sewer	\$19,118	\$19,500	\$19,890	\$20,287	\$20,692
GROSS YIELD	\$2,421,726	\$2,470,159	\$2,519,561	\$2,569,950	\$2,621,348
Less Net Pension Rebate	-\$38,500	-\$38,500	-\$38,500	-\$38,500	-\$38,500
NET YIELD	\$2,383,226	\$2,431,659	\$2,481,061	\$2,531,450	\$2,582,848

DOMESTIC WASTE, GARBAGE AND RECYCLING

% Increase	2.0% 2.0% 2.0% 2.0%				
Charge	2020/21	2021/22	2022/23	2023/24	2024/25
Domestic Waste/Recycling	\$1,085,796	\$1,107,511	\$1,129,661	\$1,152,254	\$1,175,299
Domestic Waste Uncollected	\$16,380	\$16,707	\$17,041	\$17,381	\$17,728
Garbage/Business Recycling	\$94,392	\$96,279	\$98,204	\$100,168	\$102,171
GROSS YIELD	\$1,196,568	\$1,220,497	\$1,244,906	\$1,269,803	\$1,295,198
Less Net Pension Rebate	-\$36,000	-\$36,000	-\$36,000	-\$36,000	-\$36,000
NET YIELD	\$1,160,568	\$1,184,497	\$1,208,906	\$1,233,803	\$1,259,198

STORMWATER MANAGEMENT

No increase - fixed by regulation	0% 0% 0% 0%				
GROSS YIELD	\$76,712	\$76,712	\$76,712	\$76,712	\$76,712

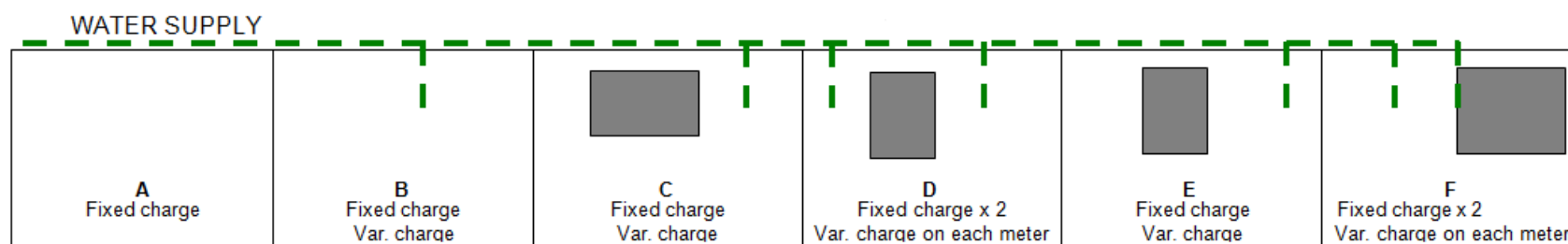
TOTAL – ALL RATES AND CHARGES

	2020/21	2021/22	2022/23	2023/24	2024/25
GROSS YIELD	\$12,093,948	\$12,242,565	\$12,472,407	\$12,706,844	\$12,945,974
Less Net Pension Rebate	-\$189,000	-\$189,000	-\$189,000	-\$189,000	-\$189,000
NET YIELD	\$11,904,948	\$12,053,565	\$12,283,407	\$12,517,844	\$12,756,974

Figure 2 Water Supply Charging

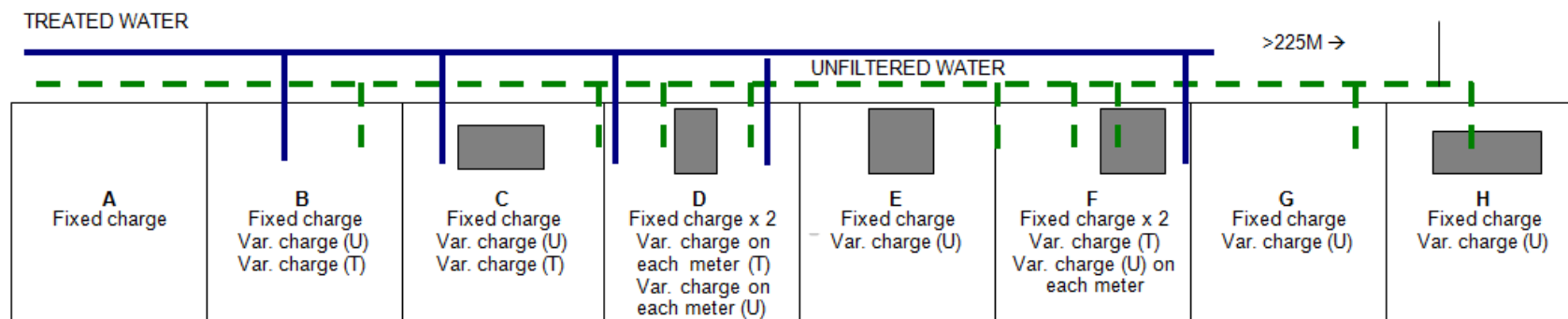
Appendix B: Water supply access charge diagram**WHERE SINGLE SUPPLY IS AVAILABLE TO PROPERTY**

(Tocumwal) – Not including proposed new subdivisions outside village boundary



use
with
house
(T)
Treated
Supply

2. WHERE DUAL SUPPLY IS AVAILABLE TO PROPERTY (EXCEPT "H" – SINGLE AVAILABLE ONLY)
 (Barooga, Berrigan and Finley) – Not including proposed new subdivisions outside village boundary

**NOTE:**

Indicates residence or residential use with house

(T) Treated Supply

(U) Unfiltered Supply

Annual Fees and Charges

Berrigan Shire Council



Berrigan Shire Council Fees and Charges 2021-22

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

Creating our Preferred Future

Berrigan Shire 2027 is the third Community Strategic Plan developed by the Council in partnership with our communities. It is a common strategic planning lens or framework that can be used by other agencies, our local community and the Council to demonstrate the steps we are taking to realise the aspirations of our community. It is also the Shire Council's statement about how it will work with local communities and other levels of government.

The **Schedule of Fees and Charges** sets out each of the Council's Fees and Charges it intends to charge in 2021-22, including the methodology used to set each charge. The schedule is a part of the Council's **Annual Operational Plan**. The **Schedule of Fees and Charges** is prepared in line with the NSW government legislation and the Council's adopted User Fees and Charges Policy. The Schedule of Fees and Charges assists the Council to deliver on its objectives as set in **Berrigan Shire 2027** and its 4-year **Delivery Program**.

Table Of Contents

BERRIGAN SHIRE COUNCIL	8
DEVELOPMENT SERVICES	8
Development Applications	8
Subdivisions	8
Other Development Applications	8
Development Control	9
Advertising	9
Other	10
Request to Review Determination	10
Modification of Development Consent	11
Rezoning	11
Certificates	12
Construction Certificates	12
Compliance Certificates	13
Complying Development Certificates	13
Planning Certificates	14
Building Certificates	14
Information Service Fee	15
Local Activity and Road Act Applications	15
Surveillance Fee	15
Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation	15
Street Trading/Street Vending	16
On Site Sewerage	16
Development Services Administration	16
Caravan Parks, Camping Grounds and Manufactured Home Estates	16
Environmental Health Services	16
Food Premises Administration Fee	16
Private and Commercial Swimming Pools	17
Barrier Compliance Inspection	17
Companion Animals	17
Registration	17
Impounding and release	18
Stock Control	18
Impounding	18
Sustenance	18
ENVIRONMENTAL SERVICES	20
Waste Management Facilities	20
Residential Waste (Within Berrigan Shire)	20
Commercial Waste (Within Berrigan Shire)	20
Waste (Outside Berrigan Shire)	20
Other Tip Charges	21
Waste Collection	21
Domestic Waste	21
Business Waste	21
Town Water Supply	21
Consumption – Treated	22

Consumption – Unfiltered.....	22
Connection.....	22
Supply of meter kit.....	22
Installation.....	23
Trenching and Service Laying.....	23
Disconnection.....	23
Reading and Testing.....	23
Filtered Water Supplied to Water Carters.....	23
Sewer.....	24
Pedestal Charge.....	24
Connection.....	24
Standard.....	24
Low Pressure.....	24
Trade waste.....	24
Application.....	24
Annual fee.....	25
Reinspection.....	25
Disposal.....	25
Non-compliance.....	25
Other.....	25
Stormwater Drainage.....	26
Stormwater Management Charge.....	26
TECHNICAL SERVICES.....	27
Roads, Crossings and Private Works.....	27
Restricted Access Vehicle Routes.....	27
Traffic Management Plans.....	27
Tocumwal Aerodrome.....	28
Access Charges.....	28
Aircraft Parking Fees (Powered and Unpowered).....	28
Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan.....	28
CORPORATE SERVICES.....	30
Rating Services.....	30
Rate Enquiry Fee.....	30
Computer Sales Advice.....	30
Sales Listing for Registered Valuers.....	30
Valuation or Ownership Enquiry.....	30
Recovery of outstanding accounts.....	31
Access to Information.....	31
Office Services.....	31
Maps.....	31
Photocopying/Printing.....	31
COMMUNITY SERVICES.....	33
Community Facilities.....	33
Swimming Pools.....	33
Libraries.....	33
Borrowings.....	33
Services.....	33
Fax.....	34
Laminating.....	34
Room Hire.....	34

Cemetery.....	34
Lawn Cemetery.....	34
Double Interment.....	34
Interment of Ashes.....	35
General Section.....	35
Grave Digging – General section.....	35
Monumental Masonry.....	35
Plaques.....	35
Memorial Wall – Interment of Ashes.....	36

DRAFT

Reading our user fees and charges

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

- Development Services
- Environmental Services
- Technical Services
- Corporate Services
- Community Services

The Fees and Charges Guide is organised by services provided and the business unit of Council responsible for that service. Each fee is also coded to identify the relationship between the service provided and its contribution toward the realisation of Berrigan Shire 2027 strategic outcomes

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

Guidelines – User Fees and Charges

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

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

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

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

The rationales applicable are as follows:

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

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

Where a fee or charge is shown as "**ND**", the Council has chosen not to disclose this amount – in accordance with clause 201(4) of *the Local Government Regulation 2005* – as disclosure could confer a commercial advantage on a competitor of the Council.

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

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

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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BERRIGAN SHIRE COUNCIL

DEVELOPMENT SERVICES

Development Applications

Environmental Planning and Assessment Act 1979

Single Dwelling House and Additions	1.1	\$455.00	\$455.00	0.00%	Application	N	A
Less than \$100,000 - see Other Development Applications for over \$100,000							

Subdivisions

Including New Roads	1.2.1	\$665 plus \$65 per additional lot			Application	N	A
		Last YR Fee \$665 plus \$65 per additional lot					
Not including New Roads	1.2.2	\$330 plus \$53 per additional lot			Application	N	A
		Last YR Fee \$330 plus \$53 per additional lot					
Strata	1.2.3	\$330 plus \$65 per additional lot			Application	N	A
		Last YR Fee \$330 plus \$65 per additional lot					
Not including Physical Works	1.3	\$285.00	\$285.00	0.00%	Application	N	A
On-farm Water Storage 15ML (SEPP 52)	1.4	\$285.00	\$285.00	0.00%	Application	N	A
Involving Liquor Licences or Places of Public Entertainment	1.5	\$285.00	\$285.00	0.00%	Application	N	A

Other Development Applications

Pre-application Meeting Consulting Fee	1.6.1	Included in Charge Below			Application	Y	A
		Last YR Fee Included in Charge Below					
\$0 to \$5,000	1.6.2	\$110.00	\$110.00	0.00%	Application	N	A
\$5,001 to \$50,000	1.6.3	\$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost			Application	N	A
		Last YR Fee \$170 plus an additional \$3 for each \$1,000 or part thereof of the estimated cost					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Other Development Applications [continued]

\$50,001 to \$250,000	1.6.4	\$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000			Application	N	A
		Last YR Fee \$352.00 plus an additional \$3.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$50,000					
\$250,001 to \$500,000	1.6.5	\$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000			Application	N	A
		Last YR Fee \$1,160.00 plus an additional \$2.34 for each \$1,000 or part thereof by which the estimated cost exceeds \$250,000					
\$500,001 to \$1,000,000	1.6.6	\$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000			Application	N	A
		Last YR Fee \$1,745.00 plus an additional \$1.64 for each \$1,000 or part thereof by which the estimated cost exceeds \$500,000					
\$1,000,001 to \$10,000,000	1.6.7	\$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000			Application	N	A
		Last YR Fee \$2,615.00 plus an additional \$1.44 for each \$1,000 or part thereof by which the estimated cost exceeds \$1,000,000					
Greater than \$10,000,000	1.6.8	\$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000			Application	N	A
		Last YR Fee \$15,875.00 plus an additional \$1.19 for each \$1,000 or part thereof by which the estimated cost exceeds \$10,000,000					

Development Control

Advertising

Advertised development – minimum	1.7.1	\$255.00	\$255.00	0.00%	Application	N	A
Advertised development – maximum	1.7.1	\$1,105.00	\$1,105.00	0.00%	Application	N	A
Designated development – maximum	1.7.2	\$2,220.00	\$2,220.00	0.00%	Application	N	A

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Other

Integrated development and development requiring concurrence	1.7.3	Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority			Application	N	A
		Last YR Fee Cost of normal Development Application plus an additional \$140 + \$320 for each integrated approval body or concurrence authority					
Designated development	1.7.4	Maximum of \$920 plus scheduled fee and cost of advertising			Application	N	A
		Last YR Fee Maximum of \$920 plus scheduled fee and cost of advertising					
Contaminated sites	1.7.5	As per 1.9 plus cost of independent assessment of submitted report			Application	N	A
		Last YR Fee As per 1.9 plus cost of independent assessment of submitted report					

Request to Review Determination

No works	1.8.1	Max 50% original fee			Application	N	A
		Last YR Fee Max 50% original fee					
Dwelling less than \$100,000	1.8.2	\$190.00	\$190.00	0.00%	Application	N	A
\$0 to \$5000	1.8.3	\$55.00	\$55.00	0.00%	Application	N	A
\$5,001 to \$250,000	1.8.4	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost			Application	N	A
		Last YR Fee \$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost					
\$250,001 to \$500,000	1.8.5	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.			Application	N	A
		Last YR Fee \$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Request to Review Determination [continued]

\$500,001 to \$1,000,000	1.8.6	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			Application	N	A
		Last YR Fee \$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.					
\$1,000,001 to \$10,000,000	1.8.7	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000			Application	N	A
		Last YR Fee \$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000					
Greater than \$10,000,000	1.8.8	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000			Application	N	A
		Last YR Fee \$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000					

Modification of Development Consent

Minor modifications – Section 4.55 (1) (Maximum)	1.9.1	\$71.00	\$71.00	0.00%	Application	N	A
Modifications involving minimal environmental impact – Section 4.55 (1A)	1.9.2	Maximum \$645 or 50% of original development application fee, whichever is the lesser			Application	N	A
		Last YR Fee Maximum \$645 or 50% of original development application fee, whichever is the lesser					
Other modifications – Section 4.55(2)	1.9.3	50% of original fee if under \$100 otherwise see – Request to review determination			Application	N	A
		Last YR Fee 50% of original fee if under \$100 otherwise see – Request to review determination					

Rezoning

Initial assessment, site inspection/report to Council	1.10.1	\$694.00	\$708.00	2.02%	Application	N	B
Minor LEP amendment following Council decision	1.10.2	\$1,625.00	\$1,658.00	2.03%	Application	N	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Rezoning [continued]

Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	1.10.3	\$4,205.00	\$4,289.00	2.00%	Application	N	B
Amendment to Development Control Plan	1.11	\$230 plus advertising			Application	N	B
		Last YR Fee \$230 plus advertising					

Certificates

Construction Certificates

New dwelling	2.1.1	\$364.00	\$371.00	1.92%	Application	Y	C
Dwelling Additions	2.1.2	\$227.00	\$232.00	2.20%	Application	Y	C
Structures ancillary to dwellings and farm sheds	2.1.3	\$108.00	\$148.00	37.04%	Per Application	Y	C
Commercial and industrial development less than 100m2	2.1.4	\$364.00	\$371.00	1.92%	Application	Y	C
Commercial and industrial development equal to or greater than 100m2	2.1.5	\$371 + \$1.10 per additional m2			Application	Y	C
		Last YR Fee \$357 + \$1.10 per additional m2					
Subdivision – Per lot	2.1.6	\$162.00	\$165.00	1.85%	Application	Y	C
Subdivision supervision fee for new work carried out by private contractors on future Council assets	2.1.7	1% of estimated engineering const. cost			Application	N	C
		Last YR Fee 1% of estimated engineering const. cost					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Construction Certificates [continued]

Processing of variations to Building Code of Australia	2.1.8		\$345 per clause		Clause	Y	C
			Last YR Fee \$345 per clause				
Modification of Construction Certificate	2.1.9	\$100 or 50% of original fee, whichever is greater			Application	Y	C
			Last YR Fee \$65 or 50% of original fee, whichever is greater				

Compliance Certificates

Critical stage inspections	2.2.1	\$121.00	\$123.00	1.65%	Application	Y	C
Occupation certificate	2.2.2	\$121.00	\$123.00	1.65%	Application	Y	C
Subdivision Certificate	2.2.3	\$121.00	\$123.00	1.65%	Application	N	B

Complying Development Certificates

Class 10 buildings less than 100m ²	2.3.1	\$136.00	\$139.00	2.21%	Application	Y	C
Buildings less than 150m ² other than Class 10 buildings	2.3.2	\$203.00	\$207.00	1.97%	Application	Y	C
Buildings greater than 150m ² other than rural sheds	2.3.3		\$199 + \$1.10 per additional m ²		Application	Y	C
			Last YR Fee \$199 + \$1.10 per additional m ²				
Rural sheds greater than 150m ²	2.3.4		\$250 maximum		Application	Y	C
			Last YR Fee \$250 maximum				
Modification of Complying Development Certificate	2.3.5	\$147 or 50% of original fee, whichever is greater			Application	Y	C
			Last YR Fee \$62 or 50% of original fee, whichever is greater				

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Planning Certificates

Planning certificate – Section 10.7(2)	2.4.1	\$53.00	\$53.00	0.00%	Application	N	A
Inclusion of advice on other relevant matters – Section 10.7(5)	2.4.2	\$80.00	\$80.00	0.00%	Application	N	A

Building Certificates

Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	2.5.1	\$250.00	\$250.00	0.00%	Application	N	A
Any other class of building	2.5.2	\$250.00	\$250.00	0.00%	Application	N	A
In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	2.5.3	\$250.00	\$250.00	0.00%	Application	N	A
If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	2.5.4	\$90.00	\$90.00	0.00%	Application	N	A
Floor area of building or part not exceeding 200m ²	2.5.5	\$250.00	\$250.00	0.00%	Application	N	A
Exceeding 200m ² but not exceeding 2,000 m ²	2.5.6	\$250 plus an additional 50 cents per square metres in addition to 200 square meters			Application	N	A
		Last YR Fee \$250 plus an additional 50 cents per square metres in addition to 200 square meters					
Exceeding 2,000 m ²	2.5.7	\$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square meters			Application	N	A
		Last YR Fee \$1,165 plus an additional \$0.075 per square metres in addition to 2,000 square meters					
Copy of Building Certificate	2.6	\$13.00	\$13.00	0.00%	Copy	N	A

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Building Certificates [continued]

Certificate as to notices (s735A LG Act 1993)	2.8	\$80.00	\$80.00	0.00%	Application	N	A
Expedited provision of certificate (by arrangement)	2.9	\$21.00	\$21.00	0.00%	Application	N	B

Information Service Fee

Written response	2.10.1	\$63.00	\$107.00	69.84%	Application	Y	B
Written response and inspection	2.10.2	\$121.00	\$173.00	42.98%	Application	Y	B
Dwelling entitlement enquiry fee	2.11	\$63.00	\$107.00	69.84%	Application	Y	B
Duplicate Construction, Compliance, Occupation and Complying development Certificates	2.12	\$21.00	\$41.00	95.24%	Application	N	B
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	2.13	\$36.00	\$36.00	0.00%	Certificate	N	A

Local Activity and Road Act Applications

Local Activities (s68) – other than those with a specific fee	3.1	\$108.00	\$142.00	31.48%	Application	N	B
Application to amend Local Activity Approval	3.2	\$47.00	\$104.00	121.28%	Application	N	B
Required Local Activity Inspections	3.3	\$121.00	\$123.00	1.65%	Application	N	B
Minor sewer works application fee	3.4	\$104.00	\$106.00	1.92%	Application	N	B
Septic tank (new)	3.5	\$223.00	\$227.00	1.79%	Application	N	B

Surveillance Fee

Hairdressers Beauty Salon	3.6.1	\$121.00	\$140.00	15.70%	Application	N	
Undertakers Mortuary	3.6.2	\$121.00	\$140.00	15.70%	Application	N	B

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

Application	3.7.1	\$20.00	\$20.00	0.00%	Application	N	A
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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation [continued]

Occupation	3.7.2	\$13.00	\$13.00	0.00%	Week	N	B
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Street Trading/Street Vending

Vehicle permit	3.8	\$116.00	\$140.00	20.69%	Application	N	B
Impounded Advertising Structure release fee	3.9	\$122.00	\$140.00	14.75%	Structure	N	B

On Site Sewerage

Registration	3.10.1	\$31.00	\$31.00	0.00%	Application	N	A
Inspection	3.10.2	\$121.00	\$123.00	1.65%	Inspection	N	B
Water Connection application processing	3.11	\$67.00	\$67.00	0.00%	Application	N	A

Development Services Administration

Certified copy of document, map or plan	4.1	\$55.00	\$56.00	1.82%	Copy	N	A
Search for drainage diagram required under Conveyancing Act.	4.2	\$55.00	\$78.00	41.82%	Diagram	N	B
Copy of diagram or written response provided							

Caravan Parks, Camping Grounds and Manufactured Home Estates

Application for approval to operate (LGA 1993)	5.1	\$8.00	\$8.00	0.00%	Application	N	B
Per site (minimum \$140)							
Replacement approval	5.2	\$60.00	\$78.00	30.00%	Application	N	B
E.g. in the name of the new operator							
Inspection of manufactured home/ Reinspection	5.3	\$85.00	\$121.00	42.35%	Application	N	B

Environmental Health Services

Food Premises Administration Fee

Retail	6.1.1	\$58.00	\$115.00	98.28%	Application	N	B
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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Food Premises Administration Fee [continued]

Community	6.1.2	\$0.00	\$0.00	∞	Application	N	D
Food premises inspection fee	6.2	Maximum \$160 Minimum \$115			Inspection	N	B
		Last YR Fee Maximum \$160 Minimum \$95					
Issue of Improvement Notice – Food	6.3	\$333.00	\$333.00	0.00%	Notice	N	A

Private and Commercial Swimming Pools

Swimming Pool Act 1992 & Regulation 2008

Application for exemption from barrier requirements	7.1	\$70.00	\$70.00	0.00%	Application	N	A
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Barrier Compliance Inspection

Initial inspection	7.2.1	\$150.00	\$150.00	0.00%	Inspection	Y	A
Reinspection and all subsequent inspections	7.2.2	\$100.00	\$100.00	0.00%	Inspection	Y	A
Issue of compliance certificate	7.2.3	\$70.00	\$70.00	0.00%	Application	N	A

Companion Animals

Companion Animals Act 1998

Registration

Dog or cat (not desexed)	8.1.1	\$207.00	\$207.00	0.00%	Lifetime	N	A
Clause 17 (1)(c)							
Dog or cat (desexed)	8.1.2	\$57.00	\$57.00	0.00%	Lifetime	N	A
Clause 17 (1)(a)							
Dog or cat (desexed, owned by pensioner)	8.1.3	\$24.00	\$24.00	0.00%	Lifetime	N	A
Clause 17 (1)(b)							
Animal Under 6 months not desexed	8.1.4	\$57.00	\$57.00	0.00%	Lifetime	N	A
17(1)(a)							
Registered breeder	8.1.5	\$57.00	\$57.00	0.00%	Lifetime	N	A
Clause 17 (1)(d)							

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Registration [continued]

Dog or cat (desexed animal sold be eligible pound or shelter)	8.1.6	\$28.50	\$28.50	0.00%	Lifetime	N	A
Clause 17 (1)(e)							
Assistance animal	8.1.7	\$0.00	\$0.00	∞	Lifetime	N	A
Working dog (on property)	8.1.8	\$0.00	\$0.00	∞	Lifetime	N	A

Impounding and release

Sustenance and release	8.2	\$12.00	\$12.00	0.00%	Per Day Per Animal	N	B
Out of hours release	8.3	\$102.00	\$104.00	1.96%	Instance	N	B
Microchipping of impounded animals	8.4	\$102.00	\$104.00	1.96%	Animal	N	B

Stock Control

Impounding

Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	9.1.1	\$30.00	\$31.00	3.33%	Animal	N	B
Per animal - minimum \$100							
Rams, ewes, sheep /lambs	9.1.2	\$7.00	\$7.00	0.00%	Animal	N	B
Per animal - minimum \$100							
Droving, walking or transportation fees	9.1.3	Ranger time and/or cartage costs			Instance	N	B
		Last YR Fee Ranger time and/or cartage costs					

Sustenance

Cattle, horse	9.2.1	\$5.00	\$5.00	0.00%	Day	N	D
Plus Direct Costs							
Pig	9.2.2	Direct Costs			Day	N	D
		Last YR Fee Direct Costs					
Sheep	9.2.3	\$1.00	\$1.00	0.00%	Day	N	D
Plus Direst Costs							

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Sustenance [continued]

Attending stock on roads	9.2.4		Direct Costs		Instance	N	D
			Last YR Fee Direct Costs				

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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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ENVIRONMENTAL SERVICES

Waste Management Facilities

Residential Waste (Within Berrigan Shire)

General Waste – Uncompacted	10.1.1	\$36.00	\$37.00	2.78%	m3	Y	B
Minimum charge - \$5							
General Waste – Mechanically compacted	10.1.2	\$48.00	\$49.00	2.08%	m3	Y	B
Minimum charge - \$5							
Gas bottles (spiked and debunged)	10.1.3	\$0.00	\$0.00	∞	Each	Y	D
Mattresses	10.1.4	\$33.00	\$33.00	0.00%	each	Y	B
Car tyres	10.1.5	\$12.00	\$12.00	0.00%	Each	Y	B
Light truck tyres	10.1.6	\$16.00	\$16.00	0.00%	Each	Y	B
Heavy truck tyres	10.1.7	\$26.00	\$27.00	3.85%	Each	Y	B
Tractor tyres	10.1.8	\$144.00	\$147.00	2.08%	Each	Y	B
Earthmover tyres	10.1.9	\$222.00	\$226.00	1.80%	Each	Y	B
Chemical drums	10.1.10	\$18.00	\$18.00	0.00%	m3	Y	B
Asbestos (from within Berrigan Shire)	10.1.11	\$360.00	\$370.00	2.78%	m3	Y	B
Liquid bitumen waste	10.1.12	\$26.00	\$27.00	3.85%	m3	Y	B
Car batteries, white goods, scrap steel and the like	10.1.13	\$0.00	\$0.00	∞		Y	D
Green waste	10.1.14	\$0.00	\$0.00	∞	m3	Y	D

Commercial Waste (Within Berrigan Shire)

General Waste – Uncompacted	10.2.1	\$36.00	\$37.00	2.78%	m3	Y	C
Minimum charge - \$5							
General Waste – Mechanically compacted	10.2.2	\$48.00	\$49.00	2.08%	m3	Y	C
Minimum charge - \$5							
Asbestos	10.2.3	\$360.00	\$370.00	2.78%	m3	Y	C
Green waste	10.2.4	\$18.00	\$18.00	0.00%	m3	Y	C
Cardboard	10.2.5	\$50.00	\$51.00	2.00%	m3	Y	C

Waste (Outside Berrigan Shire)

Non Resident

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Waste (Outside Berrigan Shire) [continued]

General Waste – Uncompacted	10.3.1	\$102.00	\$104.00	1.96%	m3	Y	C
Minimum charge - \$5							
General Waste – Mechanically compacted	10.3.2	\$135.00	\$138.00	2.22%	m3	Y	C
Minimum charge - \$5							
Asbestos	10.3.3	\$660.00	\$670.00	1.52%	m3	Y	C
Green waste	10.3.4	\$22.00	\$22.00	0.00%	m3	Y	C
Cardboard	10.3.5	\$50.00	\$51.00	2.00%	m3	Y	C

Other Tip Charges

Fridge de-gassing	10.4.1	\$7.00	\$7.00	0.00%	Each	Y	B
Access to Landfill Outside Opening Hours (Minimum 2 hours)	10.5	\$396.00	\$404.00	2.02%	Each	Y	B

Waste Collection

Domestic Waste

Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	11.1.1	\$322.00	\$328.00	1.86%	Each	N	B
Additional 120l Garbage Bin	11.1.2	\$202.00	\$206.00	1.98%	Each	N	B
Additional 240l Recycling Bin	11.1.3	\$155.00	\$158.00	1.94%	Each	N	B
Uncollected	11.1.4	\$60.00	\$61.00	1.67%	Each	N	B

Business Waste

1 x 240l Garbage Bin	11.2.1	\$282.00	\$288.00	2.13%	Each	N	B
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	11.2.2	\$436.00	\$445.00	2.06%	Each	N	B

Town Water Supply

Access charge (standard connection)	12.1	\$551.00	\$562.00	2.00%	Year	N	B
Water restriction easement	12.2	\$10.00	\$10.00	0.00%	Month	N	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Consumption – Treated

BGA, BER, FIN Stage 4 restrictions	12.3.1	\$1.55	\$1.55	0.00%	kL	N	B
BGA, BER, FIN Other restrictions	12.3.2	\$1.10	\$1.10	0.00%	kL	N	B
BGA, BER, FIN No restrictions	12.3.3	\$1.00	\$1.00	0.00%	kL	N	B
TOC, Stage 4 restrictions	12.3.4	\$1.03	\$1.03	0.00%	kL	N	B
TOC Other restrictions	12.3.5	\$0.73	\$0.73	0.00%	kL	N	B
TOC No Restrictions	12.3.6	\$0.66	\$0.66	0.00%	kL	N	B

Consumption – Unfiltered

BGA, BER, FIN Stage 4 restrictions	12.4.1	\$0.77	\$0.77	0.00%	kL	N	B
BGA, BER, FIN Other restrictions	12.4.2	\$0.55	\$0.55	0.00%	kL	N	B
BGA, BER, FIN No restrictions	12.4.3	\$0.50	\$0.50	0.00%	kL	N	B
Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	12.5	\$0.03	\$0.03	0.00%	kL	N	D
Consumption – Recreation reserves and public pools	12.6	1/10 of applicable consumption charge			kL	N	D
		Last YR Fee 1/10 of applicable consumption charge					

Connection

Supply of meter kit

20 mm service	12.7.1	\$210.00	\$270.00	28.57%	each	N	B
Does not include installation							
25 mm service	12.7.2	\$480.00	\$550.00	14.58%	each	N	B
Does not include installation							
Larger than 25mm service	12.7.3	Priced on a individual cost recovery basis			each	N	B
		Last YR Fee Priced on a individual cost recovery basis					
Supply of meter kits, installation and trenching of a water connection larger than 25mm							

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Installation

20 mm service	12.8.1	\$1,050.00	\$1,070.00	1.90%		N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							
25 mm service	12.8.2	\$1,140.00	\$1,160.00	1.75%	each	N	B
Includes installation of meter and connection to main. Excludes purchase of meter kit and water trenching and service laying rate							

Trenching and Service Laying

Single	12.9.1	\$50.00	\$55.00	10.00%	metre	N	B
Dual (where same trench can be used)	12.9.2	\$75.00	\$80.00	6.67%	metre	N	B

Disconnection

20mm	12.10.1	\$68.00	\$69.00	1.47%	Meter	N	B
2 x 20mm	12.10.2	\$108.00	\$110.00	1.85%	Meter	N	B
3 x 20mm	12.10.3	\$142.00	\$145.00	2.11%	Meter	N	B
Greater than 20mm	12.10.4	Direct costs plus indirect costs			Each	N	B
		Last YR Fee					
		Direct costs plus indirect costs					

Reading and Testing

Requested read (refundable if error found)	12.11.1	\$32.00	\$33.00	3.13%	Property	N	B
Requested test (Refundable if error found)	12.11.2	\$125.00	\$128.00	2.40%	Meter	N	B
Requested leakage inspection	12.11.3	\$63.00	\$64.00	1.59%	Inspection	N	B

Filtered Water Supplied to Water Carters

Establishment fee	12.12.1	\$17.00	\$17.00	0.00%	Application	N	B	
Water supplied via standpipe – Treated	12.12.2	\$3.50	\$3.50	0.00%	kL	N	B	
Water supplied via standpipe – Unfiltered	12.12.3	\$1.50	\$1.50	0.00%	kL	N	C	
Delivery of water from standpipe	12.13	On application			N			B
		Last YR Fee						
		On application						
Not Disclosed								

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Sewer

Service charge	13.1	\$568.00	\$579.00	1.94%	Year	N	B
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Pedestal Charge

Rate-able Third and subsequent pedestal/urinal	13.2.1	\$121.00	\$123.00	1.65%	Urinal or Cistern	N	B
Non Rate-able Each pedestal/urinal	13.2.2	\$121.00	\$123.00	1.65%	Urinal or Cistern	N	B
Low pressure sewer pump maintenance charge	13.3	\$158.00	\$161.00	1.90%	Each	N	B

Connection

Standard

Establishment	13.4.1	\$740.00	\$750.00	1.35%	each	N	B
Trenching and installation	13.4.2	\$80.00	\$85.00	6.25%	metre	N	B
Inclusive of materials. Exclusive of cut-in cost and establishment							
Cut in		\$370.00	\$380.00	2.70%	each	N	B
In the event of no existing junction. Excluded sewer establishment cost and trenching and installation cost							

Low Pressure

Establishment	13.5.1	\$740.00	\$750.00	1.35%		N	B
Trenching and installation	13.5.2	\$70.00	\$75.00	7.14%	metre	N	B
Does not include establishment or supply and install of low pressure kit							
Boundary kit – supply and install	13.5.3	\$370.00	\$380.00	2.70%	each	N	B
Does not include establishment or trenching rate							

Trade waste

As per Liquid Trade Waste Policy

Application

Category 1	13.6.1	\$102.00	\$104.00	1.96%	each	N	B
Category 2	13.6.2	\$204.00	\$208.00	1.96%	each	N	B
Category 3	13.6.3	\$685.00	\$699.00	2.04%	each	N	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Annual fee

Category 1	13.7.1	\$102.00	\$104.00	1.96%	year	N	B
Category 2	13.7.2	\$204.00	\$208.00	1.96%	year	N	B
Category 3	13.7.3	\$685.44	\$699.15	2.00%	year	N	B

Reinspection

Category 1	13.8.1	\$102.00	\$104.00	1.96%	each	N	B
Category 2	13.8.2	\$204.00	\$208.00	1.96%	each	N	B
Category 3	13.8.3	\$204.00	\$208.00	1.96%	each	N	B

Disposal

Category 1 – with appropriate pre-treatment	13.9.2	\$0.00	\$0.00	∞	kL	N	B
Category 1 – without appropriate pre-treatment	13.9.2	\$1.90	\$1.90	0.00%	kL	N	B
Category 2 – with appropriate pre-treatment	13.9.3	\$1.90	\$1.90	0.00%	kL	N	B
Category 2 – without appropriate pre-treatment	13.9.4	\$0.00	\$19.00	∞	kL	N	B
Chemical toilet	13.9.5	\$24.00	\$24.00	0.00%	kL	N	B
Septic tank waste	13.9.6	\$38.00	\$38.00	0.00%	kL	N	B

Non-compliance

Category 1	13.10.1	\$1.90	\$1.90	0.00%	kL	N	B
Category 2	13.10.2	\$17.50	\$17.85	2.00%	kL	N	B
Excess mass charge and pH charge	13.10.3	Site-specific calculation				N	B
		Last YR Fee Site-specific calculation					
Penalty	13.10.3	Site-specific calculation				N	B
		Last YR Fee Site-specific calculation					

Other

Truck Wash – Berrigan and Finley	13.12	\$1.00 per minute	Minute	Y	C
		Last YR Fee \$1.00 per minute			
Charged via AVDATA					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Stormwater Drainage

Stormwater Management Charge

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

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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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TECHNICAL SERVICES

Roads, Crossings and Private Works

Road opening permit	15.1	\$177.00	\$181.00	2.26%	Application	N	B
Supply and installation of Rural Address sign	15.7	\$239.00	\$244.00	2.09%	Sign	Y	B
Application for permanent road closure and report to Council	15.8	\$323.00	\$329.00	1.86%	Application	N	B

Restricted Access Vehicle Routes

Application fee Class 1 & 3 permits	15.10.1	\$76.00	\$78.00	2.63%	Application	N	B
Route assessment	15.10.2	Cost + 10%			Assessment	N	C
		Last YR Fee Cost + 10%					
Structural assessment	15.10.3	Cost			Assessment	N	C
		Last YR Fee Cost					
Heavy Vehicle Access Permit fast track	15.10.4	\$100.00	\$100.00	0.00%	each	N	B

Traffic Management Plans

Traffic Control Plan preparation	15.9.1	\$200.00	\$200.00	0.00%	each	N	B
Traffic Management Plan – implementation	15.9.2	at cost			each	N	B
		Last YR Fee -					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Tocumwal Aerodrome

Access Charges

Property abutting Tocumwal Aerodrome containing one or more hangars	16.1.1	\$0.9634 per m2 of hangar space Maximum \$2,647 Minimum \$995			Year	Y	D
		Last YR Fee \$0.9445 per m2 of hangar space Maximum \$2,595 Minimum \$975					

Gliding Operations	16.1.2	\$1450 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)			Year	Y	D
		Last YR Fee \$1421.88 in addition to Property abutting Tocumwal Aerodrome containing one or more hangars (16.1.1)					

Regular commercial users 200 movements per year or less	16.1.3	\$755.00	\$778.00	3.05%	Year	Y	D
Regular commercial users 201 movements per year or more	16.1.4	\$1,484.00	\$1,529.00	3.03%	Year	Y	D
Visiting flying schools	16.1.5	\$305.00	\$317.00	3.93%	Week part thereof	Y	D

Aircraft Parking Fees (Powered and Unpowered)

Year	16.2.1	\$821.00	\$854.00	4.02%	Aircraft	Y	D
Week	16.2.2	\$17.00	\$18.00	5.88%	Aircraft	Y	D
Movement fees (Honesty box)	16.3	\$10.00	\$10.00	0.00%	Movement	Y	D
Overweight aircraft use application	16.4	\$158.00	\$164.00	3.80%	Application	Y	C

Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan

Conduct of events (including directly related training periods) Includes up to two events	16.5.1	\$1,508.00	\$1,568.00	3.98%	Year	Y	C
Training and practice (three days or part thereof)	16.5.2	\$77.00	\$80.00	3.90%	Aircraft	Y	C

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan

[continued]

Other aviation and commercial use, events etc.	16.6		By negotiation		Each	Y	C
			Last YR Fee By negotiation				

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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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CORPORATE SERVICES

Rating Services

Section 603 certificate	17.1	\$85.00	\$85.00	0.00%	Application	N	A
Section 603 certificate – expedited service surcharge	17.2	\$28.00	\$29.00	3.57%	Application	N	B
Certificate Reconciliation fee	17.3	\$28.00	\$29.00	3.57%	Month	N	B

Rate Enquiry Fee

Written	17.4.1	\$28.00	\$28.00	0.00%	Enquiry	N	B
Verbal	17.4.2	\$12.00	\$12.00	0.00%	Enquiry	N	B

Computer Sales Advice

One property	17.5.1	\$32.00	\$33.00	3.13%	Application	N	B
Up to 250 properties	17.5.2	\$55 + \$10 per 15 minutes staff time			Application	N	B
		Last YR Fee \$55 + \$10 per 15 minutes staff time					
Over 250 properties	17.5.3	\$65 + \$10 per 15 minutes staff time			Application	N	B
		Last YR Fee \$65 + \$10 per 15 minutes staff time					

Sales Listing for Registered Valuers

Supply of list	17.6.1	\$780.00	\$800.00	2.56%	Supply	N	B
Additional staff time	17.6.2	\$20.00	\$20.00	0.00%	15 minutes	N	B
Requested meter reading	17.7	\$32.00	\$33.00	3.13%	Reading	N	B
Accrual of interest on rates and charges	17.8	0% from 1 July 2020 to 31 December 2020 inclusive 7% from 1 January 2021 to 30 June 2021 inclusive			Per Annum	N	A
		Last YR Fee 0% from 1 July 2020 to 31 December 2020 inclusive 7% from 1 January 2021 to 30 June 2021 inclusive					

Valuation or Ownership Enquiry

Verbal enquiry	17.9.1	\$12.00	\$12.00	0.00%	Enquiry	N	B
Written enquiry	17.9.2	\$28.00	\$28.00	0.00%	Enquiry	N	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Valuation or Ownership Enquiry [continued]

Extract from valuation book	17.9.3	\$20.00	\$20.00	0.00%	Extract	N	B
Title search	17.10	\$40.00	\$41.00	2.50%	Search	N	B
Reallocation of Electronic Payment	17.11	\$40.00	\$41.00	2.50%	Each	N	B

Recovery of outstanding accounts

Debt recovery – legal action	17.12.1	At cost			each	N	B
		Last YR Fee					
		-					
Early stage intervention for defaulting ratepayers (pre-legal action)	17.12.2	At cost			each	N	B
		Last YR Fee					
		-					

Access to Information

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

Office Services

Returned cheque fee	19.1	\$16.00	\$17.00	6.25%	Instance	N	B
Cancelled cheque fee	19.2	\$16.00	\$17.00	6.25%	Instance	N	B

Maps

A1 with lots	19.3.1	\$38.00	\$39.00	2.63%	Map	N	C
A1 with roads only	19.3.2	\$20.00	\$22.00	10.00%	Map	N	C
A3 originals	19.3.3	\$16.00	\$18.00	12.50%	Map	N	C
A3 Photocopy/Print	19.3.4	\$5.00	\$6.00	20.00%	Map	N	C
A4 Photocopy/Print	19.3.5	\$3.00	\$3.50	16.67%	Map	N	C
Custom map – up to A1 size	19.3.6	\$140.00	\$143.00	2.14%	Map	N	C

Photocopying/Printing

A4	19.4.1	\$1.00	\$1.00	0.00%	Page	Y	C
A3	19.4.2	\$2.00	\$2.00	0.00%	Page	Y	C
Own paper	19.4.3	\$0.40	\$0.40	0.00%	Page	Y	C

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Photocopying/Printing [continued]

Fax – Incoming and outgoing	19.4.4	\$1.60	\$2.00	25.00%	Page	Y	C
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Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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COMMUNITY SERVICES

Community Facilities

Public halls	20.1	In Consultation with Committees	Booking	Y	D
		Last YR Fee In Consultation with Committees			
Recreation reserves	20.2	In Consultation with Committees	Booking	Y	D
		Last YR Fee In Consultation with Committees			

Swimming Pools

Entry	20.3.1	In Consultation with Committees	Entry	Y	D
		Last YR Fee In Consultation with Committees			
Season ticket	20.3.2	In Consultation with Committees	Season	Y	D
		Last YR Fee In Consultation with Committees			
Lifeguards	20.3.3	At Cost Plus GST	Hour	Y	B
		Last YR Fee At Cost Plus GST			

Libraries

Borrowings

Borrowing charge	22.1.1	\$0.00	\$0.00	∞	Loan	Y	A
Online search	22.1.2	\$0.00	\$0.00	∞	Search	Y	A
Internal transfer	22.1.3	\$0.00	\$0.00	∞	Loan	Y	A
Reservation	22.1.4	\$0.00	\$0.00	∞	Item	N	B
Inter-library loan	22.1.5	\$9.00	\$9.00	0.00%	Item	Y	B
Overdue notice	22.1.6	\$0.00	\$0.00	∞	Notice	N	B
Overdue fee (per item)	22.1.7	\$0.00	\$0.00	∞	Day	N	B

Services

Replacement membership card	22.2	\$2.50	\$2.50	0.00%	Issue	N	B
Public access computers	22.3	\$0.00	\$0.00	∞	Sitting	Y	A
Wi-Fi hotspot	22.4	\$0.00	\$0.00	∞	Login	Y	A
Print/Photocopy	22.5	\$1.00	\$0.51	-49.00%	Page	Y	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Fax

Initial sheet	22.6.1	\$1.20	\$1.20	0.00%	Page	Y	B
Additional sheets	22.6.2	\$0.40	\$0.51	27.50%	Page	Y	B
Scanning	22.7	\$1.20	\$1.20	0.00%	Page	Y	B

Laminating

A4	22.8.1	\$2.40	\$2.40	0.00%	Page	Y	B
A3	22.8.2	\$3.60	\$3.60	0.00%	Page	Y	B
Business card	22.8.3	\$1.20	\$1.20	0.00%	Page	Y	B
USB device	22.9	\$12.00	\$12.00	0.00%	Device	Y	C

Room Hire

Community Use (During Library Opening Hours)	22.10.1	\$0.00	\$0.00	∞	Use	Y	D
Community Use (After Hours)	22.10.2	\$15.00	\$15.00	0.00%	Use	Y	D
Commercial Use (Business and After Hours)	22.10.3	\$15.00	\$15.00	0.00%	Per Hour	Y	B
Book club	22.11	\$50.00	\$50.00	0.00%	Year	Y	B
Per person, Minimum \$500 per group							

Cemetery

Lawn Cemetery

Single interment (includes standard plaque)	23.1.1	\$2,430.00	\$2,503.00	3.00%	Interment	Y	B
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Note: Standard plaque is 380mm x 280mm cast bronze with the choice of one emblem. Where a Department of Veterans Affairs plaque is supplied for the deceased, the cost of the plaque will be refunded and the cost of installation met by the deceased's estate.

Double Interment

First interment (includes standard plaque)	23.1.2.1	\$2,651.00	\$2,731.00	3.02%	Interment	Y	B
Second interment (additional 5 line plaque)	23.1.2.2	\$905.00	\$932.00	2.98%	Interment	Y	B

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Interment of Ashes

Placed concurrently with interment (includes 5 line plate)	23.1.3.1	\$297.00	\$306.00	3.03%	Interment	Y	B
Placed in existing interment (includes additional 5 line plaque)	23.1.3.2	\$598.00	\$616.00	3.01%	Interment	Y	B
Stillborn interment (at head of grave – no right of burial in grave)	23.1.4	\$276.00	\$282.00	2.17%	Interment	Y	B
Outside normal hours surcharge	23.1.5	\$295.00	\$301.00	2.03%	Interment	Y	B

General Section

Site reservation	23.2.1	\$336.00	\$343.00	2.08%	Site	Y	B
General Section – Interment	23.2.2	\$70.00	\$71.00	1.43%	Interment	Y	B
Stillborn interment (designated area or at foot of grave)	23.2.3	\$276.00	\$282.00	2.17%	Interment	Y	B

Grave Digging – General section

Machine – ordinary hours	23.3.1	\$518.00	\$528.00	1.93%	Interment	Y	B
Hand – ordinary hours	23.3.2	\$801.00	\$817.00	2.00%	Interment	Y	B
Machine – not ordinary hours	23.3.3	\$757.00	\$772.00	1.98%	Interment	Y	B
Hand – not ordinary hours	23.3.4	\$1,026.00	\$1,047.00	2.05%	Interment	Y	B

Monumental Masonry

Permit to erect kerb and/or monument	23.3.1	\$40.00	\$40.00	0.00%	Permit	N	B
Removal and reinstatement	23.3.2	\$276.00	\$282.00	2.17%	Each	Y	B

Plaques

Standard single	23.4.1	\$716.00	\$737.00	2.93%	Plaque	Y	B
Standard dual	23.4.2	\$978.00	\$1,007.00	2.97%	Plaque	Y	B
Non-standard	23.4.3	Available on Application			Plaque	Y	B
		Last YR Fee Available on Application					

Name	Item No.	Year 20/21 Fee (incl. GST)	Year 21/22 Fee (incl. GST)	Increase %	Basis	GST	Policy ID
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Memorial Wall – Interment of Ashes

Reservation	23.5.1	\$240.00	\$245.00	2.08%	Each	Y	B
Interment	23.5.2	\$1,195.00	\$1,231.00	3.01%	Each	Y	B

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Index of all fees

Other

\$0 to \$5,000	[Other Development Applications]	8
\$0 to \$5000	[Request to Review Determination]	10
\$1,000,001 to \$10,000,000	[Other Development Applications]	9
\$1,000,001 to \$10,000,000	[Request to Review Determination]	11
\$250,001 to \$500,000	[Other Development Applications]	9
\$250,001 to \$500,000	[Request to Review Determination]	10
\$5,001 to \$250,000	[Request to Review Determination]	10
\$5,001 to \$50,000	[Other Development Applications]	8
\$50,001 to \$250,000	[Other Development Applications]	9
\$500,001 to \$1,000,000	[Other Development Applications]	9
\$500,001 to \$1,000,000	[Request to Review Determination]	11

1

1 x 240l Garbage Bin	[Business Waste]	21
1 x 240l Garbage Bin & 1 x 240l Recycling Bin	[Business Waste]	21

2

2 x 20mm	[Disconnection]	23
20 mm service	[Supply of meter kit]	22
20 mm service	[Installation]	23
20mm	[Disconnection]	23
25 mm service	[Supply of meter kit]	22
25 mm service	[Installation]	23

3

3 x 20mm	[Disconnection]	23
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A

A1 with lots	[Maps]	31
A1 with roads only	[Maps]	31
A3	[Photocopying/Printing]	31
A3	[Laminating]	34
A3 originals	[Maps]	31
A3 Photocopy/Print	[Maps]	31
A4	[Photocopying/Printing]	31
A4	[Laminating]	34
A4 Photocopy/Print	[Maps]	31
Access charge (standard connection)	[Town Water Supply]	21
Access to Landfill Outside Opening Hours (Minimum 2 hours)	[Other Tip Charges]	21
Accrual of interest on rates and charges	[Sales Listing for Registered Valuers]	30
Additional 120l Garbage Bin	[Domestic Waste]	21
Additional 240l Recycling Bin	[Domestic Waste]	21
Additional sheets	[Fax]	34
Additional staff time	[Sales Listing for Registered Valuers]	30
Advertised development – maximum	[Advertising]	9
Advertised development – minimum	[Advertising]	9
Amendment to Development Control Plan	[Rezoning]	12
Animal Under 6 months not desexed	[Registration]	17
Any other class of building	[Building Certificates]	14
Application	[Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation]	15
Application fee	[Access to Information]	31
Application fee Class 1 & 3 permits	[Restricted Access Vehicle Routes]	27
Application for approval to operate (LGA 1993)	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	16

Fee Name Parent Page

A [continued]

Application for exemption from barrier requirements	[Private and Commercial Swimming Pools]	17
Application for permanent road closure and report to Council	[Roads, Crossings and Private Works]	27
Application to amend Local Activity Approval	[Local Activity and Road Act Applications]	15
Asbestos	[Commercial Waste (Within Berrigan Shire)]	20
Asbestos	[Waste (Outside Berrigan Shire)]	21
Asbestos (from within Berrigan Shire)	[Residential Waste (Within Berrigan Shire)]	20
Assistance animal	[Registration]	18
Attending stock on roads	[Sustenance]	19

B

Berrigan Sports Club for water bypassing the Council's treatment and reticulation system	[Consumption – Unfiltered]	22
BGA, BER, FIN No restrictions	[Consumption – Treated]	22
BGA, BER, FIN No restrictions	[Consumption – Unfiltered]	22
BGA, BER, FIN Other restrictions	[Consumption – Treated]	22
BGA, BER, FIN Other restrictions	[Consumption – Unfiltered]	22
BGA, BER, FIN Stage 4 restrictions	[Consumption – Treated]	22
BGA, BER, FIN Stage 4 restrictions	[Consumption – Unfiltered]	22
Book club	[Room Hire]	34
Borrowing charge	[Borrowings]	33
Boundary kit – supply and install	[Low Pressure]	24
Buildings greater than 150m2 other than rural sheds	[Complying Development Certificates]	13
Buildings less than 150m2 other than Class 10 buildings	[Complying Development Certificates]	13
Business card	[Laminating]	34

C

Cancelled cheque fee	[Office Services]	31
Car batteries, white goods, scrap steel and the like	[Residential Waste (Within Berrigan Shire)]	20
Car tyres	[Residential Waste (Within Berrigan Shire)]	20
Cardboard	[Commercial Waste (Within Berrigan Shire)]	20
Cardboard	[Waste (Outside Berrigan Shire)]	21
Category 1	[Application]	24
Category 1	[Annual fee]	25
Category 1	[Reinspection]	25
Category 1	[Non-compliance]	25
Category 1 – with appropriate pre-treatment	[Disposal]	25
Category 1 – without appropriate pre-treatment	[Disposal]	25
Category 2	[Application]	24
Category 2	[Annual fee]	25
Category 2	[Reinspection]	25
Category 2	[Non-compliance]	25
Category 2 – with appropriate pre-treatment	[Disposal]	25
Category 2 – without appropriate pre-treatment	[Disposal]	25
Category 3	[Application]	24
Category 3	[Annual fee]	25
Category 3	[Reinspection]	25
Cattle, horse	[Sustenance]	18
Certificate as to notices (s735A LG Act 1993)	[Building Certificates]	15
Certificate Reconciliation fee	[Rating Services]	30
Certified copy of document, map or plan	[Development Services Administration]	16
Chemical drums	[Residential Waste (Within Berrigan Shire)]	20
Chemical toilet	[Disposal]	25
Class 1 building or Class 10 building for each dwelling containing in the building or in any other building in the allotment	[Building Certificates]	14
Class 10 buildings less than 100m2	[Complying Development Certificates]	13

Fee Name Parent Page

C [continued]

Commercial and industrial development equal to or greater than 100m ²	[Construction Certificates]	12
Commercial and industrial development less than 100m ²	[Construction Certificates]	12
Commercial Use (Business and After Hours)	[Room Hire]	34
Community	[Food Premises Administration Fee]	17
Community Use (After Hours)	[Room Hire]	34
Community Use (During Library Opening Hours)	[Room Hire]	34
Conduct of events (including directly related training periods) Includes up to two events	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	28
Consumption – Recreation reserves and public pools	[Consumption – Unfiltered]	22
Contaminated sites	[Other]	10
Copy of Building Certificate	[Building Certificates]	14
Critical stage inspections	[Compliance Certificates]	13
Custom map – up to A1 size	[Maps]	31
Cut in	[Standard]	24

D

Debt recovery – legal action	[Recovery of outstanding accounts]	31
Delivery of water from standpipe	[Filtered Water Supplied to Water Carters]	23
Designated development	[Other]	10
Designated development – maximum	[Advertising]	9
Dog or cat (desexed animal sold be eligible pound or shelter)	[Registration]	18
Dog or cat (desexed)	[Registration]	17
Dog or cat (desexed, owned by pensioner)	[Registration]	17
Dog or cat (not desexed)	[Registration]	17
Droving, walking or transportation fees	[Impounding]	18
Dual (where same trench can be used)	[Trenching and Service Laying]	23
Duplicate Construction, Compliance, Occupation and Complying development Certificates	[Information Service Fee]	15
Dwelling Additions	[Construction Certificates]	12
Dwelling entitlement enquiry fee	[Information Service Fee]	15
Dwelling less than \$100,000	[Request to Review Determination]	10

E

Early stage intervention for defaulting ratepayers (pre-legal action)	[Recovery of outstanding accounts]	31
Earthmover tyres	[Residential Waste (Within Berrigan Shire)]	20
Entry	[Swimming Pools]	33
Establishment	[Standard]	24
Establishment	[Low Pressure]	24
Establishment fee	[Filtered Water Supplied to Water Carters]	23
Exceeding 2,000 m ²	[Building Certificates]	14
Exceeding 200m ² but not exceeding 2,000 m ²	[Building Certificates]	14
Excess mass charge and pH charge	[Non-compliance]	25
Expedited provision of certificate (by arrangement)	[Building Certificates]	15
Extract from valuation book	[Valuation or Ownership Enquiry]	31

F

Fax – Incoming and outgoing	[Photocopying/Printing]	32
First interment (includes standard plaque)	[Double Interment]	34
Floor area of building or part not exceeding 200m ²	[Building Certificates]	14
Food premises inspection fee	[Food Premises Administration Fee]	17
Fridge de-gassing	[Other Tip Charges]	21

Fee Name

Parent

Page

G

Gas bottles (spiked and debunged)	[Residential Waste (Within Berrigan Shire)]	20
General Section – Interment	[General Section]	35
General Waste – Mechanically compacted	[Residential Waste (Within Berrigan Shire)]	20
General Waste – Mechanically compacted	[Commercial Waste (Within Berrigan Shire)]	20
General Waste – Mechanically compacted	[Waste (Outside Berrigan Shire)]	21
General Waste – Uncompacted	[Residential Waste (Within Berrigan Shire)]	20
General Waste – Uncompacted	[Commercial Waste (Within Berrigan Shire)]	20
General Waste – Uncompacted	[Waste (Outside Berrigan Shire)]	21
Gliding Operations	[Access Charges]	28
Greater than \$10,000,000	[Other Development Applications]	9
Greater than \$10,000,000	[Request to Review Determination]	11
Greater than 20mm	[Disconnection]	23
Green waste	[Residential Waste (Within Berrigan Shire)]	20
Green waste	[Commercial Waste (Within Berrigan Shire)]	20
Green waste	[Waste (Outside Berrigan Shire)]	21

H

Hairdressers Beauty Salon	[Surveillance Fee]	15
Hand – not ordinary hours	[Grave Digging – General section]	35
Hand – ordinary hours	[Grave Digging – General section]	35
Heavy truck tyres	[Residential Waste (Within Berrigan Shire)]	20
Heavy Vehicle Access Permit fast track	[Restricted Access Vehicle Routes]	27
Horse, mule, ass, cow (cow and calf up to 3 months), camel, goat or pig	[Impounding]	18

I

If it is reasonably necessary to carry out more than one inspection of the building before issuing a building certificate (not exceeding \$75) for the issue of the certificate. However, the Council may not charge for any initial inspection	[Building Certificates]	14
Impounded Advertising Structure release fee	[Street Trading/Street Vending]	16
In any case where the application relates to a part of a building and that part consists of an external wall only or does not otherwise have a floor area	[Building Certificates]	14
Including New Roads	[Subdivisions]	8
Inclusion of advice on other relevant matters – Section 10.7(5)	[Planning Certificates]	14
Initial assessment, site inspection/report to Council	[Rezoning]	11
Initial inspection	[Barrier Compliance Inspection]	17
Initial sheet	[Fax]	34
Inspection	[On Site Sewerage]	16
Inspection of manufactured home/ Reinspection	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	16
Integrated development and development requiring concurrence	[Other]	10
Inter-library loan	[Borrowings]	33
Interment	[Memorial Wall – Interment of Ashes]	36
Internal transfer	[Borrowings]	33
Involving Liquor Licences or Places of Public Entertainment	[Subdivisions]	8
Issue of compliance certificate	[Barrier Compliance Inspection]	17
Issue of Improvement Notice – Food	[Food Premises Administration Fee]	17

L

Larger than 25mm service	[Supply of meter kit]	22
Lifeguards	[Swimming Pools]	33
Light truck tyres	[Residential Waste (Within Berrigan Shire)]	20

Fee Name Parent Page

L [continued]

Liquid bitumen waste	[Residential Waste (Within Berrigan Shire)]	20
Local Activities (s68) – other than those with a specific fee	[Local Activity and Road Act Applications]	15
Lodgement fee for all Part 4A certificates issued by private certifiers and kept by Council	[Information Service Fee]	15
Low pressure sewer pump maintenance charge	[Pedestal Charge]	24

M

Machine – not ordinary hours	[Grave Digging – General section]	35
Machine – ordinary hours	[Grave Digging – General section]	35
Major LEP amendment plus additional cost for consultant to prepare environmental study plus planning proposal	[Rezoning]	12
Mattresses	[Residential Waste (Within Berrigan Shire)]	20
Microchipping of impounded animals	[Impounding and release]	18
Minor LEP amendment following Council decision	[Rezoning]	11
Minor modifications – Section 4.55 (1) (Maximum)	[Modification of Development Consent]	11
Minor sewer works application fee	[Local Activity and Road Act Applications]	15
Modification of Complying Development Certificate	[Complying Development Certificates]	13
Modification of Construction Certificate	[Construction Certificates]	13
Modifications involving minimal environmental impact – Section 4.55 (1A)	[Modification of Development Consent]	11
Movement fees (Honesty box)	[Aircraft Parking Fees (Powered and Unpowered)]	28

N

New dwelling	[Construction Certificates]	12
No works	[Request to Review Determination]	10
Non Rate-able Each pedestal/urinal	[Pedestal Charge]	24
Non-standard	[Plaques]	35
Not including New Roads	[Subdivisions]	8
Not including Physical Works	[Subdivisions]	8

O

Occupation	[Temporary Occupation of Footpath by Fence or Hoarding During and Building Operation]	16
Occupation certificate	[Compliance Certificates]	13
One property	[Computer Sales Advice]	30
On-farm Water Storage 15ML (SEPP 52)	[Subdivisions]	8
Online search	[Borrowings]	33
Other aviation and commercial use, events etc.	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	29
Other modifications – Section 4.55(2)	[Modification of Development Consent]	11
Other properties	[Stormwater Management Charge]	26
Out of hours release	[Impounding and release]	18
Outside normal hours surcharge	[Interment of Ashes]	35
Over 250 properties	[Computer Sales Advice]	30
Overdue fee (per item)	[Borrowings]	33
Overdue notice	[Borrowings]	33
Overweight aircraft use application	[Aircraft Parking Fees (Powered and Unpowered)]	28
Own paper	[Photocopying/Printing]	31

P

Penalty	[Non-compliance]	25
Permit to erect kerb and/or monument	[Monumental Masonry]	35
Pig	[Sustenance]	18

Fee Name Parent Page

P [continued]

Placed concurrently with interment (includes 5 line plate)	[Interment of Ashes]	35
Placed in existing interment (includes additional 5 line plaque)	[Interment of Ashes]	35
Planning certificate – Section 10.7(2)	[Planning Certificates]	14
Pre-application Meeting Consulting Fee	[Other Development Applications]	8
Print/Photocopy	[Services]	33
Processing charge	[Access to Information]	31
Processing of variations to Building Code of Australia	[Construction Certificates]	13
Property abutting Tocumwal Aerodrome containing one or more hangars	[Access Charges]	28
Public access computers	[Services]	33
Public halls	[Community Facilities]	33

R

Rams, ewes, sheep /lambs	[Impounding]	18
Rate-able Third and subsequent pedestal/urinal	[Pedestal Charge]	24
Reallocation of Electronic Payment	[Valuation or Ownership Enquiry]	31
Recreation reserves	[Community Facilities]	33
Registered breeder	[Registration]	17
Registration	[On Site Sewerage]	16
Regular commercial users 200 movements per year or less	[Access Charges]	28
Regular commercial users 201 movements per year or more	[Access Charges]	28
Reinspection and all subsequent inspections	[Barrier Compliance Inspection]	17
Removal and reinstatement	[Monumental Masonry]	35
Replacement approval	[Caravan Parks, Camping Grounds and Manufactured Home Estates]	16
Replacement membership card	[Services]	33
Requested leakage inspection	[Reading and Testing]	23
Requested meter reading	[Sales Listing for Registered Valuers]	30
Requested read (refundable if error found)	[Reading and Testing]	23
Requested test (Refundable if error found)	[Reading and Testing]	23
Required Local Activity Inspections	[Local Activity and Road Act Applications]	15
Reservation	[Borrowings]	33
Reservation	[Memorial Wall – Interment of Ashes]	36
Retail	[Food Premises Administration Fee]	16
Returned cheque fee	[Office Services]	31
Road opening permit	[Roads, Crossings and Private Works]	27
Route assessment	[Restricted Access Vehicle Routes]	27
Rural sheds greater than 150m2	[Complying Development Certificates]	13

S

Scanning	[Fax]	34
Search for drainage diagram required under Conveyancing Act.	[Development Services Administration]	16
Season ticket	[Swimming Pools]	33
Second interment (additional 5 line plaque)	[Double Interment]	34
Section 603 certificate	[Rating Services]	30
Section 603 certificate – expedited service surcharge	[Rating Services]	30
Septic tank (new)	[Local Activity and Road Act Applications]	15
Septic tank waste	[Disposal]	25
Service charge	[Sewer]	24
Sheep	[Sustenance]	18
Single	[Trenching and Service Laying]	23
Single Dwelling House and Additions	[Development Applications]	8
Single interment (includes standard plaque)	[Lawn Cemetery]	34
Site reservation	[General Section]	35

Fee Name Page

S [continued]

Standard dual	[Plaques]	35
Standard service (1 x 120l Garbage Bin & 1 x 240l Recycling Bin)	[Domestic Waste]	21
Standard single	[Plaques]	35
Stillborn interment (at head of grave – no right of burial in grave)	[Interment of Ashes]	35
Stillborn interment (designated area or at foot of grave)	[General Section]	35
Strata	[Subdivisions]	8
Strata title properties	[Stormwater Management Charge]	26
Structural assessment	[Restricted Access Vehicle Routes]	27
Structures ancillary to dwellings and farm sheds	[Construction Certificates]	12
Subdivision – Per lot	[Construction Certificates]	12
Subdivision Certificate	[Compliance Certificates]	13
Subdivision supervision fee for new work carried out by private contractors on future Council assets	[Construction Certificates]	12
Supply and installation of Rural Address sign	[Roads, Crossings and Private Works]	27
Supply of list	[Sales Listing for Registered Valuers]	30
Sustenance and release	[Impounding and release]	18

T

Title search	[Valuation or Ownership Enquiry]	31
TOC No Restrictions	[Consumption – Treated]	22
TOC Other restrictions	[Consumption – Treated]	22
TOC, Stage 4 restrictions	[Consumption – Treated]	22
Tractor tyres	[Residential Waste (Within Berrigan Shire)]	20
Traffic Control Plan preparation	[Traffic Management Plans]	27
Traffic Management Plan – implementation	[Traffic Management Plans]	27
Training and practice (three days or part thereof)	[Aerobatics – In Accordance with the Tocumwal Aerodrome Management Plan]	28
Trenching and installation	[Standard]	24
Trenching and installation	[Low Pressure]	24
Truck Wash – Berrigan and Finley	[Other]	25

U

Uncollected	[Domestic Waste]	21
Undertakers Mortuary	[Surveillance Fee]	15
Up to 250 properties	[Computer Sales Advice]	30
USB device	[Laminating]	34

V

Vehicle permit	[Street Trading/Street Vending]	16
Verbal	[Rate Enquiry Fee]	30
Verbal enquiry	[Valuation or Ownership Enquiry]	30
Visiting flying schools	[Access Charges]	28

W

Water Connection application processing	[On Site Sewerage]	16
Water restriction easement	[Town Water Supply]	21
Water supplied via standpipe – Treated	[Filtered Water Supplied to Water Carters]	23
Water supplied via standpipe – Unfiltered	[Filtered Water Supplied to Water Carters]	23
Week	[Aircraft Parking Fees (Powered and Unpowered)]	28
Wi-Fi hotspot	[Services]	33
Working dog (on property)	[Registration]	18
Written	[Rate Enquiry Fee]	30
Written enquiry	[Valuation or Ownership Enquiry]	30
Written response	[Information Service Fee]	15
Written response and inspection	[Information Service Fee]	15

Y		
Year	[Aircraft Parking Fees (Powered and Unpowered)]	28

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Section 4 – Annual Operational Plan Budget

Budget Summary & Comments

Projected Income and Expenditure
Statements

Projected Balance Sheet

Projected Cash Flow Statement

Annual Budget (Detail)

Capital Works Plan Summary

Budget Summary and Comments 2021/22

INTRODUCTION

The 2021/22 budget will see Berrigan Shire Council continue with its ambitious program of community infrastructure improvements. These projects, largely funded by a combination of grants, community contributions and Council's own funds, complement the Council's continuing town amenity program.

Table 1: Town Amenity improvements 2017-2022

	16/17	17/18	18/19	19/20	20/21	21/22	TOTALS
PUBLIC TOILETS	\$ 6,289.80	\$ 195,173.39	\$ 57,743.17	\$ 74,715.00	\$ 30,692.68	\$ -	\$ 364,614.04
TOCUMWAL FORESHORE	\$ 249,899.34	\$ 49,314.68	\$ 1,112,559.00	\$ 1,260,766.00	\$ 1,104,005.78	\$ 911,400.41	\$ 4,687,945.21
BAROOGA FORESHORE	\$ -	\$ 16,618.90	\$ 396,326.99	\$ 267,005.00	\$ 102,916.98	\$ -	\$ 782,867.87
PARKS AND GARDENS	\$ -	\$ -	\$ -	\$ 624,943.00	\$ 352,133.42	\$ 461,691.48	\$ 1,438,767.90
SWIMMING POOLS	\$ -	\$ -	\$ -	\$ 943,069.00	\$ -	\$ -	\$ 943,069.00
SPORTS FACILITIES	\$ -	\$ -	\$ 240,591.00	\$ 719,509.00	\$ 1,320,435.29	\$ 573,000.00	\$ 2,853,535.29
TOWN ENTRIES	\$ 165,183.29	\$ 221,551.28	\$ 197,731.33	\$ 35,970.00	\$ -	\$ 50,000.00	\$ 670,435.90
WALKING PATHS	\$ -	\$ -	\$ -	\$ 182,774.00	\$ 68,242.41	\$ 209,820.99	\$ 460,837.40
SKATE PARKS	\$ -	\$ -	\$ 189,264.66	\$ -	\$ -	\$ -	\$ 189,264.66
TOTALS	\$ 421,372.43	\$ 482,658.25	\$ 2,194,216.15	\$ 4,108,751.00	\$ 2,978,426.56	\$ 2,205,912.88	\$ 12,391,337.27

This budget also proposes significant upgrades and improvements to town water infrastructure, including a new \$6.6m treatment plant for Finley and capacity improvements for the Barooga Treatment Plant on top of the previously funded shire-wide automated water meter-reading program.

The impact of COVID-19 on the Council has seen key staff severely impacted by border restrictions which placed pressure to meet timeframes.

COVID-19 affected the workflow on capital projects due to increased wait time on orders and the unavailability of local contractors due to an increase of new

home builds stemming from the Federal Governments Home Builder Scheme.

COVID-19 has seen the Council's Hospitality and Tourism industries severely affected by low tourist numbers, this is expected to continue due to interstate border closure. However, where possible businesses have adapted as well as they can to continue to trade during lockdowns and border closures.

Rates and charges

An ordinary rate revenue increase of 2% has been included in the budget for 2021/22. This represents the maximum permissible amount allowed by the Independent Pricing and Regulatory

Tribunal (IPART) in accordance with the rate pegging provisions of the Local Government Act 1993.

The Council can elect to adopt this level of increase or it can adopt a lower amount, including a rate revenue reduction.

The permissible level of increase is a global limit on the total amount of Ordinary rates raised. The Council retains the flexibility to re-distribute the rate burden amongst rating categories as it sees fit, provided the global permissible limit is not exceeded. In instances involving properties in the Town rating categories, rates revenues have been re-apportioned so that each average town property, on average, pays the same or similar rate.

The rate peg is based on the Local Government Cost Index. This index measures the increase in costs for items such as wages and fuel used by Councils to provide services. From this result of this index, IPART then deduct a "productivity factor" in expectation that Councils will become more efficient in their operations. This system necessarily leads to a situation where Council's costs always will exceed any increase in revenue.

In determining the 2021/22 rate peg, IPART determined a 1.8% increase in the Local Government Cost Index. IPART did not deduct a productivity factor in 2021/22.

Table 2: Ordinary rate increases 2017-2022

YEAR	LG COST INDEX	"PRODUCTIVITY" FACTOR	INCREASE TAKEN UP BY COUNCIL
Year	LG Cost Index	"Productivity" Factor	Increase taken up by Council
2018-19	2.3%	-	2.3%
2019-20	2.7%	-	2.7%
2020-21	2.6%	-	2.6%
2021-22	2.0%	-	2.0%

Table 3: Average Ordinary Rate by Category (not inclusive of charges)

Rate Category	2020/21#	2021/22^
Farmland	\$2210	\$2242
Residential Rural	\$672	\$688
Residential (other)	\$1,832	\$1,867
Urban/Town Properties	\$832	\$848

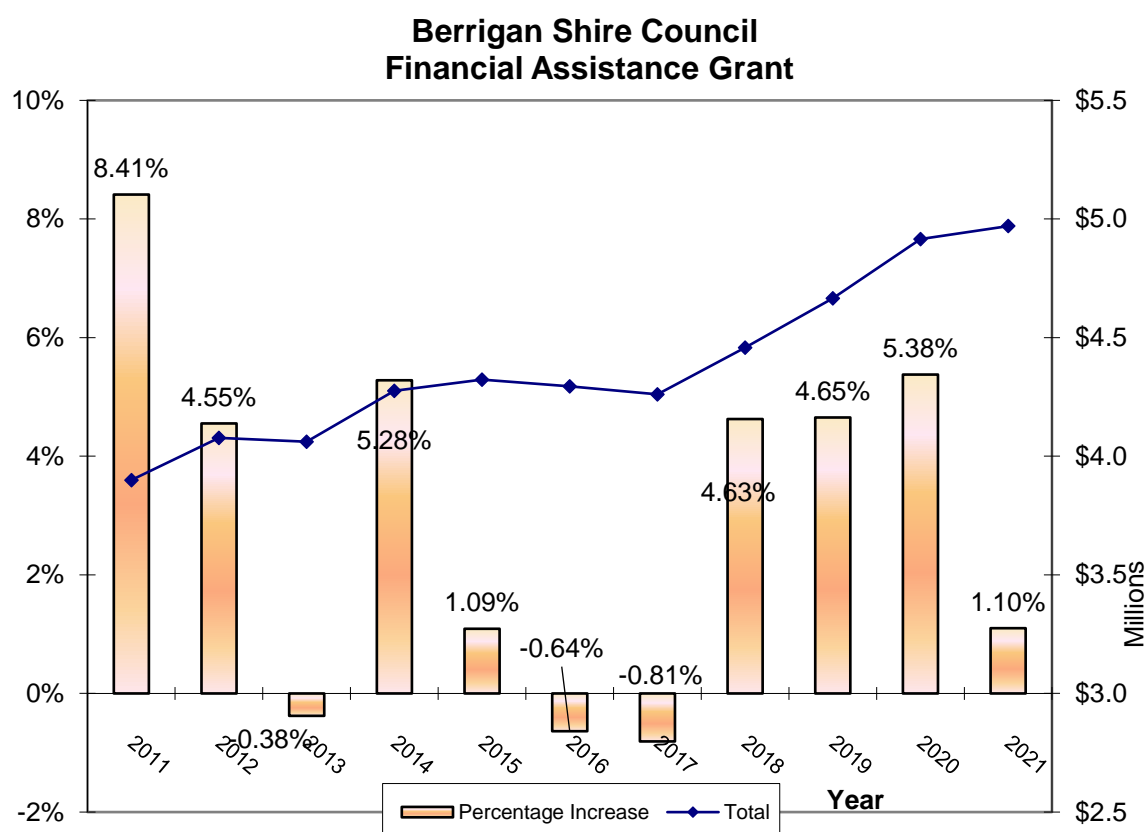
#as at April 2020

^as at April 2021

Operating grants and investment income

All local government areas in Australia receive an untied grant from the Federal Government to assist with their operations. This is known as the Financial Assistance Grant (FAG). This has two components – a General Purpose component and a Rural Local Roads component (RLR).

CHART 1: Financial Assistance Grant – growth over time



The Council has not yet been advised as to its FAG allocation for 2021/22. On this basis, the budgeted grant has been left at historic levels.

The actual amount of FAG received by the Council may vary however as a result of the formula used to determine the distribution across the over 500 local governments in Australia.

In recent years, the Federal Government has paid up to 50% of FAG "in advance" – i.e. 50% of the 2020/21 FAG allocation was paid in June 2020. At this stage it is unknown if this trend will continue. This is merely a timing issue rather than a change in overall allocation and on this basis, the Council's budget assumes all FAG will be paid in the year of entitlement.

An average allocation of \$877,527 per year in the new iteration of the R2R program has been included across future years. In return for this funding, the Council is obliged to maintain its expenditure on roads at current levels from its own funds.

The Council has traditionally been conservative when recognising investment interest income in its initial operating budget. This has been for prudential reasons – not wanting to allocate these funds for future expenditure until they have been received. Interest rates continue to stagnate globally and this potential income cannot be relied upon in advance.

The Council has traditionally waited until the adoption of the audited financial statements to recognise and make use of these funds.

Utility charges

The principles of full-cost recovery for the water and sewerage funds are continued in this four year plan.

The budget proposes that the Annual Water Access Charge for 2021/22 be set at \$562.00 for the provision of water supply services. This is an increase of 2% or \$11.00 from the 2020/21 charge.

This budget, and the associated water charges, is based on an assumption that water restrictions will not be in place in 2021/22.

Variable water revenues from water usage, and therefore tariffs or charges per kilolitre, may fluctuate significantly throughout the year if restriction levels vary significantly. The situation will need to be monitored regularly, and tariffs amended accordingly, in order to achieve the necessary total revenue required to maintain and operate

the Council's water infrastructure and services. Surpluses in individual years are held in reserves and used to offset large scale works as required.

The variable consumption charges apply from the first kilolitre - there are no allowances.

The charges as shown above will apply for water consumed from the next billing run after the introduction of the applicable water restriction stage. When possible, the Council will attempt to advise consumers of the amendment of the charges prior to use, although it is acknowledged that this may not be feasible under certain circumstances.

The charges shown below will be implemented at the discretion of Council and at the times deemed necessary. Note these tariffs remain unchanged from 2019/20.

Table 4: 2021/22 Water Consumption tariffs

Town	Water Supply Type	Tariff/Charge per KL		
		Stage 4	Other Stage	No Restrictions
Barooga/Berrigan/Finley	Treated	\$1.55	\$1.10	\$1.00
	Unfiltered	\$0.77	\$0.55	\$0.50
Tocumwal	Treated	\$1.03	\$0.73	\$0.66

Annual Sewerage Charges have been increased by around 2.6%, from \$568 to \$579. A 1.65% increase has also been applied to the Pedestal Charge and a 1.9% increase to the Low Pressure Sewer Pump Maintenance Charge.

For 2021/22 the Garbage Charges and the Domestic Waste Collection Charge will increase by approximately 1.86%. This raises the Domestic Waste Management Collected Charge from \$322 to \$328 per service, the Garbage Collection Charge

from \$282 to \$288 per service and the Uncollected Charge for vacant residential blocks has been increased from \$60 to \$61 – a 1.67%% increase. The recycling charges for businesses will increase by 2.06% for 2021/22.

The Stormwater Management Service Charge remains unchanged at \$25, or part thereof. This charge is levied on most urban properties. This is the maximum allowable charge.

Budget result

The estimated cash surplus/deficits for the years 2020/21 to 2024/25 are shown in Table 5 below:

Table 5: Projected Consolidated Cash Result

Year	Result
2021/22	\$175,000 surplus
2022/23	\$43,000 surplus
2023/24	\$59,000 surplus
2024/25	\$15,000 surplus

This takes into account anticipated results for 2020/21 and carryover of incomplete capital works.

Once again, award wage increases have absorbed in excess of the permissible Ordinary Rate income increase.

As has been the case for some years, funding continues to be tight in the General Fund, however Capital Works and maintenance have been maintained at historic levels.

Several significant items are impacting on the overall budget position and the Council's ability to take on discretionary expenditure. These are:

- Commitments to essential programs such as levee maintenance and improvement, drainage improvement and town beautification programs
- Overall escalating general cost increases at a rate greater than the Rate Peg.

Exacerbating these trends is the move by the Federal Government from untied grants to local government to specific purpose grants tied to specific projects – especially roads.

Once again, there are significant capital works identified in the Water Fund; however, the reserve balance should not be too badly affected, subject to internally loaned funds being made available from the Sewer fund being serviced by revenue from consumption and temporary transfers continuing to meet targets.

Attached with this budget commentary is:

- Complete line budget which shows each individual item of expenditure and revenue in function based format; and
- Capital works program, which includes most, but not all, capital works. Items not included typically include such things as office equipment. The cost summary contents on the front page of this document are included in the line budget as bulk capital expenses; and
- Schedule of budgeted movements in reserves

PROGRAMS

Set out below is a detailed summary of significant changes by Council function.

Corporate Services

The Corporate Services function relates to the governance and administration of the Council as a whole. This includes Councillor expenses and allowances, office functions such as payroll and accounts payable and customer service.

Salaries and Wages across the board have been inflated by 2% in 2020/21 and each of the following years.

These increases flow through to all staff overheads such as superannuation, workers compensation, insurance etc. as these are dependent on the level of salaries and wages. The significant increase in defined benefit superannuation contributions continues to have a marked effect on salaries and wages. The compulsory superannuation contribution is currently scheduled to rise to 10% in 2021/22, 10.5% in 2022/23 and 11% in 2023/24.

The Council has again allocated \$50,000 in 2021/22 and subsequent years to fund the purchase of new Financial Management software. Any migration to new software will occur when circumstances and staffing permits. This reserve has a current balance of \$550,000

This budget includes an amount for insurance rebates but discounted against historic levels to reflect the lack of certainty regarding the amount likely to be received.

Technical Services

This area of Council consists of the engineering, design and survey services of the Council.

This four year budget proposes no significant changes in the area of Technical Services expenses.

Plant Operation and Replacement

Fluctuating fuel prices and vehicle change over costs will require constant review of plant hire rates.

The Council has also allocated a net \$69,000 for the purchase of utilities and a net \$320,000 for the purchase of motor vehicles.

This budget projects that plant operations will add \$347,000 to the plant reserve in 2021/22.

Emergency Services

The Emergency Services budget has been drawn up on the basis of known historic costs and information from NSW Rural Fire Service, Fire and Rescue NSW and the State Emergency Services. It is possible this amount could vary from those forecast, although no current information is available.

Table 6 lists the budgeted contributions to each service to be made by the Council.

Table 6: Contributions - emergency services

2021-22	Result
NSW Rural Fire Service	\$ 125,000
Fire and Rescue NSW	\$ 53,000
SES NSW	\$ 20,000
TOTAL	\$ 191,809

Environmental Services

The Council's Environmental Services cover planning and land use, building and construction certification and inspection, public health and animal control.

Biosecurity

The Council has taken on responsibility for weed and pest control following the dissolution of Central Murray County Council. The Council spend approximately \$200,000 on biosecurity measures in 2021/22 partly funded by \$62,000 grant.

Housing

The Council own four residential properties, used to attract and house staff.

The housing budget is based upon recurrent costs and programmed maintenance.

Cemetery

The Council operates four cemeteries – at Barooga, Berrigan, Finley and Tocumwal.

The cemeteries are operated on a cost-recovery basis, with interment charges expected to cover the costs of interment, plaques and ongoing cemetery maintenance.

Garbage and Domestic Waste Management

Under this function, the Council provides a domestic and commercial waste collection service, through a contractor. The Council also operates two waste management facilities – in Berrigan and Tocumwal.

There are no scheduled large-scale capital works included in this function for 2021/22 although work is continuing on the acquisition of land for the expansion of the Berrigan facility using funds allocated in the Council's 2019/20 budget.

Stormwater Drainage

New drainage works proposed for 2021/22 include:

- Horsfall St – Jerilderie to Dension
- McAllister St – Headford St to Osborne St

- Brown St
- Emily St

The Council has authority to apply a Stormwater Management Services Charge. The Council may only levy a maximum charge of \$25 per property. Proceeds from the charge are used to partly fund payment of the LIRS loan.

As in previous years, there has been no provision made for the receipt of any developer charges to assist with drainage costs. This is a conservative position – developer charges will only be recognised if and when they are received.

Environmental Protection

This budget area relates to the construction and maintenance of flood levees and other flood mitigation works.

Under this function, the Council makes an annual allocation for levee works to provide cyclical capital works and levee bank maintenance.

The long term principle being applied is that the Council places in reserve an amount of \$50,000 to save up for future works. Those funds are then used to leverage future State and Federal grants.

Community Services

The Community Services budget area includes the Council's support of social and cultural initiatives – either delivered by the Council or by third parties.

The Council proposes to continue its annual allocation of \$3,000 for Youth Week and \$2,000 for KidsFest.

Additional social and cultural activities are also promoted by Council if developed by community partners and where the activities contribute toward the strategic

objectives of Council's Volunteer Strategy, Library Services Strategy, Active Ageing and Disability Inclusion Strategy and its Children, Young People and Families Strategy.

The Council is a member of South West Arts – the local regional arts board – and contributes \$8,700 per year to its operations.

Water Supplies

Works are about to start on the major upgrades of the Barooga and Finley Water Treatment Plant announced in the 2019/20 budget. With that in mind, the 2021/22 budget does not include any other large scale projects for this year other than an allowance for automation of water treatment plants to improve water quality.

The 2021/22 budget includes principal and interest repayments for loans drawn down to fund the water treatment plant replacement program.

Sewerage Services

The Council's Sewerage Fund's cash position continues to improve.

Capital works in the fund in 2021/22 include \$350,000 for an improved telemetry system and \$200,000 to upgrade AC Main Renewals.

The Sewerage Fund is debt free.

Public Libraries

The Council operates four public libraries – in Barooga, Berrigan, Finley and Tocomwal. This service was at one time largely funded by the NSW Government but now the Council is responsible for funding over 90% of the cost.

The library operating budget is primarily based upon historical cost and service levels.

There are no significant capital works identified over the four-year life of this delivery plan.

Community Amenities

This budget area includes the Council's public halls and public toilets.

The Council is working on delivering the final phase of its Tocomwal Foreshore Revitalisation project – the replacement of the existing foreshore building with a new two-story building including toilets and visitor services as well as commercial space.

Recreation

The Council provides five major recreation areas and a range of other parks and passive recreation areas. The Council maintains 15 playgrounds and three skate parks across the Shire.

The Council will continue to work through its ambitious development program in this area. Much of this program is grant-funded and much of the remaining funding has been carried forward from previous years.

Recreation

The Council provides five major recreation areas and a range of other parks and passive recreation areas. The Council maintains 15 playgrounds and three skate parks across the Shire.

The Council will continue to work through its ambitious development program in this area. Much of this program is grant-funded and much of the remaining funding has been carried forward from previous years.

A list of operating grants provided to volunteer committees of management is shown in Table 6.

Table 6: Facility operating grants 2021/22

Volunteer committee	Grant (\$)
Pools	
Berrigan	31,400
Finley	35,600
Tocumwal	31,400
TOTAL	98,400
Recreation Reserves	
Barooga	12,000
Berrigan	12,000
Finley	12,000
Finley Showgrounds	12,000
Tocumwal	12,000
TOTAL	60,000
Halls	
Berrigan	7,860
Finley School of Arts	3,930
Finley WMH	3,930
Tocumwal	4,280
TOTAL	20,000
Other	
Berrigan Conservation Group and Tidy Towns	3,860
GRAND TOTAL	\$188,151

Quarries and Pits

No significant changes are proposed in the operation of Council's gravel pits.

Shire Roads

This budget area includes all roads, kerb and gutter, footpaths, physical townscape works, street lighting and bus shelters. The budget comprises two sections, being the capital works program and maintenance functions.

The capital works areas are detailed in the capital works program. The general policy in this area of infrastructure development and maintenance is that a roughly equivalent total nett cost amount will be committed to the overall program each year. The individual components of the program may, however, vary.

Some of the major road construction projects identified in this budget include:

- Piney Road Shoulder Widening
- Bushfield Road
- Yarrawonga Road
- Re-sheeting Womboin Road
- Coldwells Road
- Horsfall St – Jerilderie to Denison
- Woolshed Rd

Aerodrome

The budget at Tocumwal Aerodrome allows for Council management and maintenance of the facility.

The Council contributes \$50,000 to an Aerodrome Works reserve annually to fund future works such as runway sealing.

RMS Works

Roads and Maritime Services works cover two principal areas.

Firstly, the Council receives an estimated block allocation of \$1,040,000 for expenditure on its classified main roads.

Secondly, the Council receives an amount of \$175,000 as a half cost contribution towards the "Repair" program. The Council's matching of this expenditure is funded from the Block Grant.

Caravan Parks

The Council is responsible in some way for two caravan parks being Berrigan and Tocumwal.

Both caravan parks have been leased to private operators. Revenue from the Tocumwal Caravan Park lease has been included in this budget.

Tourism and Area Promotion

The Council's adopted Tourism Strategy 2019-2023 has three major strategic objectives. Namely it will:

1. Continue to support the development of events that attract visitors to the Shire
2. In partnership with Moira Shire Council and Murray Regional Tourism Board, look to develop and operate an integrated "digital platform" showcasing visitor experiences.
3. Invest in improvements to town amenity through the provision of infrastructure such as public toilets, paths, town entrance beautification and parks.

The Tocumwal Foreshore redevelopment, the Barooga Adventure Playground and the upgrade of Finley's Railway Park precinct are practical examples of the Council's implementation of this tourism strategy and its CSP commitment to invest in town amenity.

On top of this infrastructure funding is financial support for events, development of new tourism infrastructure and membership of peak tourism bodies.

The Events Development Program will continue through to 2024/25 with the Council contributing up to \$20,000 in top-up funding per year to maintain the balance of the Events Management fund at \$60,000. The amount contributed each year will vary depending on the amount the Council contributes to events in that year.

The Council's agreement with Murray Region Tourism Board (MTRB) expires on 30 June 2021 and negotiations are underway to extend the agreement for

another three year term. MRTB are seeking a \$24,380 contribution from the Council.

The Council has put aside an additional \$75,000 in 2021/22 for a multi-media marketing campaign promoting Berrigan Shire as a tourist destination to a series of targeted regional centres. This follows from the initial \$75,000 committed in 2020/21.

Business Development

Developed in consultation with the local business community and Council is the Council's Economic Development Strategy 2017 – 2021 the objectives of which informs Council's financial investment in and support of local industry and business. Council funds are therefore used to:

- Strengthen and diversify to local economy through investment projects that support local job creation and innovation
- Support local enterprise through economic and industry development initiatives and projects such as the QQF project
- Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs
- Fund the position of Economic & Industry Liaison

This budget annually puts aside \$25,000 for industry development programs. This includes programs such as funding support for collaborative projects with local business and can include projects designed to provide additional training in customer service and hospitality for local business, commission economic analyses and fund the Council's subscription to economy.id

Bendigo Bank

The Council operates a Bendigo Bank agency from its administration office in Berrigan. This is operated as a community service to the Berrigan community as no bank currently operates in that town.

Operation of the agency is expected to cost the Council around \$10,000 per year in net terms.

Saleyards

The Council leases its saleyards facility in Finley to a private operator. This arrangement stemmed a long running financial drain on the Council and has been a successful one for all parties involved.

The saleyard facility is provided as a service to the agricultural industry in Berrigan Shire and will continue to operate while it is financially feasible to do so. The cost to the Council of owning and maintaining the saleyard facility is expected to be around \$40,000, mainly consisting of depreciation and insurance charges. This does not include capital improvements or repairs.

Works on the \$1m upgrade of the saleyards facility will start in 2021/22 funded by a grant under the Heavy Vehicle Safety and Productivity Program and funds allocated in 2019/20 from operating revenue and the Saleyard Reserve. This effectively closes the Saleyards reserve.

Real Estate Development

From time to time, the Council will develop land for resale. Recent developments include the Finley Street residential

subdivision and the Tocumwal Residential Airpark.

The budget does not include revenue from the sale of developed land in either of these subdivisions. This is a conservative position and allows the Council to make a decision on these proceeds when and if a sale is made.

Private Works

A conservative value for likely private works activities at a breakeven point for the Council has been included in the budget. Any profits generated from private works will be monitored and a decision made on its use when received.

Rates and Annual Charges Yields

The proposed yields from the Council Rates and Annual Charges are shown in Table 7 below. The gross yield from each charge is shown separately.

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

The 2020/21 yield shown is the actual figure levied last year. The 2021/22 figure is an estimate based on the rate increase proposed using land values as they exist in May 2020. The 2022/23, 2023/24 and 2024/25 figures are projections based on the 2021/2022 estimates

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Table 7 - Rates and charges yields

ORDINARY RATES					
% Increase-total nett ordinary rate revenue		2.0%	2.0%	2.0%	2.0%
Rate Category	2020/21	2021/22	2022/23	2023/24	2024/25
Farmland	\$1,959,284	\$1,998,469	\$2,038,438	\$2,079,206	\$2,120,790
Residential	\$47,626	\$48,580	\$49,551	\$50,542	\$51,552
Residential Rural	\$375,343	\$382,849	\$390,505	\$398,315	\$406,281
Res. River Land - Barooga	\$0	\$0	\$0	\$0	\$0
Res. River Land - Tocumwal	\$0	\$0	\$0	\$0	\$0
Residential - Barooga	\$595,341	\$607,247	\$619,391	\$631,778	\$644,413
Residential - Berrigan	\$349,613	\$356,605	\$363,737	\$371,011	\$378,431
Residential - Finley	\$705,063	\$719,164	\$733,547	\$748,217	\$763,181
Residential - Tocumwal	\$827,321	\$843,867	\$860,744	\$877,958	\$895,517
Business - Barooga	\$95,562	\$97,473	\$99,422	\$101,410	\$103,438
Business - Berrigan	\$81,047	\$82,667	\$84,320	\$86,006	\$87,726
Business - Finley	\$179,157	\$182,740	\$186,394	\$190,121	\$193,923
Business - Tocumwal	\$199,479	\$203,468	\$207,537	\$211,687	\$215,920
Business Alt Energy - Fin	\$36,160	\$36,883	\$37,620	\$38,372	\$39,139
GROSS YIELD	\$5,451,003	\$5,560,012	\$5,671,206	\$5,784,623	\$5,900,311
Less Net Pension Rebate	-\$75,000	-\$75,000	-\$75,000	-\$75,000	-\$75,000
NET YIELD	\$5,376,003	\$5,485,012	\$5,596,206	\$5,709,623	\$5,825,311

WATER CHARGES					
% Increase - Access Charge		2.0%	2.0%	2.0%	2.0%
Access	\$2,197,939	\$2,241,897	\$2,286,734	\$2,332,468	\$2,379,117
Consumption	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
GROSS YIELD	\$2,947,939	\$2,991,897	\$3,036,734	\$3,082,468	\$3,129,117
Less Net Pension Rebate	-\$39,500	-\$39,500	-\$39,500	-\$39,500	-\$39,500
NET YIELD	\$2,908,439	\$2,952,397	\$2,997,234	\$3,042,968	\$3,089,617

SEWER CHARGES

% Increase		2.0%	2.0%	2.0%	2.0%
Sewerage	\$2,223,891	\$2,268,368	\$2,313,735	\$2,360,009	\$2,407,209
Pedestal	\$178,717	\$182,291	\$185,936	\$189,654	\$193,447
Low Pressure Sewer	\$19,118	\$19,500	\$19,890	\$20,287	\$20,692
GROSS YIELD	\$2,421,726	\$2,470,159	\$2,519,561	\$2,569,950	\$2,621,348
Less Net Pension Rebate	-\$38,500	-\$38,500	-\$38,500	-\$38,500	-\$38,500
NET YIELD	\$2,383,226	\$2,431,659	\$2,481,061	\$2,531,450	\$2,582,848

DOMESTIC WASTE, GARBAGE AND RECYCLING

% Increase		2.0%	2.0%	2.0%	2.0%
Charge	2020/21	2021/22	2022/23	2023/24	2024/25
Domestic Waste/Recycling	\$1,085,796	\$1,107,511	\$1,129,661	\$1,152,254	\$1,175,299
Domestic Waste Uncollected	\$16,380	\$16,707	\$17,041	\$17,381	\$17,728
Garbage/Business Recycling	\$94,392	\$96,279	\$98,204	\$100,168	\$102,171
GROSS YIELD	\$1,196,568	\$1,220,497	\$1,244,906	\$1,269,803	\$1,295,198
Less Net Pension Rebate	-\$36,000	-\$36,000	-\$36,000	-\$36,000	-\$36,000
NET YIELD	\$1,160,568	\$1,184,497	\$1,208,906	\$1,233,803	\$1,259,198

STORMWATER MANAGEMENT

No increase - fixed by regulation		0%	0%	0%	0%
GROSS YIELD	\$76,712	\$76,712	\$76,712	\$76,712	\$76,712
TOTAL – ALL RATES AND CHARGES					
	2020/21	2021/22	2022/23	2023/24	2024/25
GROSS YIELD	\$12,093,948	\$12,242,565	\$12,472,407	\$12,706,844	\$12,945,974
Less Net Pension Rebate	-\$189,000	-\$189,000	-\$189,000	-\$189,000	-\$189,000
NET YIELD	\$11,904,948	\$12,053,565	\$12,283,407	\$12,517,844	\$12,756,974

Loan Redemption and Borrowings

The Council currently has three outstanding loans as summarised in Table 8 below:

Note however that the Council expects to draw down on the below loan before 30 June 2021.

- \$1M for miscellaneous community amenity projects across Berrigan Shire

Table 8: Outstanding Loans – 31 March 2021

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
LIRS Drainage	\$1,630,000	10 y	4.260%	\$200,488	Dec 2024	NAB
LCLI Lewis Cres	\$1,000,000	10 y	2.32%	\$112,391	May 2030	ANZ
LCLI Water Plant	\$4,000,000	10 y	1.48%	\$430,586	Jan 2031	NAB

The interest cost of the LIRS Drainage loan is partially offset by a 3% interest rate subsidy from the NSW government under the Local Infrastructure Renewal Scheme (LIRS) program.

The 2021/22 program of works and budget proposed that the Council take up the below new loans – both in the water fund:

- Water Fund – a loan of up to \$2.6m to part fund the \$6.6m replacement of the Finley Water Treatment Plant.

The decision to consider borrowing was based in line with the Council's Financial Strategy adopted in 2021 which states:

Implement a Borrowing Policy that allows the Council to borrow only for the development of infrastructure where

- *There is an urgent need for the asset in the short term, or*
- *It is most cost-effective to construct the asset in the short term (as opposed to waiting until sufficient on-hand funds are available), and*
- *The Council has access to a funding stream to meet its debt obligations*

without compromising its other activities

The Council proposes to borrow for the Finley Water Treatment Plan internally from its Sewer Fund for which it has approval from the Minister of Local Government. The Sewer Fund holds healthy cash reserves that are not required for use for some time so these funds at present are sitting in investment. The Water Fund will pay the Sewer Fund a commercial rate of interest – which will be less than the market rate and better than can be earned on investment.

The alternative for the Council is borrow on the market – from NSW Treasury Corporation or a private sector bank. The Council has considered this and on balance, determined that an internal loan is preferred.

For the purposes of the budget, the table below is a summary of the proposed loans. Note that the exact amount of the loans and the applicable interest rate are likely to vary.

Table 9: Proposed Loans – 2021/22

Purpose	Amount	Term	Rate	Annual repayments	DUE	Lender
Water Fund – Finley WTP	\$2,600,000	10 y	3.000%	\$302,878	Dec 2030	Sewer fund
General Fund – LED Light Replacement	\$550,000	10y	2.000%		DEC 2031	TBC

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

Table 10: Projected Outstanding Debt - 2020/21 to 2023/24

FUND	30 JUNE 2021	30 JUNE 2022	30 JUNE 2023	30 JUNE 2024
General	2,473,837	2,610,996	2,185,954	1,748,333
Water	6,201,723	5,578,283	4,945,578	4,303,471
Sewer	-	-	-	-
Sub Total	8,675,561	8,189,279	7,131,532	6,051,804
Less Internal loans	3,263,330	2,921,678	2,574,969	2,223,129
TOTAL	5,412,231	5,267,601	4,556,562	3,828,674

Total repayments of principal and interest would be as follows:

Table 11: Loan Redemption - 2020/21 to 2023/24

FUND	2020/2021	2021/2022	2022/2023	2023/2024
General	421,133	482,169	482,169	482,169
Water	461,041	712,216	712,216	712,216
Sewer	-	-	-	-
Sub Total	882,174	1,194,385	1,194,385	1,194,385
Less Internal loans	389,950	389,950	389,950	389,950
TOTAL	492,224	804,435	804,435	804,435
Less LIRS subsidy	22,306	17,221	11,694	6,120
Less LCLI subsidy	23,177	36,925	33,038	29,084
NET COST	446,741	750,289	759,703	769,231

Reserves

In this four year plan, the Council expects to maintain or increase its overall cash reserves. Table 12 lists the Council's cash reserves and balances from 2020 to 2025.

Table 12: Projected Reserve Balances

BALANCE					
Reserve	June 2021	June 2022	June 2023	June 2024	June 2025
PLANT	\$1,574,251	\$1,921,251	\$1,967,251	\$2,469,251	\$3,027,251
WATER	\$20,050,000	\$7,926,000	\$5,372,000	\$5,042,000	\$4,252,000
SEWER	\$2,652,000	\$2,671,000	\$3,699,000	\$4,850,000	\$6,040,000
DOMESTIC WASTE	\$4,453,494	\$5,189,494	\$5,981,494	\$6,716,494	\$7,566,494
EMPLOYEE LEAVE	\$388,800	\$388,800	\$388,800	\$388,800	\$388,800
CAPITAL WORKS	\$2,490,835	\$2,490,835	\$2,490,835	\$2,490,835	\$2,490,835
LEVEE BANK WORKS	-\$8,661	-\$10,661	-\$40,661	-\$9,339	-\$9,339
TOURISM EVENTS	\$74,202	\$74,202	\$74,202	\$74,202	\$74,202
AERODROME	\$381,579	\$381,579	\$381,579	\$381,579	\$381,579
RISK MANAGEMENT	\$362,944	\$362,944	\$362,944	\$362,944	\$362,944
INFORMATION TECHNOLOGY	\$550,000	\$600,000	\$650,000	\$700,000	\$750,000

The Plant Replacement Reserve is projected to fluctuate over the five years to 2024/25 with the reserve building towards the end of the five year period.

The Water Supply Reserve will drop initially due to the water treatment plant replacement program, and then remain mostly static over the remaining period with growth in the reserve used to fund capital works.

The Sewer Reserve will continue to grow over the next four years with no large scale (\$1m and over) projects planned over this period. Borrowings from the reserve will continued to be paid back by the other funds over the next 10 years.

The Domestic Waste Reserve will be used to fund new tip expansion over the life of this four year Delivery Program. This reserve will need to ensure that sufficient

funds are on hand for any future remediation works that are required at the Council's Waste Management facilities.

The Employee Leave Reserve is a prudential measure to cover the expense to the Council should key employees require large amounts of leave at one time. This reserve does not tend to fluctuate from year to year; however, we have a high volume of staff retiring in the near future so it is likely this reserve will reduce.

The Capital Works Reserve is used as a source of funding for future capital projects. This reserve is the Council's major source of funds where the Council sees an opportunity to seek grant funding for a project, or to assist in attracting a major development to the Shire. This reserve is generally funded through the development and sale of property such as the Finley Street subdivision and the Tocumwal

industrial subdivision. This budget takes a conservative approach and assumes that there will be no property sales over the next four years. Any sale proceeds will be channelled back into the reserve as and when they occur.

The Council has five other small reserves:

- Aerodrome Reserve, to allow for future runway repairs and reseals
- Levee Bank Construction Reserve, to allow for funds for future levee repairs and upgrades.
- Tourism Events Reserve, to fund the Council's events promotion strategy.
- Risk Management Reserve, to fund projects designed to mitigate risk and improve public safety
- Information Technology Reserve, to fund a future upgrade of the Council's financial management software

Projected Income and Expenditure Statement

Scenario: Base Case

1-year Financial Plan ending June 30, 2022

	2019/20	2020/21	2021/22
	\$	\$	\$
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	10,570,000	10,737,637	11,106,000
User Charges & Fees	2,648,000	2,006,960	1,911,000
Other Revenues	1,010,000	1,253,530	726,582
Grants & Contributions provided for Operating Purposes	7,834,000	8,653,832	6,633,161
Grants & Contributions provided for Capital Purposes	3,631,000	11,297,400	2,482,000
Interest & Investment Revenue	669,000	783,469	784,000
Other Income:			
Net Gains from the Disposal of Assets	-	30,000	-
Fair value increment on investment properties	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-
Reversal of impairment losses on receivables	-	-	-
Rental Income	152,000	-	-
Joint Ventures & Associated Entities - Gain	-	-	-
Total Income from Continuing Operations	26,514,000	34,762,828	23,642,743
Expenses from Continuing Operations			
Employee Benefits & On-Costs	7,617,000	4,652,520	4,815,484
Borrowing Costs	257,000	92,431	131,803
Materials & Contracts	5,109,000	7,450,863	7,068,012
Depreciation & Amortisation	6,225,000	6,369,518	6,429,650
Impairment of investments	-	-	-
Impairment of receivables	-	-	-
Other Expenses	2,394,000	2,551,768	2,936,621
Interest & Investment Losses	-	-	-
Net Losses from the Disposal of Assets	558,000	-	-
Revaluation decrement/impairment of IPPE	-	-	-
Fair value decrement on investment properties	-	-	-
Joint Ventures & Associated Entities	-	-	-
Total Expenses from Continuing Operations	22,160,000	21,117,100	21,381,570

Scenario: Base Case**1-year Financial Plan ending June 30, 2022**

	2019/20	2020/21	2021/22
	\$	\$	\$
Operating Result from Continuing Operations	4,354,000	13,645,728	2,261,173
Discontinued Operations - Profit/(Loss)	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	4,354,000	13,645,728	2,261,173
Net Operating Result before Grants and Contributions provided for			

Projected Balance Sheet

Scenario: Base Case Projected Balance Sheet
1-year Financial Plan ending June 30, 2022

	2019/20 \$	2020/21 \$	2021/22 \$
ASSETS			
Current Assets			
Cash & Cash Equivalents	11,245,000	14,300,384	2,438,266
Investments	27,046,000	20,515,288	21,180,280
Receivables	1,743,000	2,452,794	2,288,766
Inventories	275,000	2,480,166	2,275,086
Contract assets	-	-	-
Contract cost assets	-	-	-
Other	51,000	154,075	153,802
Non-current assets classified as "held for sale"	-	-	-
Total Current Assets	40,360,000	39,902,708	28,336,200
Non-Current Assets			
Investments	-	-	-
Receivables	-	-	-
Inventories	-	(20,614)	(20,614)
Contract assets	-	-	-
Contract cost assets	-	-	-
Infrastructure, Property, Plant & Equipment	302,964,000	321,514,593	334,771,943
Investment Property	-	-	-
Intangible Assets	-	-	-
Right of use assets	-	-	-
Investments Accounted for using the equity method	-	-	-
Non-current assets classified as "held for sale"	-	30,000	30,000
Other	-	-	-
Total Non-Current Assets	302,964,000	321,523,979	334,781,329
TOTAL ASSETS	343,324,000	361,426,687	363,117,529
LIABILITIES			

Scenario: Base Case Projected Balance Sheet
1-year Financial Plan ending June 30, 2022

	2019/20 \$	2020/21 \$	2021/22 \$
Current Liabilities			
Bank Overdraft	-	-	-
Payables	1,975,000	2,518,435	2,383,589
Income received in advance	-	-	-
Contract liabilities	622,000	848,385	492,286
Lease liabilities	-	-	-
Borrowings	259,000	630,790	699,325
Provisions	2,702,000	2,760,026	2,760,026
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Current Liabilities	5,558,000	6,757,636	6,335,226
Non-Current Liabilities			
Payables	-	-	-
Income received in advance	-	-	-
Contract liabilities	-	-	-
Lease liabilities	-	-	-
Borrowings	1,567,000	4,882,349	4,734,428
Provisions	688,000	629,974	629,974
Investments Accounted for using the equity method	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-
Total Non-Current Liabilities	2,255,000	5,512,323	5,364,402
TOTAL LIABILITIES	7,813,000	12,269,959	11,699,628
Net Assets	335,511,000	349,156,728	351,417,901
EQUITY			
Retained Earnings	122,304,000	135,949,728	138,210,901
Revaluation Reserves	213,207,000	213,207,000	213,207,000
Other Reserves	-	-	-
Council Equity Interest	335,511,000	349,156,728	351,417,901
Non-controlling equity interests	-	-	-
Total Equity	335,511,000	349,156,728	351,417,901

Projected Cash Flow Statement

Scenario: Base Case Income & Expenditure
1-year Financial Plan ending June 30, 2022

	2019/20 \$	2020/21 \$	2021/22 \$
Cash Flows from Operating Activities			
Receipts:			
Rates & Annual Charges	10,927,000	10,744,170	11,106,025
User Charges & Fees	2,582,000	1,503,328	1,937,364
Investment & Interest Revenue Received	814,000	801,075	786,261
Grants & Contributions	11,381,000	20,341,051	8,794,558
Bonds & Deposits Received	187,000	-	-
Other	2,634,000	802,505	839,567
Payments:			
Employee Benefits & On-Costs	(8,910,000)	(4,608,588)	(4,809,609)
Materials & Contracts	(4,978,000)	(8,928,183)	(6,864,664)
Borrowing Costs	(41,000)	(92,431)	(131,803)
Bonds & Deposits Refunded	-	-	-
Other	(2,386,000)	(2,559,507)	(2,936,428)
Net Cash provided (or used in) Operating Activities	12,210,000	18,003,421	8,721,270
Cash Flows from Investing Activities			
Receipts:			
Sale of Investment Securities	954,000	6,530,712	-
Sale of Investment Property	-	-	-
Sale of Real Estate Assets	870,000	54,000	-
Sale of Infrastructure, Property, Plant & Equipment	291,000	707,000	359,000
Sale of non-current assets classified as "held for sale"	-	-	-
Sale of Intangible Assets	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-
Sale of Disposal Groups	-	-	-
Deferred Debtors Receipts	-	93,519	1,384
Distributions Received from Joint Ventures & Associates	-	-	-
Other Investing Activity Receipts	-	-	-
Payments:			

Scenario: Base Case Income & Expenditure
1-year Financial Plan ending June 30, 2022

	2019/20 \$	2020/21 \$	2021/22 \$
Purchase of Investment Securities	-	-	(664,991)
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(11,290,000)	(25,925,504)	(20,197,991)
Purchase of Real Estate Assets	-	-	-
Purchase of Intangible Assets	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-
Deferred Debtors & Advances Made	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-
Other Investing Activity Payments	-	-	-
Net Cash provided (or used in) Investing Activities	(9,175,000)	(18,540,273)	(20,502,598)
Cash Flows from Financing Activities			
Receipts:			
Proceeds from Borrowings & Advances	1,000,000	4,000,000	550,000
Proceeds from Finance Leases	-	-	-
Other Financing Activity Receipts	-	-	-
Payments:			
Repayment of Borrowings & Advances	(168,000)	(407,764)	(630,790)
Repayment of lease liabilities (principal repayments)	-	-	-
Distributions to non-controlling interests	-	-	-
Other Financing Activity Payments	-	-	-
Net Cash Flow provided (used in) Financing Activities	832,000	3,592,236	(80,790)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,867,000	3,055,384	(11,862,118)
plus: Cash & Cash Equivalents - beginning of year	7,378,000	11,245,000	14,300,384
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266

Scenario: Base Case Income & Expenditure
1-year Financial Plan ending June 30, 2022

	2019/20	2020/21	2021/22
	\$	\$	\$
Cash & Cash Equivalents - end of the year	11,245,000	14,300,384	2,438,266
Investments - end of the year	27,046,000	20,515,288	21,180,280
Cash, Cash Equivalents & Investments - end of the year	38,291,000	34,815,672	23,618,545
Representing:			
- External Restrictions	24,675,000	28,928,673	17,771,555
- Internal Restrictions	5,560,000	4,538,000	4,933,000
- Unrestricted	8,056,000	1,348,999	913,991
	38,291,000	34,815,672	23,618,545

Annual Budget & Capital Works

CAPITAL WORKS PLAN SUMMARY 2021-22

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
AERODROME								
	AERODROME EXPENDITURE	(350,000)	(50,000)	-	-	-	-	-
	AERODROME INCOME	150,000	-	-	-	-	-	-
AERODROME Total		(200,000)	(50,000)	-	-	-	-	-
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENDITURE	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total		-	-	-	-	-	-	-
CARAVAN PARK								
	CARAVAN PARK EXPENDITURE	-	-	-	-	-	-	-
CARAVAN PARK Total		-	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(5,000)	-	-	(5,000)	-	-	-
CEMETERIES Total		(5,000)	-	-	(5,000)	-	-	-
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(8,000)	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(8,000)	-	-	-	-	-	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	(19,000)	-	-	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
CORPORATE SERVICES Total		(19,000)	-	-	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	-	-	-	-	-	-	-
DEPOT Total		-	-	-	-	-	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(15,000)	(99,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
	DOMESTIC WASTE INCOME	-	65,000	-	-	-	-	-
DOMESTIC WASTE Total		(15,000)	(34,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
DRAINAGE								
	DRAINAGE EXPENDITURE	(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
DRAINAGE Total		(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	-	-	-	-	-	-	-

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 222	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
HOUSING Total		-	-	-	-	-	-	-
LEVEE BANKS								
	LEVEE BANK EXPENDITURE	(300,000)	(207,360)	(127,360)	-	(50,000)	-	(50,000)
	LEVEE BANK INCOME	298,571	157,360	105,000	160,000	-	-	-
LEVEE BANKS Total		(1,429)	(50,000)	(22,360)	160,000	(50,000)	-	(50,000)
LIBRARIES								
	LIBRARIES EXPENDITURE	(15,000)	-	-	-	-	-	-
	LIBRARIES INCOME	-	-	-	-	-	-	-
LIBRARIES Total		(15,000)	-	-	-	-	-	-
MINOR PLANT								
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE								
	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS								
	PUBLIC HALLS EXPENDITURE	(15,000)	-	-	-	-	-	-
	PUBLIC HALLS INCOME	-	-	-	-	-	-	-
PUBLIC HALLS Total		(15,000)	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY								
	PUBLIC HEALTH & SAFETY INCOME	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE	-	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY Total		-	-	-	-	-	-	-
PUBLIC WORKS								
	PUBLIC WORKS PLANT INCOME	245,000	190,000	190,000	70,500	81,000	81,000	81,000
	PUBLIC WORKS PLANT PURCHASE	(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
PUBLIC WORKS Total		(316,750)	(559,750)	(455,750)	(771,500)	(334,000)	(295,500)	(895,000)
RECREATION								
	PARKS & RECREATION EXPENDITURE	-	-	-	-	-	-	-
	PARKS & RECREATION INCOME	-	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE	(34,860)	-	-	-	-	-	-
	RECREATION RESERVES INCOME	6,520	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE	-	-	-	-	-	-	-
	SWIMMING POOLS INCOME	-	-	-	-	-	-	-
RECREATION Total		(28,340)	-	-	-	-	-	-
SALEYARDS								

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 222	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
SALEYARDS	SALEYARDS EXPENDITURE	-	-	-	-	-	-	-
	SALEYARDS INCOME	-	-	-	-	-	-	-
SALEYARDS Total		-	-	-	-	-	-	-
SEWERAGE								
	SEWERAGE EXPENDITURE	(945,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
	SEWERAGE INCOME	60,000	-	-	-	-	-	-
SEWERAGE Total		(885,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
SHIRE ROADS								
	FOOTPATHS EXPENDITURE	(168,000)	(95,000)	(135,000)	(136,400)	(120,000)	(109,200)	(126,000)
	FOOTPATHS INCOME	48,000	35,000	35,000	32,000	15,500	7,300	7,500
	R2R GRANT	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
	RMS WORKS EXPENDITURE	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
	RMS WORKS INCOME	350,000	350,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
	RURAL ROADS CONSTRUCTION EXPENDITURE	(915,174)	(890,000)	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
	RURAL ROADS SEALED - RESEALS EXPENDITURE	(259,000)	(404,750)	(513,500)	(693,000)	(709,000)	(577,000)	(684,000)
	RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(439,000)	(356,000)	(518,377)	(451,874)	(440,359)	(462,298)	(459,306)
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-
	TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(140,500)	(190,540)	(308,000)	(165,500)	(148,500)	(255,800)	(161,000)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(330,000)	(73,000)	(268,000)	(314,000)	(196,000)	(575,000)	(280,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total		(937,383)	(1,146,763)	(2,238,659)	(1,454,556)	(1,639,141)	(1,509,780)	(1,862,588)
TOURISM SERVICES								
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
	TOURISM SERVICES INCOME	-	-	-	-	-	-	-
TOURISM SERVICES Total		-	-	-	-	-	-	-
TOWN PROJECTS								
	KERB & GUTTER EXPENDITURE	(185,000)	(211,000)	(244,000)	(293,000)	(162,000)	(400,000)	(230,000)
	KERB & GUTTER INCOME	56,000	73,000	22,000	107,000	7,000	28,000	48,000
TOWN PROJECTS Total		(129,000)	(138,000)	(222,000)	(186,000)	(155,000)	(372,000)	(182,000)
WATER								
	WATER EXPENDITURE	(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
	WATER INCOME	-	-	-	-	-	-	-
WATER Total		(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)

CAPITAL WORKS PLAN SUMMARY 2021-22

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
AERODROME								
	AERODROME EXPENDITURE	(350,000)	(50,000)	-	-	-	-	-
	AERODROME INCOME	150,000	-	-	-	-	-	-
AERODROME Total		(200,000)	(50,000)	-	-	-	-	-
BUSINESS DEVELOPMENT								
	BUSINESS DEVELOPMENT EXPENDITURE	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME	-	-	-	-	-	-	-
BUSINESS DEVELOPMENT Total		-	-	-	-	-	-	-
CARAVAN PARK								
	CARAVAN PARK EXPENDITURE	-	-	-	-	-	-	-
CARAVAN PARK Total		-	-	-	-	-	-	-
CEMETERIES								
	CEMETERIES EXPENDITURE	(5,000)	-	-	(5,000)	-	-	-
CEMETERIES Total		(5,000)	-	-	(5,000)	-	-	-
COMMUNITY AMENITIES								
	COMMUNITY AMENITIES EXPENDITURE	(8,000)	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME	-	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(8,000)	-	-	-	-	-	-
CORPORATE SERVICES								
	CORPORATE SERVICES EXPENDITURE	(19,000)	-	-	-	-	-	-
	CORPORATE SERVICES INCOME	-	-	-	-	-	-	-
CORPORATE SERVICES Total		(19,000)	-	-	-	-	-	-
DEPOT								
	DEPOT EXPENDITURE	-	-	-	-	-	-	-
DEPOT Total		-	-	-	-	-	-	-
DOMESTIC WASTE								
	DOMESTIC WASTE EXPENDITURE	(15,000)	(99,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
	DOMESTIC WASTE INCOME	-	65,000	-	-	-	-	-
DOMESTIC WASTE Total		(15,000)	(34,000)	(99,000)	-	(109,000)	(20,000)	(109,000)
DRAINAGE								
	DRAINAGE EXPENDITURE	(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
DRAINAGE Total		(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
EMERGENCY SERVICES								
	EMERGENCY SERVICES EXPENDITURE	-	-	-	-	-	-	-
EMERGENCY SERVICES Total		-	-	-	-	-	-	-
HOUSING								
	HOUSING EXPENDITURE	-	-	-	-	-	-	-

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
HOUSING Total		-	-	-	-	-	-	-
LEVEE BANKS								
	LEVEE BANK EXPENDITURE	(300,000)	(207,360)	(127,360)	-	(50,000)	-	(50,000)
	LEVEE BANK INCOME	298,571	157,360	105,000	160,000	-	-	-
LEVEE BANKS Total		(1,429)	(50,000)	(22,360)	160,000	(50,000)	-	(50,000)
LIBRARIES								
	LIBRARIES EXPENDITURE	(15,000)	-	-	-	-	-	-
	LIBRARIES INCOME	-	-	-	-	-	-	-
LIBRARIES Total		(15,000)	-	-	-	-	-	-
MINOR PLANT								
	MINOR PLANT PURCHASE	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MOTOR VEHICLE								
	MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE SALES	130,000	130,000	130,000	130,000	130,000	130,000	130,000
MOTOR VEHICLE Total		(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC HALLS								
	PUBLIC HALLS EXPENDITURE	(15,000)	-	-	-	-	-	-
	PUBLIC HALLS INCOME	-	-	-	-	-	-	-
PUBLIC HALLS Total		(15,000)	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY								
	PUBLIC HEALTH & SAFETY INCOME	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE	-	-	-	-	-	-	-
PUBLIC HEALTH & SAFETY Total		-	-	-	-	-	-	-
PUBLIC WORKS								
	PUBLIC WORKS PLANT INCOME	245,000	190,000	190,000	70,500	81,000	81,000	81,000
	PUBLIC WORKS PLANT PURCHASE	(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)
	PUBLIC WORKS UTILITY INCOME	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY PURCHASE	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
PUBLIC WORKS Total		(316,750)	(559,750)	(455,750)	(771,500)	(334,000)	(295,500)	(895,000)
RECREATION								
	PARKS & RECREATION EXPENDITURE	-	-	-	-	-	-	-
	PARKS & RECREATION INCOME	-	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE	(34,860)	-	-	-	-	-	-
	RECREATION RESERVES INCOME	6,520	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE	-	-	-	-	-	-	-
	SWIMMING POOLS INCOME	-	-	-	-	-	-	-
RECREATION Total		(28,340)	-	-	-	-	-	-
SALEYARDS								

		FINAL ADOPTED 2020-21	ORIGINAL 2021- 222	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
SALEYARDS	SALEYARDS EXPENDITURE	-	-	-	-	-	-	-
	SALEYARDS INCOME	-	-	-	-	-	-	-
SALEYARDS Total		-	-	-	-	-	-	-
SEWERAGE								
	SEWERAGE EXPENDITURE	(945,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
	SEWERAGE INCOME	60,000	-	-	-	-	-	-
SEWERAGE Total		(885,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
SHIRE ROADS								
	FOOTPATHS EXPENDITURE	(168,000)	(95,000)	(135,000)	(136,400)	(120,000)	(109,200)	(126,000)
	FOOTPATHS INCOME	48,000	35,000	35,000	32,000	15,500	7,300	7,500
	R2R GRANT	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
	RMS WORKS EXPENDITURE	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
	RMS WORKS INCOME	350,000	350,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
	RURAL ROADS CONSTRUCTION EXPENDITURE	(915,174)	(890,000)	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
	RURAL ROADS SEALED - RESEALS EXPENDITURE	(259,000)	(404,750)	(513,500)	(693,000)	(709,000)	(577,000)	(684,000)
	RURAL ROADS SEALED - RESEALS INCOME	-	-	-	-	-	-	-
	RURAL ROADS UNSEALED - RESHEET EXPENDITURE	(439,000)	(356,000)	(518,377)	(451,874)	(440,359)	(462,298)	(459,306)
	RURAL ROADS UNSEALED - RESHEET INCOME	-	-	-	-	-	-	-
	TOWNSCAPE WORKS EXPENDITURE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-
	TOWNSCAPE WORKS INCOME	-	-	-	-	-	-	-
	URBAN ROADS - RESEALS EXPENDITURE	(140,500)	(190,540)	(308,000)	(165,500)	(148,500)	(255,800)	(161,000)
	URBAN ROADS CONSTRUCTION EXPENDITURE	(330,000)	(73,000)	(268,000)	(314,000)	(196,000)	(575,000)	(280,000)
	URBAN ROADS CONSTRUCTION INCOME	-	-	-	-	-	-	-
SHIRE ROADS Total		(937,383)	(1,146,763)	(2,238,659)	(1,454,556)	(1,639,141)	(1,509,780)	(1,862,588)
TOURISM SERVICES								
	TOURISM SERVICES EXPENDITURE	-	-	-	-	-	-	-
	TOURISM SERVICES INCOME	-	-	-	-	-	-	-
TOURISM SERVICES Total		-	-	-	-	-	-	-
TOWN PROJECTS								
	KERB & GUTTER EXPENDITURE	(185,000)	(211,000)	(244,000)	(293,000)	(162,000)	(400,000)	(230,000)
	KERB & GUTTER INCOME	56,000	73,000	22,000	107,000	7,000	28,000	48,000
TOWN PROJECTS Total		(129,000)	(138,000)	(222,000)	(186,000)	(155,000)	(372,000)	(182,000)
WATER								
	WATER EXPENDITURE	(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
	WATER INCOME	-	-	-	-	-	-	-
WATER Total		(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)

DRAFT CAPITAL WORKS PLAN DETAIL 2021-22

Appendix 3.1-E

	FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total	(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
AERODROME							
AERODROME INCOME							
TOCUMWAL							
From Reserve	-	-	-	-	-	-	-
Aerodrome Fencing Grant	150,000	-	-	-	-	-	-
TOCUMWAL Total	150,000	-	-	-	-	-	-
AERODROME INCOME Total	150,000	-	-	-	-	-	-
AERODROME EXPENDITURE							
TOCUMWAL							
To Reserve	(50,000)	(50,000)	-	-	-	-	-
Aerodrome fencing kangaroo proof fence	(300,000)	-	-	-	-	-	-
TOCUMWAL Total	(350,000)	(50,000)	-	-	-	-	-
AERODROME EXPENDITURE Total	(350,000)	(50,000)	-	-	-	-	-
AERODROME Total	(200,000)	(50,000)	-	-	-	-	-
DRAINAGE							
DRAINAGE EXPENDITURE							
BAROOGA							
To be determined	-	-	-	-	-	-	-
Snell Rd - Arramagong to McKinley	(1,000)	-	-	-	-	-	-
Snell Rd - Kamarooka to Chomley	(6,000)	-	-	-	-	-	-
BAROOGA Total	(7,000)	-	-	-	-	-	-
BERRIGAN							
Barooga St - Horsfall to Nangunia St	-	(35,000)	-	(35,000)	-	-	-
Nangunia St - Jerilderie to Barooga St	-	-	-	-	(10,000)	-	-
Denison St - Horsfall to Nangunia	-	-	-	-	-	-	-
Barooga St - Nangunia to Orr St	-	-	-	(10,000)	-	-	-
Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	(40,000)
Horsfall St - Jerilderie to Denison	-	-	(60,000)	-	-	-	-
Corcoran St - Drainage Improvements	-	-	-	(104,000)	-	-	-
Denison St - Horsfall to Nangunia West Side	-	-	-	-	-	(40,000)	-
BERRIGAN Total	-	(35,000)	(60,000)	(149,000)	(10,000)	(40,000)	(40,000)
FINLEY							
Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	(100,000)
Tongs St - Pipe drain in front of cemetery	-	-	-	-	-	-	-
Dawe Ave - Full length	(200,000)	-	-	-	-	-	-
McCallister St - Headford St to Osborne St	-	-	(170,000)	-	-	-	-
Denison St - Ulupna to Tongs inc Median Treatment	-	-	-	-	-	(160,000)	-
FINLEY Total	(200,000)	-	(170,000)	-	-	(160,000)	(100,000)
TOCUMWAL							

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Bruton St - Kerb connection	-	-	-	-	-	-	-
	Bruton St - End existing kerb to Bruce Birrell Dr	-	-	-	-	(15,000)	-	-
	Brown St	-	-	(30,000)	-	-	-	-
	Jerilderie St Nth - Connect to Bruton St	-	-	-	-	-	-	-
	Hannah St - Calaway to end existing	-	-	-	-	-	-	-
	Emily St - Lane 960 to Hennessy	-	(10,000)	(10,000)	-	-	-	-
	Emily St - Falkiner to Hennessy (east)	-	(2,000)	(2,000)	-	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	(15,000)	-	-	-
	Barooga St - Murray to Morris	(80,000)	-	-	-	-	-	-
	Charlotte St - Hennessy to Kelly	-	-	-	-	-	-	(40,000)
	Bruton St - Barooga St Nth to Charlotte - Sth side	-	-	-	(15,000)	-	-	-
	Hennessy St - South side Jerilderie to Emily	-	-	-	-	(40,000)	-	-
	Hill St - Repair and Realign Kerb - Reconstruct Shoulder	-	-	(10,000)	-	-	-	-
	TOCUMWAL Total	(80,000)	(12,000)	(52,000)	(30,000)	(55,000)	-	(40,000)
	UNGROUPE							
	To be determined	-	-	-	-	-	-	-
	Replace Electrical cabinets	(15,000)	-	-	-	-	-	-
	Stormwater RTU Upgrades	-	-	(26,000)	(39,000)	(39,000)	(26,000)	(52,000)
	Repair existing kerb and shoulder	-	-	-	(20,000)	(20,000)	(20,000)	(20,000)
	UNGROUPE Total	(15,000)	-	(26,000)	(59,000)	(59,000)	(46,000)	(72,000)
	DRAINAGE EXPENDITURE Total	(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
	DRAINAGE Total	(302,000)	(47,000)	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
	LEEVE BANKS							
	LEEVE BANK INCOME							
	TOCUMWAL							
	Transfer from Reserve - Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	UNGROUPE							
	Transfer from Reserve	90,000	52,360	-	-	-	-	-
	Grant Funds	20,000	105,000	105,000	-	-	-	-
	Seppelts Income	-	-	-	160,000	-	-	-
	Flood Study	188,571	-	-	-	-	-	-
	UNGROUPE Total	298,571	157,360	105,000	160,000	-	-	-
	LEEVE BANK INCOME Total	298,571	157,360	105,000	160,000	-	-	-
	LEEVE BANK EXPENDITURE							
	TOCUMWAL							
	Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	UNGROUPE							
	Transfer to Reserve	(50,000)	(50,000)	-	-	-	-	-
	Levee 3 -220M	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Levee 5 2260M	-	-	-	-	-	-	-
	Levee 1 - 10850-11412	(30,000)	(157,360)	(127,360)	-	-	-	-
	Seppelts Levee	-	-	-	-	-	-	-
	Tree removal Full length of levee	-	-	-	-	(50,000)	-	(50,000)
	Levee Works - Geotech	-	-	-	-	-	-	-
	Flood Study	(220,000)	-	-	-	-	-	-
	UNGROUPED Total	(300,000)	(207,360)	(127,360)	-	(50,000)	-	(50,000)
LEVEE BANK EXPENDITURE Total		(300,000)	(207,360)	(127,360)	-	(50,000)	-	(50,000)
LEVEE BANKS Total		(1,429)	(50,000)	(22,360)	160,000	(50,000)	-	(50,000)
TOWN PROJECTS								
KERB & GUTTER INCOME								
BAROOGA								
	Snell Rd - Arramagong to McKinley	2,000	-	-	-	-	-	-
	Snell Rd - Kamarooka to Chomley	35,000	-	-	-	-	-	-
	BAROOGA Total	37,000	-	-	-	-	-	-
BERRIGAN								
	Barooga St - Horsfall to Nangunia St	-	28,000	-	28,000	-	-	-
	Nangunia St - Jerilderie to Barooga St	-	7,000	-	-	7,000	-	-
	Barooga St - Nangunia to Orr St	-	28,000	-	28,000	-	-	-
	Denison St - Horsfall to Orr St - West Side	-	-	-	-	-	-	28,000
	Horsfall St - Jerilderie to Denison	-	-	12,000	-	-	-	-
	Denison St - Horsfall to Nangunia West Side	-	-	-	-	-	28,000	-
	BERRIGAN Total	-	63,000	12,000	56,000	7,000	28,000	28,000
FINLEY								
	Dawe Ave Full Length	7,000	-	-	-	-	-	-
	FINLEY Total	7,000	-	-	-	-	-	-
TOCUMWAL								
	Emily St - Lane 960 to Hennessy	-	10,000	10,000	-	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	30,000	-	-	-
	Barooga St - Murray to Morris	12,000	-	-	-	-	-	-
	Bruton St - End existing kerb to Bruce Birrell Dr North Side	-	-	-	-	-	-	-
	Charlotte St - Hennessy to Kelly	-	-	-	-	-	-	20,000
	Bruton St - Barooga St Nth to Charlotte - Sth side	-	-	-	21,000	-	-	-
	TOCUMWAL Total	12,000	10,000	10,000	51,000	-	-	20,000
UNGROUPED								
	To be determined	-	-	-	-	-	-	-
	UNGROUPED Total	-	-	-	-	-	-	-
KERB & GUTTER INCOME Total		56,000	73,000	22,000	107,000	7,000	28,000	48,000
KERB & GUTTER EXPENDITURE								
BAROOGA								

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Snell Rd - Arramagong to McKinley	(12,000)	-	-	-	-	-	-
	Snell Rd - Kamarooka to Chomley	(63,000)	-	-	-	-	-	-
	BAROOGA Total	(75,000)	-	-	-	-	-	-
	BERRIGAN							
	Barooga St - Horsfall to Nangunia St	-	(60,000)	-	(60,000)	-	-	-
	Nangunia St - Jerilderie to Barooga St	-	(32,000)	-	-	(32,000)	-	-
	Barooga St - Nangunia to Orr St	-	(60,000)	-	(60,000)	-	-	-
	Horsfall St - Jerilderie to Denison	-	-	(65,000)	-	-	-	-
	Corcoran St - Drainage Improvements	-	-	-	(10,000)	-	-	-
	Denison St - Horsfall to Nangunia West Side	-	-	-	-	-	(60,000)	-
	Denison St - Nangunia to Orr St - West side	-	-	-	-	-	-	(60,000)
	BERRIGAN Total	-	(152,000)	(65,000)	(130,000)	(32,000)	(60,000)	(60,000)
	FINLEY							
	Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	(60,000)
	Dawe Ave Full Length	(50,000)	-	-	-	-	-	-
	McCallister St - Headford St to Osborne St	-	-	(80,000)	-	-	-	-
	Denison St - Ulupna to Tongs inc Median Treatment	-	-	-	-	-	(300,000)	-
	FINLEY Total	(50,000)	-	(80,000)	-	-	(300,000)	(60,000)
	TOCUMWAL							
	Bruton St - Lane 961 to Parkes St - Sth side	-	-	-	-	-	-	-
	Jerilderie St Nth - Connect to Bruton St	-	-	-	-	-	-	-
	Hannah St - Calaway to end existing	-	-	-	-	-	-	-
	Emily St - Lane 960 to Hennessy	-	(44,000)	(44,000)	-	-	-	-
	Emily St - Falkiner to Hennessy (east)	-	(15,000)	(15,000)	-	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	(63,000)	-	-	-
	Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	Barooga St - Murray to Morris	(60,000)	-	-	-	-	-	-
	Bruton St - End existing kerb to Bruce Birrell Dr North Side	-	-	-	-	-	-	-
	Charlotte St - Hennessy to Kelly	-	-	-	-	-	-	(70,000)
	Bruton St - Barooga St Nth to Charlotte - Sth side	-	-	-	(60,000)	-	-	-
	Hennessy St - South side Jerilderie to Emily	-	-	-	-	(90,000)	-	-
	Hill St - Repair and Realign Kerb - Reconstruct Shoulder	-	-	(40,000)	-	-	-	-
	TOCUMWAL Total	(60,000)	(59,000)	(99,000)	(123,000)	(90,000)	-	(70,000)
	UNGROUPE							
	Repair existing kerb and shoulder	-	-	-	(40,000)	(40,000)	(40,000)	(40,000)
	UNGROUPE Total	-	-	-	(40,000)	(40,000)	(40,000)	(40,000)
	KERB & GUTTER EXPENDITURE Total	(185,000)	(211,000)	(244,000)	(293,000)	(162,000)	(400,000)	(230,000)
	TOWN PROJECTS Total	(129,000)	(138,000)	(222,000)	(186,000)	(155,000)	(372,000)	(182,000)
	SEWERAGE							
	SEWERAGE INCOME							
	TOCUMWAL							
	Contribution - Toc Foreshore Committee - Grey Water discharge	60,000	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	TOCUMWAL Total	60,000	-	-	-	-	-	-
	UNGROUPE							
	Transfer from Reserve - Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	UNGROUPE Total	-	-	-	-	-	-	-
SEWERAGE INCOME Total		60,000	-	-	-	-	-	-
SEWERAGE EXPENDITURE								
	BAROOGA							
	Upgrade Pump Station	-	-	-	(20,000)	-	(20,000)	-
	BAROOGA Total	-	-	-	(20,000)	-	(20,000)	-
	BERRIGAN							
	Trickle Filter Arm Upgrade	-	-	-	(30,000)	-	-	-
	Upgrade Pump Station - refurbish concrete works	-	-	-	(30,000)	-	-	-
	BERRIGAN Total	-	-	-	(60,000)	-	-	-
	FINLEY							
	Other Minor Repairs / Replacements	-	-	-	-	-	-	-
	Refurbish concrete work	-	(20,000)	(20,000)	(20,000)	-	-	-
	Truck wash AVDATA pump	-	-	-	-	-	-	-
	Upgrade Pump Station	(30,000)	-	-	-	-	(25,000)	-
	Effluent recycling facility	-	(20,000)	(20,000)	-	-	-	-
	FINLEY Total	(30,000)	(40,000)	(40,000)	(20,000)	-	(25,000)	-
	TOCUMWAL							
	Refurbish concrete work	-	(20,000)	(20,000)	(20,000)	-	-	-
	Trickle Filter Arm Upgrade	-	-	-	-	-	-	-
	Construct new rising main from Hutsons Rd to PS9	(320,000)	-	-	-	-	-	-
	Town Beach - Grey water discharge system constructions	(125,000)	-	-	-	-	-	-
	TOCUMWAL Total	(445,000)	(20,000)	(20,000)	(20,000)	-	-	-
	UNGROUPE							
	Upgrade amenities at STP's	(30,000)	-	-	-	-	-	-
	Upgrade of Telemetry Sewer	(360,000)	(350,000)	(350,000)	-	-	-	-
	Low Pressure Pump Replacements	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	AC Main Renewals	-	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
	Loan to Water Fund	-	-	-	-	-	-	-
	Loan to General Fund	-	-	-	-	-	-	-
	Sewer Treatment Component Renewal / Improvement	(30,000)	(50,000)	(50,000)	(30,000)	(30,000)	(30,000)	(30,000)
	Sewer Pump Replacements/upgrades	(30,000)	(30,000)	(30,000)	-	(40,000)	-	(40,000)
	Sewer RTU Upgrades	-	-	(104,000)	(52,000)	(78,000)	(104,000)	(78,000)
	UNGROUPE Total	(470,000)	(650,000)	(754,000)	(302,000)	(368,000)	(354,000)	(368,000)
SEWERAGE EXPENDITURE Total		(945,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
SEWERAGE Total		(885,000)	(710,000)	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)

				Appendix 3.1-E			
	FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total	(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
WATER							
WATER INCOME							
BAROOGA							
BGA - Capital Works Water Loan LCLI	-	-	-	-	-	-	-
BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN							
Grant Funds	-	-	-	-	-	-	-
BERRIGAN Total	-	-	-	-	-	-	-
FINLEY							
Grant Funds	-	-	-	-	-	-	-
FIN - Capital Works Water Loan from Sewer - Upgrade WTPs	-	-	-	-	-	-	-
FINLEY Total	-	-	-	-	-	-	-
WATER INCOME Total	-	-	-	-	-	-	-
WATER EXPENDITURE							
BAROOGA							
Expansion of Barooga WTP	-	-	-	-	-	-	-
Construct 1ML Filtered Water Reservoir	-	(800,000)	(800,000)	-	-	-	-
Compulsory Acquisition Crown Land	(400,000)	-	-	-	-	-	-
Provide air separator at Treated/Raw cross connection point	(10,000)	-	-	-	-	-	-
Bga Rec Reserve Irrigation water supply	(110,000)	-	-	-	-	-	-
BAROOGA Total	(520,000)	(800,000)	(800,000)	-	-	-	-
BERRIGAN							
Upgrade Treatment Process (DAFF)	-	-	-	(2,200,000)	-	-	-
Construct laboratory room	(30,000)	-	-	-	-	-	-
Provide air separator at Treated/Raw cross connection point	(10,000)	-	-	-	-	-	-
BERRIGAN Total	(40,000)	-	-	(2,200,000)	-	-	-
FINLEY							
Upgrade Treatment Process (DAFF)	-	-	-	-	-	-	-
Construct Raw Water Trunk Main to Tongs St	-	-	-	-	-	(400,000)	-
Major Repair FIN Water Tower Leak	-	-	-	-	-	-	-
Provide air separator at Treated/Raw cross connection point	(10,000)	-	-	-	-	-	-
FINLEY Total	(10,000)	-	-	-	-	(400,000)	-
TOCUMWAL							
Upgrade WTP, Pump Station and Flouridation plant	-	-	-	-	-	-	(100,000)
Construct bypass line to direct backwash to head of plant	(30,000)	-	-	-	-	-	-
Refurbish floc tanks	-	-	-	-	-	(50,000)	(50,000)
TOCUMWAL Total	(30,000)	-	-	-	-	(50,000)	(150,000)
UNGROUPED							
Major Pump Replacement	-	-	-	(40,000)	-	(60,000)	-
Office Equip / Furniture	-	-	-	-	-	-	-
Meter / cybal replacement	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	WHS Upgrades	-	-	-	-	-	-	-
	Telemetry Upgrade	-	-	-	-	-	-	-
	Water Laboratory equipment	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	Automation for Quality Control	(150,000)	(100,000)	(100,000)	-	-	-	-
	Replacement of AC Watermains	(20,000)	(200,000)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)
	Other minor watermain renewals	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	Water Treatment Component Renewal/Improvement	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
	Water RTU Upgrades			(26,000)	(26,000)	(13,000)	-	-
	UNGROUPE Total	(242,000)	(372,000)	(548,000)	(488,000)	(435,000)	(482,000)	(422,000)
	WATER EXPENDITURE Total	(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
	WATER Total	(842,000)	(1,172,000)	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
MOTOR VEHICLE								
	MOTOR VEHICLE SALES							
	UNGROUPE							
	Motor vehicle sales	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	UNGROUPE Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	MOTOR VEHICLE SALES Total	130,000	130,000	130,000	130,000	130,000	130,000	130,000
	MOTOR VEHICLE PURCHASES							
	UNGROUPE							
	Motor vehicle purchases	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	UNGROUPE Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE PURCHASES Total	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	MOTOR VEHICLE Total	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)	(190,000)
PUBLIC WORKS								
	PUBLIC WORKS UTILITY PURCHASE							
	UNGROUPE							
	Public Works Utility Purchase	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
	UNGROUPE Total	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
	PUBLIC WORKS UTILITY PURCHASE Total	(68,750)	(68,750)	(68,750)	(70,000)	(70,000)	(70,000)	(70,000)
	PUBLIC WORKS UTILITY INCOME							
	UNGROUPE							
	Public Works Utility Sales	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	UNGROUPE Total	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS UTILITY INCOME Total	39,000	39,000	39,000	40,000	40,000	40,000	40,000
	PUBLIC WORKS PLANT PURCHASE							
	UNGROUPE							
	Public Works Plant Purchase	(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
UNGROUPED Total		(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)
PUBLIC WORKS PLANT PURCHASE Total		(532,000)	(720,000)	(616,000)	(812,000)	(385,000)	(346,500)	(946,000)
PUBLIC WORKS PLANT INCOME								
UNGROUPED								
Public Works Plant Sales		245,000	190,000	190,000	70,500	81,000	81,000	81,000
UNGROUPED Total		245,000	190,000	190,000	70,500	81,000	81,000	81,000
PUBLIC WORKS PLANT INCOME Total		245,000	190,000	190,000	70,500	81,000	81,000	81,000
PUBLIC WORKS Total		(316,750)	(559,750)	(455,750)	(771,500)	(334,000)	(295,500)	(895,000)
MINOR PLANT								
MINOR PLANT PURCHASE								
UNGROUPED								
Minor Plant Purchase		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
UNGROUPED Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT PURCHASE Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
MINOR PLANT Total		(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
DOMESTIC WASTE								
DOMESTIC WASTE INCOME								
BERRIGAN								
Transfer from Reserve		-	65,000	-	-	-	-	-
BERRIGAN Total		-	65,000	-	-	-	-	-
DOMESTIC WASTE INCOME Total		-	65,000	-	-	-	-	-
DOMESTIC WASTE EXPENDITURE								
BERRIGAN								
New Landfill hole		-	(65,000)	(65,000)	-	(75,000)	-	(75,000)
New Mesh Fence 3.6m		(15,000)	(15,000)	(15,000)	-	(15,000)	-	(15,000)
Rehabilitation of exhausted landfill areas		-	(10,000)	(10,000)	-	(10,000)	-	(10,000)
Crushed rock for tracks		-	(4,000)	(4,000)	-	(4,000)	-	(4,000)
Compulsory Acquisition Crown Land		-	-	-	-	-	-	-
BERRIGAN Total		(15,000)	(94,000)	(94,000)	-	(104,000)	-	(104,000)
TOCUMWAL								
New Fence		-	-	-	-	-	-	-
Rehabilitation of exhausted landfill areas		-	-	-	-	-	(20,000)	-
Construct Transfer Station Tocomwal		-	-	-	-	-	-	-
TOCUMWAL Total		-	-	-	-	-	(20,000)	-
UNGROUPED								
Purchase of Bins		-	(5,000)	(5,000)	-	(5,000)	-	(5,000)
UNGROUPED Total		-	(5,000)	(5,000)	-	(5,000)	-	(5,000)

				FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25		2025-26
Grand Total				(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)	
DOMESTIC WASTE EXPENDITURE Total				(15,000)	(99,000)	(99,000)	-	(109,000)	(20,000)	(109,000)	
DOMESTIC WASTE Total				(15,000)	(34,000)	(99,000)	-	(109,000)	(20,000)	(109,000)	
LIBRARIES											
LIBRARIES INCOME											
TOCUMWAL											
SCCF - Library Extension Grant				-	-	-	-	-	-	-	
PLIGP - Library				-	-	-	-	-	-	-	
TOCUMWAL Total				-	-	-	-	-	-	-	
LIBRARIES INCOME Total				-	-	-	-	-	-	-	
LIBRARIES EXPENDITURE											
BAROOGA											
Painting				-	-	-	-	-	-	-	
BAROOGA Total				-	-	-	-	-	-	-	
BERRIGAN											
To be determined				-	-	-	-	-	-	-	
BERRIGAN Total				-	-	-	-	-	-	-	
FINLEY											
Repairs Carpark				(15,000)	-	-	-	-	-	-	
FINLEY Total				(15,000)	-	-	-	-	-	-	
TOCUMWAL											
SCCF - Extension				-	-	-	-	-	-	-	
Library Refurbishment				-	-	-	-	-	-	-	
TOCUMWAL Total				-	-	-	-	-	-	-	
LIBRARIES EXPENDITURE Total				(15,000)	-	-	-	-	-	-	
LIBRARIES Total				(15,000)	-	-	-	-	-	-	
CORPORATE SERVICES											
CORPORATE SERVICES INCOME											
UNGROUPED											
To be determined				-	-	-	-	-	-	-	
UNGROUPED Total				-	-	-	-	-	-	-	
CORPORATE SERVICES INCOME Total				-	-	-	-	-	-	-	
CORPORATE SERVICES EXPENDITURE											
BAROOGA											
To be determined				-	-	-	-	-	-	-	
BAROOGA Total				-	-	-	-	-	-	-	

		Appendix 3.1-E						
		FINAL ADOPTED	ORIGINAL	PROPOSED	2022-23	2023-24	2024-25	2025-26
		2020-21	2021-22	2021-22				
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	BERRIGAN							
	Asset Software Project	-	-	-	-	-	-	-
	Office Split system airconditioning	-	-	-	-	-	-	-
	Records Management Proposal	-	-	-	-	-	-	-
	Upgrade Telephone System	(19,000)	-	-	-	-	-	-
	BERRIGAN Total	(19,000)	-	-	-	-	-	-
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	UNGROUPE							
	Council Electricity Projects	-	-	-	-	-	-	-
	UNGROUPE Total	-	-	-	-	-	-	-
	CORPORATE SERVICES EXPENDITURE Total	(19,000)	-	-	-	-	-	-
	CORPORATE SERVICES Total	(19,000)	-	-	-	-	-	-
	COMMUNITY AMENITIES							
	COMMUNITY AMENITIES INCOME							
	FINLEY							
	LCLI Growing Local Housing Loan	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	UNGROUPE							
	Loan from Sewer Fund to General Fund - MRE Scope Change	-	-	-	-	-	-	-
	UNGROUPE Total	-	-	-	-	-	-	-
	COMMUNITY AMENITIES INCOME Total	-	-	-	-	-	-	-
	COMMUNITY AMENITIES EXPENDITURE							
	BERRIGAN							
	Hayes Park & Apex Park Upgrade	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	Repair / Replace Memorial Park Toilets	-	-	-	-	-	-	-
	Railway Park Upgrade	-	-	-	-	-	-	-
	Complete Lewis Cres Subdivision	-	-	-	-	-	-	-
	Mary Lawsom Shed	(8,000)	-	-	-	-	-	-
	FINLEY Total	(8,000)	-	-	-	-	-	-
	UNGROUPE							
	To be determined	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
UNGROUPED Total		-	-	-	-	-	-	-
COMMUNITY AMENITIES EXPENDITURE Total		(8,000)	-	-	-	-	-	-
COMMUNITY AMENITIES Total		(8,000)	-	-	-	-	-	-
HOUSING								
HOUSING EXPENDITURE								
BAROOGA								
To be determined		-	-	-	-	-	-	-
BAROOGA Total		-	-	-	-	-	-	-
FINLEY								
To be determined		-	-	-	-	-	-	-
FINLEY Total		-	-	-	-	-	-	-
HOUSING EXPENDITURE Total		-	-	-	-	-	-	-
HOUSING Total		-	-	-	-	-	-	-
DEPOT								
DEPOT EXPENDITURE								
BAROOGA								
To be determined		-	-	-	-	-	-	-
BAROOGA Total		-	-	-	-	-	-	-
BERRIGAN								
Depot Carport Repairs/Parking Shelter/cover sign area		-	-	-	-	-	-	-
Store and Depot redevelopment		-	-	-	-	-	-	-
Upgrade workshop equipment		-	-	-	-	-	-	-
Emulsion Tank at Berrigan Depot		-	-	-	-	-	-	-
BERRIGAN Total		-	-	-	-	-	-	-
FINLEY								
To be determined		-	-	-	-	-	-	-
FINLEY Total		-	-	-	-	-	-	-
DEPOT EXPENDITURE Total		-	-	-	-	-	-	-
DEPOT Total		-	-	-	-	-	-	-
PUBLIC HALLS								
PUBLIC HALLS INCOME								
BERRIGAN								
Sec 355 Loan Proceeds Berrian War Memorial Hall C'ttee		-	-	-	-	-	-	-
Sec 355 Contribution Berrian War Memorial Hall C'ttee		-	-	-	-	-	-	-
BERRIGAN Total		-	-	-	-	-	-	-
FINLEY								

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Fin School of Arts Refurb - Internal Loan Proceeds	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	PUBLIC HALLS INCOME Total	-	-	-	-	-	-	-
	PUBLIC HALLS EXPENDITURE							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	BERRIGAN							
	CWA Hall replace Front & side doors	-	-	-	-	-	-	-
	Memorial Hall Airconditioning & Stage works	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	Fin School of Arts Refurb	-	-	-	-	-	-	-
	Fin School of Arts Front room	(15,000)	-	-	-	-	-	-
	FINLEY Total	(15,000)	-	-	-	-	-	-
	PUBLIC HALLS EXPENDITURE Total	(15,000)	-	-	-	-	-	-
	PUBLIC HALLS Total	(15,000)	-	-	-	-	-	-
	EMERGENCY SERVICES							
	EMERGENCY SERVICES EXPENDITURE							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	EMERGENCY SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
	EMERGENCY SERVICES Total	-	-	-	-	-	-	-
	TOURISM SERVICES							
	TOURISM SERVICES INCOME							
	UNGROUPED							

		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	To be determined	-	-	-	-	-	-	-
	UNGROUPED Total	-	-	-	-	-	-	-
	TOURISM SERVICES INCOME Total	-	-	-	-	-	-	-
	TOURISM SERVICES EXPENDITURE							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	TOURISM SERVICES EXPENDITURE Total	-	-	-	-	-	-	-
	TOURISM SERVICES Total	-	-	-	-	-	-	-
	CEMETERIES							
	CEMETERIES EXPENDITURE							
	BERRIGAN							
	Modular Toilet	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	TOCUMWAL							
	Modular Toilet	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	UNGROUPED							
	Plinth Additions	(5,000)	-	-	(5,000)	-	-	-
	UNGROUPED Total	(5,000)	-	-	(5,000)	-	-	-
	CEMETERIES EXPENDITURE Total	(5,000)	-	-	(5,000)	-	-	-
	CEMETERIES Total	(5,000)	-	-	(5,000)	-	-	-
	RECREATION							
	SWIMMING POOLS INCOME							
	BERRIGAN							
	SCCF 2 -Upgrade ancillary Pool Facilities	-	-	-	-	-	-	-
	Grant - Treatment Plant	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	Grant - Treatment Plant	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	SWIMMING POOLS INCOME Total	-	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE							
	BERRIGAN							
	Painting of Pool	-	-	-	-	-	-	-
	SCCF 2- Upgrade ancillary Pool Facilities	-	-	-	-	-	-	-
	Replace Pool treatment plant	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	Painting of Pool	-	-	-	-	-	-	-
	Refurbish Amenities Building & Carpark	-	-	-	-	-	-	-
	Replace Pool treatment plant	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	Refurbish interior	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	SWIMMING POOLS EXPENDITURE Total	-	-	-	-	-	-	-
	RECREATION RESERVES INCOME							
	BERRIGAN							
	SCCF - Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF - Contribution Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF2 - Sportground Scoreboard	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	ORG Infrastructure Grant	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	SCCF2 - Redevelop Netball & Cricket facilities	-	-	-	-	-	-	-
	War memorial Hall Upgrade	6,520	-	-	-	-	-	-
	TOCUMWAL Total	6,520	-	-	-	-	-	-
	RECREATION RESERVES INCOME Total	6,520	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE							
	BERRIGAN							
	SCCF - Replace and Upgrade Netball Courts	-	-	-	-	-	-	-
	SCCF2 - Sportground Scoreboard	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Paint Sportsground rooms	(15,300)	-	-	-	-	-	-
	BERRIGAN Total	(15,300)	-	-	-	-	-	-
	FINLEY							
	Finley Showground Changerooms	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	SCCF2 - Redevelop Netball & Cricket facilities	-	-	-	-	-	-	-
	War memorial Hall Upgrade	(19,560)	-	-	-	-	-	-
	Replace Roof Cricket rooms	-	-	-	-	-	-	-
	Machinery Shed	-	-	-	-	-	-	-
	TOCUMWAL Total	(19,560)	-	-	-	-	-	-
	VARIOUS							
	Recreation Reserve Master Planning - all sites	-	-	-	-	-	-	-
	VARIOUS Total	-	-	-	-	-	-	-
	RECREATION RESERVES EXPENDITURE Total	(34,860)	-	-	-	-	-	-
	PARKS & RECREATION INCOME							
	BAROOGA							
	SCCF - Challenge Playground	-	-	-	-	-	-	-
	SCCF - Challenge Playground Stage 2	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	FINLEY							
	SCCF - Skate Park Improvements	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	UNGROUPE							
	SCCF - Stronger Country Communities Round 2	-	-	-	-	-	-	-
	UNGROUPE Total	-	-	-	-	-	-	-
	PARKS & RECREATION INCOME Total	-	-	-	-	-	-	-
	PARKS & RECREATION EXPENDITURE							
	BAROOGA							
	SCCF - Challenge Playground	-	-	-	-	-	-	-
	Russell Crt Open Space	-	-	-	-	-	-	-
	SCCF - Challenge Playground Stage 2	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	FINLEY							
	SCCF -Skate Park Improvements	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	To be determined	-	-	-	-	-	-	-

		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	TOCUMWAL Total	-	-	-	-	-	-	-
	UNGROUPED							
	SCCF - Stronger Country Communities Round 2	-	-	-	-	-	-	-
	UNGROUPED Total	-	-	-	-	-	-	-
	PARKS & RECREATION EXPENDITURE Total	-	-	-	-	-	-	-
	RECREATION Total	(28,340)	-	-	-	-	-	-
	SHIRE ROADS							
	URBAN ROADS CONSTRUCTION INCOME							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	TOCUMWAL							
	Transfer from Works Reserve - Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	URBAN ROADS CONSTRUCTION INCOME Total	-	-	-	-	-	-	-
	URBAN ROADS CONSTRUCTION EXPENDITURE							
	BAROOGA							
	To be determined	-	-	-	-	-	-	-
	Snell Rd - Arramagong to McKinley	(5,000)	-	-	-	-	-	-
	Snell Rd - Kamarooka to Chomley	(80,000)	-	-	-	-	-	-
	BAROOGA Total	(85,000)	-	-	-	-	-	-
	BERRIGAN							
	To be determined	-	-	-	-	-	-	-
	Barooga St - Horsfall to Nangunia St	-	-	-	(40,000)	-	-	-
	Nangunia St - Jerilderie to Barooga St	-	-	-	-	(16,000)	-	-
	Barooga St - Nangunia to Orr St	-	-	-	(40,000)	-	-	-
	Drohan St - Construct & Seal - Lysaght to Hayes	-	(50,000)	(50,000)	-	-	-	-
	Horsfall St - Jerilderie to Denison	-	-	(90,000)	-	-	-	-
	Denison St - Horsfall to Nangunia West Side	-	-	-	-	-	(40,000)	-
	Corocoran St - Drainage Improvements	-	-	-	(29,000)	-	-	-
	Denison St - Nangunia to Orr St - West side	-	-	-	-	-	-	(40,000)
	BERRIGAN Total	-	(50,000)	(140,000)	(109,000)	(16,000)	(40,000)	(40,000)

		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	Tocumwal St Tuppal St to Wollamai St	-	-	-	-	-	-	(40,000)
	Denison St - Ulupna to Tongs Median Treatment	-	-	-	-	-	(475,000)	-
	Dawe Ave - Full length	(150,000)	-	-	-	-	-	-
	McCallister St - Headford St to Osborne St	-	-	(70,000)	-	-	-	-
	FINLEY Total	(150,000)	-	(70,000)	-	-	(475,000)	(40,000)
	TOCUMWAL							
	Bruton St - Lane 961 to Charlotte St	-	-	-	-	-	-	-
	Town Beach Road - Construct & Seal	-	-	-	-	-	-	-
	Jerilderie St Nth - Connect to Bruton St	-	-	-	-	-	-	-
	Hannah St - Calaway to end existing	-	-	-	-	-	-	-
	Emily St - Lane 960 to Hennessy	-	(18,000)	(18,000)	-	-	-	-
	Emily St - Falkiner to Hennessy (east)	-	(5,000)	(5,000)	-	-	-	-
	Calaway St - Emily to Charlotte (bs)	-	-	-	(25,000)	-	-	-
	Cobram St Tocumwal - Reconstruct	-	-	-	-	-	-	-
	Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	Barooga St - Murray to Morris	(95,000)	-	-	-	-	-	-
	Charlotte St - Hennessy to Kelly	-	-	-	-	-	-	(140,000)
	Bruton St - End existing kerb to Bruce Birell Dr north side	-	-	-	-	-	-	-
	Sealing of informal gravel track Toucmwal - Barooga St Nth to Jerilderie St Nth	-	-	-	-	-	-	-
	Bruton St - Barooga St Nth to Charlotte - Sth side	-	-	-	(120,000)	-	-	-
	Hennessy St - South side Jerilderie to Emily	-	-	-	-	(120,000)	-	-
	Hill St - Repair and Realign Kerb - Reconstruct Shoulder	-	-	(35,000)	-	-	-	-
	TOCUMWAL Total	(95,000)	(23,000)	(58,000)	(145,000)	(120,000)	-	(140,000)
	UNGROUPEd							
	To be determined	-	-	-	-	-	-	-
	Repair existing kerb and shoulder	-	-	-	(60,000)	(60,000)	(60,000)	(60,000)
	UNGROUPEd Total	-	-	-	(60,000)	(60,000)	(60,000)	(60,000)
URBAN ROADS CONSTRUCTION EXPENDITURE Total		(330,000)	(73,000)	(268,000)	(314,000)	(196,000)	(575,000)	(280,000)
URBAN ROADS - RESEALS EXPENDITURE								
	BAROOGA							
	Amaroo Ave Wiruna to Lawson	(11,000)	-	-	-	-	-	-
	Banker St 536 - 879	(14,000)	-	-	-	-	-	(7,000)
	Barinya St - 00 - 392	(11,000)	-	-	-	(14,000)	-	-
	Brooks Ave 00 - 139	-	-	-	-	-	-	(4,000)
	Brooks Ave 139 - 209	-	-	-	-	-	-	(2,000)
	McFarland St 00 - 452	(15,000)	-	-	-	-	-	-
	Brooks Ave 209 - 376	-	-	-	-	-	-	(5,000)
	Buchanans Rd - 1500 -1887	-	(10,000)	(10,000)	-	-	-	-
	Buchanans Rd -866 -900	-	(5,040)	(2,000)	-	-	-	-
	Collie St 698 - 915	-	-	-	-	-	(6,500)	-
	Golfcourse Rd 00 - 150	-	-	-	-	-	(7,500)	-
	Gormly Ct 00 - 195	-	-	-	(4,500)	-	-	-
	Gunnamara st 00 - 121	-	-	(6,000)	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Gunnamara st 121 - 346		(10,000)	(10,000)	-	-	-	-
	Isabel ave 00 - 101	-	-	-	-	(3,500)	-	-
	Kamarooka St 475 - 788	-	(7,000)	(7,000)	-	-	-	-
	Lawson Dve 00 - 129	-	(14,000)	(6,000)	-	-	-	-
	Lawson Dve 129 -295		-	-	-	-	(5,000)	-
	Lawson Dve 295 - 532		-	(9,000)	-	-	-	-
	Murray Grove 00 - 285	-	-	-	-	(6,000)	-	-
	Nangunia St 00 - 492	-	-	-	-	-	(11,000)	-
	Stillards Crt 00 - 186	-	-	(7,000)	-	-	-	-
BAROOGA Total		(51,000)	(46,040)	(57,000)	(4,500)	(23,500)	(30,000)	(18,000)
BERRIGAN								
	Barooga St 00 - 506	-	-	-	(17,000)	-	-	-
	Brunker St 344 - 513		-	-	-	(4,500)	(4,500)	-
	Carter St 00 - 258	-	-	-	(9,000)	-	-	-
	Chanter St 341 -771	-	-	-	-	(8,000)	-	-
	Corcoran St 00 - 382		(16,000)	(16,000)	-	-	-	-
	Corcoran St 522 -723	-	-	-	-	-	-	(7,000)
	Creed St 00 - 157	-	-	-	-	-	-	(6,000)
	Davis St 296 - 527	-	-	(26,000)	-	-	-	-
	Davis St 527 -668		-	(12,000)	-	-	-	-
	Denison St 00 -217	-	-	(8,000)	-	-	-	-
	Horsfall St 00 - 277	(4,500)	-	-	-	-	-	-
	Denison St 217 -1242		(5,000)	(5,000)	-	-	-	-
	Greggorys Rd 198 - 396	-	-	(7,000)	-	-	-	-
	Greggorys Rd 516 -725	-	-	-	(4,500)	-	-	-
	Lyaght St 00 - 405	-	-	-	-	(11,000)	(11,000)	-
	William St 155 - 321	-	-	-	(5,000)	-	-	-
	William St 321 - 399	-	-	(3,000)	-	-	-	-
BERRIGAN Total		(4,500)	(21,000)	(77,000)	(35,500)	(23,500)	(15,500)	(13,000)
FINLEY								
	Burton St	(4,500)	-	-	-	-	-	-
	Murray St - Near Pool Entrance	(1,500)	-	-	-	-	-	-
	Berrigan Road - 00 - 303	-	(5,000)	-	(5,000)	-	-	-
	Bridget St 00 - 300	-	-	-	-	-	-	(13,000)
	Burke St - 00 - 243	-	-	-	(6,000)	-	-	-
	Close Street 00 - 100	-	-	(5,000)	-	-	-	-
	Close Street 100 -236		(5,500)	(5,500)	-	-	-	-
	Coree St 00 - 245	-	-	-	(14,000)	-	-	-
	Dawe Ave 00 - 253	-	(12,000)	(12,000)	-	-	-	-
	Dawe Ave 253 - 576	-	(13,000)	(13,000)	-	-	-	-
	Denison St	(13,000)	-	-	-	-	-	-
	Druitt Ct 00 -86	-	-	-	(2,500)	-	-	-
	Endeavour St 00 - 391	-	(8,000)	(8,000)	-	-	-	-
	Endeavour St 391 - 673		(8,000)	(8,000)	-	-	-	-
	Finley St 480 - 713	-	-	-	-	(12,000)	-	-
	Forest Ct 00 - 57	-	-	-	(2,000)	-	-	-
	Foundry Lane 1039 -1274	-	-	-	-	-	-	(3,000)

		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25		2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)	
	Hampden St 250 - 617		-	-	-	-	-	(16,000)	
	Hampden St 617 - 647		-	(2,000)	-	-	-	-	
	Hampden St 65 -250		-	-	-	-	-	(10,000)	
	Headford St 452 - 710	-	-	-	-	-	-	(9,000)	
	James Crt 00 - 196	-	-	-	(6,000)	-	-	-	
	Lane No 840 809 -1039	-	-	-	(3,500)	-	-	-	
	MacDonald Crt 00 -105		(3,000)	(3,000)	-	-	-	-	
	Mc Allister St 679-914	-	(5,000)	-	-	-	-	-	
	Pinnuck St 00 - 246	-	-	-	-	-	(5,000)	-	
	Pinnuck St 246 - 302	-	-	-	-	-	(3,000)	-	
	Pinnuck St 302 - 732		-	-	-	-	(25,000)	-	
	Pinnuck St 732 - 976		-	-	-	-	(14,000)	-	
	Scoullar St 256 - 340		-	-	-	-	(2,000)	-	
	Scoullar St 748 -926		-	-	-	-	-	(4,000)	
	Scoullar St 926 - 980		-	(1,000)	-	-	-	-	
	Scoullar St 980 - 1028		-	(1,000)	-	-	-	-	
	Tocumwal St 00 - 242	-	-	-	(11,000)	-	-	-	
	Tocumwal St 242 - 372		-	-	-	(9,000)	-	-	
	Tongs St 1017 -1152	-	(3,000)	(3,000)	-	-	-	-	
	Tongs St 1152 - 1322	-	-	-	-	-	(9,000)	-	
	Tongs St 386 - 912	-	-	-	(19,500)	-	-	-	
	Tongs St 912 - 1017		-	-	(3,500)	-	-	-	
	Tuppall St 630 - 684		-	(4,000)	-	-	-	-	
	Tuppall St 684 - 914	-	-	-	(8,000)	-	-	-	
	Ulupna St 00 - 411	-	-	-	-	-	(33,000)	-	
	Wells St 1008 - 1295	-	(6,000)	(6,000)	-	-	-	-	
	William St 289 - 376	-	-	(2,000)	-	-	-	-	
	Wollamai St 1282 - 1497	-	-	-	-	(11,000)	-	-	
	Wollamai St 1497 - 1599	-	-	-	-	(3,000)	-	-	
	Wollamai St 552 - 665		-	(9,000)	-	-	-	-	
	Wollamai St 728 - 822	(55,000)	-	-	-	-	(7,000)	-	
	FINLEY Total	(74,000)	(68,500)	(82,500)	(81,000)	(35,000)	(98,000)	(55,000)	
	TOCUMWAL								
	Adams St - Morris to Jerilderie	-	-	-	-	-	-	-	
	Bent St - from Murray St	-	-	-	-	-	-	-	
	Adams St - 00 - 30		-	-	-	(2,000)	-	-	
	Adams St 30 - 70		-	-	-	(3,000)	-	-	
	Adma St 70 - 195		-	-	-	(7,000)	-	-	
	Alexander Ave 00 - 286		-	-	(12,000)	-	-	-	
	Anthony Ave - 00 -151	-	-	-	-	-	(3,000)	-	
	Anthony Ave - 151 - 337	-	-	-	-	(4,000)	-	-	
	Babs Crt - 00 - 311	-	-	-	-	-	(7,500)	-	
	Barker St 00 - 130	-	-	(4,000)	-	-	-	-	
	Barker St 130 - 187		-	(5,000)	-	-	-	-	
	Barker St 187 - 263		-	(5,000)	-	-	-	-	
	Barker St 263 - 402		(8,500)	(6,500)	-	-	-	-	
	Berrigan St - 00 -266	-	-	-	-	-	(7,000)	-	
	Bridge St 298 - 436		-	-	-	-	-	(3,000)	

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Bruton St - 00 - 591		-	-	-	-	-	(23,000)
	Bruton St - 1040 - 1126		(4,000)	(4,000)	-	-	-	-
	Bruton St - 1126 - 1264	-	(6,000)	(6,000)	-	-	-	-
	Bruton St - 1264 - 1440		-	-	-	-	-	(9,000)
	Burma Rd 00 - 1311	-	-	-	-	-	(21,000)	-
	Calaway St 356 - 458	-	-	-	-	-	-	(3,000)
	Calaway St 696 - 914	-	-	-	-	(6,000)	-	-
	Charlotte St 00 - 149	-	-	-	-	-	-	(6,000)
	Charlotte St 146 - 323		-	-	-	-	-	(7,000)
	Charlotte St 323 - 463		(3,500)	(3,500)	-	-	-	-
	Clair Dr 00 - 508		-	-	-	-	-	(10,000)
	Cobram St 275 - 413	-	(2,500)	(2,500)	-	-	-	-
	Cobram St 413 - 516	-	(5,000)	(5,000)	-	-	-	-
	Cobram St 516 - 612		(2,500)	(2,500)	-	-	-	-
	Cowley St 00 - 150	-	-	-	-	(4,500)	-	-
	Cowley St 150 - 220		-	-	-	(2,500)	-	-
	Dean St East 00 - 190		-	(9,000)	-	-	-	-
	Deniliquin St 1302 - 1498	(11,000)	(4,500)	(7,000)	-	-	-	-
	Duff St 00 - 104	-	-	-	-	(4,500)	-	-
	Flight Place 00 - 202	-	-	-	-	-	(4,000)	-
	George St 00 - 122	-	-	-	-	-	(3,000)	-
	Hannah St 00 - 287	-	-	-	-	-	-	(12,000)
	Hennesey St 00 - 250	-	-	-	-	-	(3,000)	-
	Hennesey St 250 - 291		-	-	-	-	(1,000)	-
	Hiles Crt 00 - 88	-	(2,500)	(2,500)	-	-	-	-
	Hillson St 00 - 88	-	-	-	-	-	(3,000)	-
	Honniball Dr 00 - 325	-	-	-	(6,000)	-	-	-
	Honniball Dr 325 - 1101		-	-	(13,000)	-	-	-
	Hoyle St 00 - 216	-	(6,000)	(6,000)	-	-	-	-
	Ingo Renner Dr 00 - 257	-	-	-	-	-	(7,800)	-
	James Crt 00 - 228	-	-	-	-	-	(5,500)	-
	Jerilderie St 580 - 831	-	-	-	-	-	(8,000)	-
	Jerilderie St 831 - 1120	-	-	-	-	(9,000)	-	-
	Kelly St 439 - 664	-	-	-	(3,000)	-	-	-
	Kelly St 664 - 801		-	-	(4,000)	-	-	-
	Kelly St 801 - 948		-	-	(2,000)	-	-	-
	Kelly St 948 - 1030		-	-	(2,500)	-	-	-
	Lorelle Crt 00 - 71		-	-	-	-	(1,000)	-
	Lorelle Crt 71 - 136		-	-	-	-	(1,000)	-
	Moore St 00 - 526	-	-	-	-	-	(15,000)	-
	Parkes St 00 - 234	-	-	-	-	-	(10,000)	-
	Pine View Dr 00 - 427	-	-	-	-	-	(10,500)	-
	Riley Ct A 265 - 304	-	-	-	-	(1,000)	-	-
	Riley Ct A 304 - 310	-	-	-	-	(1,000)	-	-
	Riley Ct 103 - 265		-	-	-	(3,000)	-	-
	Town Beach Rd 00 - 110	-	-	-	(2,000)	-	-	-
	Town Beach Rd 110 - 361		-	-	-	-	-	(2,000)
	Wise Ct 00 - 275	-	(10,000)	(10,000)	-	-	-	-
TOCUMWAL Total		(11,000)	(55,000)	(78,500)	(44,500)	(47,500)	(111,300)	(75,000)

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
UNGROUPED								
	To be determined	-	-	-	-	-	-	-
	Murray St 2025 -2085	-	-	(2,000)	-	-	-	-
	Murray St 690 - 920	-	-	(11,000)	-	-	-	-
	Murray St Nth 127 - 1030	-	-	-	-	(19,000)	-	-
	Short St A 00 - 59	-	-	-	-	-	(1,000)	-
	UNGROUPED Total	-	-	(13,000)	-	(19,000)	(1,000)	-
URBAN ROADS - RESEALS EXPENDITURE Total		(140,500)	(190,540)	(308,000)	(165,500)	(148,500)	(255,800)	(161,000)
TOWNSCAPE WORKS INCOME								
BAROOGA								
	To be determined	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN								
	To be determined	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
FINLEY								
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
TOCUMWAL								
	To be determined	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
TOWNSCAPE WORKS INCOME Total		-	-	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE								
BAROOGA								
	Town Entry	-	-	-	-	-	-	-
	BAROOGA Total	-	-	-	-	-	-	-
BERRIGAN								
	Town Entry	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
FINLEY								
	To be determined	-	-	-	-	-	-	-
	Coree St - Ulupna to Tongs Median Treatment	-	-	(50,000)	(50,000)	-	-	-
	Denison St - Ulupna to Tongs Median Treatment	-	-	-	-	(50,000)	-	-
	FINLEY Total	-	-	(50,000)	(50,000)	(50,000)	-	-
TOCUMWAL								
	To be determined	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	UNGROUPED							
	Town Entry	(50,000)	(50,000)	-	-	-	-	-
	UNGROUPED Total	(50,000)	(50,000)	-	-	-	-	-
TOWNSCAPE WORKS EXPENDITURE Total		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	-	-
RURAL ROADS UNSEALED - RESHEET INCOME								
	UNGROUPED							
	To be determined	-	-	-	-	-	-	-
	UNGROUPED Total	-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET INCOME Total		-	-	-	-	-	-	-
RURAL ROADS UNSEALED - RESHEET EXPENDITURE								
	UNGROUPED							
	Alexanders Rd From End of Bitumen to Old Toc Berrigan Rd	(70,000)	-	-	-	-	-	-
	To be determined	-	-	-	-	-	-	-
	Earls Rd (2363m)	-	-	-	-	(88,272)	-	-
	Edgecomb Rd (2134m)	-	-	-	-	(80,471)	-	-
	Sullivans Rd (2660m)	-	-	-	-	(98,390)	-	-
	Ednies Rd (2003m)	-	-	-	(76,008)	-	-	-
	Boxwood RD0 to 2753 - 2753	-	-	-	(101,559)	-	-	-
	Creed St157 to 407 - 250	-	-	-	-	-	-	(16,287)
	Cronulla Rd0 to 1495 - 1495	-	-	-	-	-	-	(58,702)
	Daltons Rd0 to 1782 - 1782	-	-	-	-	-	-	(68,479)
	Hogans Rd371 to 2459 - 2088	(180,000)	-	(78,904)	-	-	-	-
	Laffeys Rd from Ennals Rd to house entrance	-	-	-	-	-	-	-
	Laffeys Rd from Ennals Rd to MIL ent - 980	(20,000)	-	(41,157)	-	-	-	-
	Larkins Rd 5417 to 7563 - 2146	-	-	-	-	-	(80,880)	-
	McDonalds Rd 2763 to 6300 - 3537	-	(127,000)	-	-	-	(128,268)	-
	Miechels RDO to 3040 - 3040	(119,000)	-	(111,336)	-	-	-	-
	Mills Rd to 4849 - 4849	-	-	-	-	-	(172,964)	-
	Mortons Rd 6028 to 6686 - 658	-	-	-	-	-	(30,187)	-
	Old Adcocks RD2673 to 6026 - 3389	-	-	-	-	(123,226)	-	-
	Sherwins RD1585 to 5313 - 3728	-	-	-	(134,774)	-	-	-
	Spring Rd 300 (near Jenkins) - 300	-	-	-	-	-	-	(17,991)
	Thorburn Rd 5113 to 9632 - 4519	-	-	-	-	-	-	(161,722)
	urban lanes / rec	-	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	Wiltens Rd3000 to 5300 - 2300	-	-	-	-	-	-	(86,126)
	Winters Rd MR363 to 2.4km - 2400	(50,000)	-	-	(89,533)	-	-	-
	Womboin Rd from MR 363 to Nolans Rd - 3150	-	(108,000)	(115,083)	-	-	-	-
	Womboin Rd from MR550 to Kennedy's Rd - 3350	-	(121,000)	(121,897)	-	-	-	-
	UNGROUPED Total	(439,000)	(356,000)	(518,377)	(451,874)	(440,359)	(462,298)	(459,306)
RURAL ROADS UNSEALED - RESHEET EXPENDITURE Total		(439,000)	(356,000)	(518,377)	(451,874)	(440,359)	(462,298)	(459,306)
RURAL ROADS SEALED - RESEALS INCOME								
	UNGROUPED							
	To be determined	-	-	-	-	-	-	-

		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	Appendix 3.1-E 2024-25		2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)	
Hughes St 463 - 623									
Golfcourse Rd 273 - 2063									
UNGROUPED Total		-	-	-	-	-	-	-	
RURAL ROADS SEALED - RESEALS INCOME Total		-	-	-	-	-	-	-	
RURAL ROADS SEALED - RESEALS EXPENDITURE									
UNGROUPED									
Unallocated		-	-	-	-	-	-	-	
Dales Rd - Tongs to Broughans		(51,000)	-	-	-	-	-	-	
Hutsons Rd - All		(20,000)	-	-	-	-	-	-	
Logie Brae Rd - McCallister to Larkins		(62,000)	-	-	-	-	-	-	
Seppelts Rd - All		(29,000)	-	-	-	-	-	-	
Alexanders Rd 00 - 65		-	(1,000)	(1,000)	-	-	-	-	
Alexanders Rd 65 - 1307			(16,000)	(16,000)	-	-	-	-	
Babbingtons Rd 841.001717.00		-	-	-	(18,000)	-	-	-	
Back Barooga Rd 6558 - 6787			-	(3,000)	-	-	-	-	
Battens Rd 0.00141.00		-	-	-	(3,000)	-	-	-	
Battens Rd 107.001321.00			-	-	(4,000)	-	-	-	
Battens Rd 1321.004404.00			-	-	(42,000)	-	-	-	
Battens Rd 143.00478.00			-	-	(5,000)	-	-	-	
Battens Rd 478.00691.00			-	-	(3,000)	-	-	-	
Battens Rd 691.001073.00			-	-	(5,000)	-	-	-	
Braybons Rd 0.003574.00		-	-	-	-	(46,000)	-	-	
Burma Rd 1311.002243.00		-	-	-	(18,000)	-	-	-	
Bushfield Rd 0.004012.00		-	-	-	(51,000)	-	-	-	
Caramar Rd 6160 - 6802		-	-	-	(10,000)	-	-	-	
Caramar Rd 5876 - 6160			-	-	(7,000)	-	-	-	
Caramar Rd 622 - 5876			-	-	-	-	(95,000)	-	
Caramar Rd 0.00622.00			-	-	-	(14,000)	-	-	
Carruthers Rd 0.001660.00			-	-	-	(21,000)	-	-	
Caseys Rd 4960 - 5948			(37,000)	(13,000)	-	-	-	-	
Caseys Rd 5948.006321.00			-	-	-	(4,000)	-	-	
Caseys Rd 6321.007276.00			-	-	-	(19,000)	-	-	
Caseys Rd 7276.008371.00			-	-	-	-	(39,000)	-	
Clearview Rd 00 - 310		-	(6,000)	(6,000)	-	-	-	-	
Coldwells Rd 5395 - 6615			-	(18,000)	-	-	-	-	
Coldwells Rd 6615 - 6830			-	(4,000)	-	-	-	-	
Coldwells Rd 6830 - 7052			-	(4,000)	-	-	-	-	
Coldwells Rd 7052 - 8185			-	-	(15,000)	-	-	-	
Crosbies Rd 00 - 98			-	-	-	-	(2,000)	-	
Crosbies Rd 2665 - 3032			-	-	-	-	(4,000)	-	
Crosbies Rd 3972 - 4421			-	-	-	-	-	(8,000)	
Crosbies Rd 5692 - 5993			-	-	-	-	(5,000)	-	
Fullers Rd 3255 - 3400			-	-	-	-	-	(5,000)	
Fullers Rd 3400 - 6498			-	-	-	-	-	(50,000)	
Golfcourse Rd 150 - 273			-	-	-	-	(10,000)	-	
Golfcourse Rd 2063 - 2955			-	-	-	-	(45,000)	-	
Golfcourse Rd 273 -2063			-	-	-	-	(90,000)	-	

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Hogans Rd 2459.003079.00	-	-	-	-	(12,000)	-	-
	Huestons Rd 292.004845.00	-	-	-	-	-	-	(49,000)
	Huestons Rd 4845.008726.00	-	-	-	-	-	-	(42,000)
	Hughes St 463 - 623	-	-	-	-	(8,000)	-	-
	Hughes St 326 - 463	-	-	-	-	(11,000)	-	-
	Killeens Rd 2386.002742.00	-	-	-	(9,000)	-	-	-
	Lawlors Rd Ber 0.003572.00	-	-	-	(45,000)	-	-	-
	Lower River Rd 00 - 1902	-	-	-	(38,000)	-	-	-
	Lower River Rd 1902 - 2278	-	-	(8,000)	-	-	-	-
	Marian Dve 0.00679.00	-	-	-	-	(14,000)	-	-
	Marshes Rd 00 - 1956	-	-	-	-	-	(76,000)	-
	Maxwells RDO.005100.00	-	-	-	-	-	-	(122,000)
	Maxwells RD8368.008454.00	-	-	-	-	-	-	(1,000)
	McCullochs Rd 0.003043.00	-	-	-	-	(38,000)	-	-
	McMurrays RDO.001110.00	-	-	-	-	-	(19,000)	-
	Melrose Rd 00 - 4948	-	-	-	-	(150,000)	-	-
	Narrow Plains Rd 0.001119.00	-	-	-	(80,000)	-	-	-
	Old Toc Ber Rd 4306.004932.00	-	-	-	-	(11,000)	-	-
	Peppertree Rd 5801.008004.00	-	-	-	(5,000)	-	-	-
	Peppertree Rd 8004.008354.00	-	-	-	(42,000)	-	-	-
	Peppertree Rd 85188.005801.00	-	-	-	(12,000)	-	-	-
	Pinelodge Rd 3086.007577.00	-	(85,000)	(85,000)	-	-	-	-
	Pinelodge Rd 0.003086.00	-	-	-	-	(59,000)	-	-
	Piney Rd 3390.004576.00	(30,000)	-	-	(25,000)	-	-	-
	Piney Rd 4576 - 5941 (Shoulder Widening)	-	(172,750)	(172,500)	-	-	-	-
	Piney Rd 6594.008581.00	-	-	-	(25,000)	-	-	-
	Piney Rd 5941 - 6594	-	-	(11,000)	-	-	-	-
	Quicks Rd Toc 0.001931.00	-	-	-	(39,000)	-	-	-
	Quicks Rd Toc 5017.006644.00	-	-	-	-	(21,000)	-	-
	Racecourse Rd 00 - 1541	(67,000)	-	(20,000)	-	-	-	-
	Racecourse Rd 4279 - 5669	-	-	(53,000)	-	-	-	-
	Shands Rd 00 - 5718	-	-	-	(72,000)	-	-	-
	South Coree Rd 8777 - 10395	-	(36,000)	(36,000)	-	-	-	-
	Springfield Rd 3855.004628.00	-	(10,000)	(10,000)	-	-	-	-
	Stock Route Rd 0.002358.00	-	(30,000)	(30,000)	-	-	-	-
	Stock Route Rd 2358.002707.00	-	(7,000)	(7,000)	-	-	-	-
	Stock Route Rd 2707.003035.00	-	(4,000)	(4,000)	-	-	-	-
	Thorburns Rd 4426.005113.00	-	-	-	-	(9,000)	-	-
	Tuppall Rd 13292 - 18491	-	-	-	(120,000)	-	-	-
	Tuppall Rd 1398 - 1799	-	-	(8,000)	-	-	-	-
	Tuppall Rd 2852 - 4800	-	-	-	-	(50,000)	-	-
	Tuppall Rd 4800 - 5558	-	-	-	-	-	(58,000)	-
	Tuppall Rd 8408 - 3290	-	-	-	-	(150,000)	-	-
	Tuppall Rd 879 - 1398	-	-	-	-	-	-	(9,000)
	Woolshed Rd 15180 - 17214	-	-	-	-	(35,000)	-	-
	Woolshed Rd 2562 - 2819	-	-	(4,000)	-	-	-	-
	Yarrowonga Rd 10495 -12331	-	-	-	-	(37,000)	-	-
	Yarrowonga Rd 13149 - 18728	-	-	-	-	-	(114,000)	-
	Yarrowonga Rd 24662 - 26084	-	-	-	-	-	-	(55,000)

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	Yarrawonga Rd 26084 - 29403		-	-	-	-	-	(129,000)
	Yarrawonga Rd 2632 - 3592		-	-	-	-	-	(21,000)
	Yarrawonga Rd 29403 - 30501		-	-	-	-	-	(43,000)
	Yarrawonga Rd 3592 - 6490		-	-	-	-	-	(65,000)
	Yarrawonga Rd 6490 - 7082		-	-	-	-	(20,000)	-
	Yarrawonga Rd 7082 - 10495		-	-	-	-	-	(85,000)
	UNGROUPED Total	(259,000)	(404,750)	(513,500)	(693,000)	(709,000)	(577,000)	(684,000)
RURAL ROADS SEALED - RESEALS EXPENDITURE Total		(259,000)	(404,750)	(513,500)	(693,000)	(709,000)	(577,000)	(684,000)
RURAL ROADS CONSTRUCTION EXPENDITURE								
	UNGROUPED							
	Barnes Rd - Maxwell Rd to South Coree Rd	-	-	(220,000)	-	-	-	-
	Clearzones	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	To be determined	-	-	-	-	-	-	-
	South Coree Rd 0-1742		-	-	-	(250,000)	-	-
	Yarrawonga Rd 00 to 2	-	-	-	-	-	-	-
	Piney Rd - 11.8 to 13.8	-	-	-	-	(150,000)	(150,000)	-
	Bushfield Rd 00 to 5km	(355,174)	(275,000)	(150,000)	(150,000)	-	-	-
	Heavy Patching	-	(50,000)	-	-	-	(100,000)	(100,000)
	Woolshed Rd 21.0-22.0	-	-	(90,000)	(190,000)	(190,000)	-	-
	Melrose Rd - 9637 to 10653	-	-	-	-	-	-	-
	Yarrawonga Rd 2.1 to 6.1	(140,000)	(140,000)	(140,000)	(140,000)	(140,000)	-	-
	Yarrawonga Rd 20.0 to 21.7	-	(225,000)	-	-	-	(225,000)	-
	Lawlors Rd berrigan Heavy Patching	(70,000)	-	-	-	-	-	-
	Coldwells Rd 4965-5395	-	(150,000)	(113,000)	-	-	-	-
	Lower River Rd-1902-2278		-	-	-	-	-	(78,000)
	Lower River Rd-2278-3047		-	-	-	-	-	-
	Lower River Rd-3480-4836		-	-	-	-	-	(235,000)
	Lower River Rd-5415-6813		-	-	-	-	-	-
	Lower River Rd-Causeways 2.8 and 3.20	(200,000)	-	-	-	-	-	-
	Melrose Rd - 00-4948 (part)		-	(132,000)	(133,000)	-	-	-
	Melrose Rd-7570-8637		-	(238,000)	-	-	-	-
	Melrose Rd-8637-9637		-	(223,000)	-	-	-	-
	Racecourse Rd Toc - 4279 -5669		-	-	-	-	-	(250,000)
	Racecourse Rd Toc - 7322-7862		-	-	-	(100,000)	-	-
	Snell Road 00-1225		-	-	-	-	-	(260,000)
	South Coree Rd 8320-8777		-	(112,000)	-	-	-	-
	Tuppall Road 1398-1799		-	-	-	(98,000)	-	-
	Yarrawongs Rd 00-733	(100,000)	-	-	-	-	-	(174,000)
	UNGROUPED Total	(915,174)	(890,000)	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
RURAL ROADS CONSTRUCTION EXPENDITURE Total		(915,174)	(890,000)	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
RMS WORKS INCOME								
	UNGROUPED							
	RMS Block	175,000	175,000	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000
	RMS Repair	175,000	175,000	175,000	175,000	175,000	175,000	175,000
	UNGROUPED Total	350,000	350,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000

				Appendix 3.1-E			
	FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total	(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
RMS WORKS INCOME Total	350,000	350,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
RMS WORKS EXPENDITURE							
UNGROUPED							
Various Main Roads	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
UNGROUPED Total	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
RMS WORKS EXPENDITURE Total	(350,000)	(350,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
R2R GRANT							
UNGROUPED							
To be determined	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
UNGROUPED Total	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
R2R GRANT Total	1,316,291	877,527	987,218	987,218	987,218	987,218	987,218
FOOTPATHS INCOME							
BERRIGAN							
Jerilderie St - End of concrete path to Stafford St		-	-	-	14,000	-	-
Stafford St - Jerilderie St to Flynn St		-	-	-	1,500	-	-
Jerilderie St - Horsfall St to Orr St	25,000	-	-	22,000	-	-	-
BERRIGAN Total	25,000	-	-	22,000	15,500	-	-
FINLEY							
Bruton St - Anthony to Hannah	23,000	-	-	-	-	-	-
FINLEY Total	23,000	-	-	-	-	-	-
TOCUMWAL							
Bruton St - Anthony to Hannah	-	13,500	13,500	-	-	-	-
Hannah St - Hennessy to Bruton	-	21,500	21,500	-	-	-	-
Hennessy St - Town Beach Rd to Morris St		-	-	-	-	7,300	-
Charlotte St - Bruton St to Hennessy St		-	-	10,000	-	-	-
Kelly St - Charlotte St to Jerilderie St		-	-	-	-	-	7,500
TOCUMWAL Total	-	35,000	35,000	10,000	-	7,300	7,500
FOOTPATHS INCOME Total	48,000	35,000	35,000	32,000	15,500	7,300	7,500
FOOTPATHS EXPENDITURE							
BERRIGAN							
Finley St Detention Basin	(20,000)	-	-	-	-	-	-
Jerilderie St - End of concrete path to Stafford St		-	-	-	(45,000)	-	-
Stafford St - Jerilderie St to Flynn St		-	-	-	(15,000)	-	-
Jerilderie St - Horsfall St to Orr St		-	-	(56,400)	-	-	-
BERRIGAN Total	(20,000)	-	-	(56,400)	(60,000)	-	-
FINLEY							
Tong St Walking Track	(20,000)	-	-	-	-	-	-
Coree St McNamara to Tongs	(48,000)	-	-	-	-	-	-

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	FINLEY Total	(68,000)	-	-	-	-	-	-
	TOCUMWAL							
	Jerilderie St Nth	(60,000)	-	-	-	-	-	-
	SCCF - Walking track to Quicks Rd / Babingtons / MR550	-	-	-	-	-	-	-
	Bruton St - Anthony to Hannah	-	(30,000)	(30,000)	-	-	-	-
	Hannah St - Hennessy to Bruton	-	(45,000)	(45,000)	-	-	-	-
	Jersey St - TOC Upgrades	-	-	-	-	-	-	-
	Hennessy St - Town Beach Rd to Morris St	-	-	-	-	-	(19,200)	-
	Charlotte St - Bruton St to Hennessy St	-	-	-	(50,000)	-	-	-
	Kelly St - Charlotte St to Jerilderie St	-	-	-	-	-	-	(66,000)
	TOCUMWAL Total	(60,000)	(75,000)	(75,000)	(50,000)	-	(19,200)	(66,000)
	UNGROUPE							
	Street Lighting in Towns	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	New Footpaths / replace existing	(10,000)	(10,000)	(50,000)	(20,000)	(50,000)	(80,000)	(50,000)
	UNGROUPE Total	(20,000)	(20,000)	(60,000)	(30,000)	(60,000)	(90,000)	(60,000)
	FOOTPATHS EXPENDITURE Total	(168,000)	(95,000)	(135,000)	(136,400)	(120,000)	(109,200)	(126,000)
	SHIRE ROADS Total	(937,383)	(1,146,763)	(2,238,659)	(1,454,556)	(1,639,141)	(1,509,780)	(1,862,588)
	BUSINESS DEVELOPMENT							
	BUSINESS DEVELOPMENT INCOME							
	TOCUMWAL							
	Building Better Regions - Jersey St	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT INCOME Total	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT EXPENDITURE							
	TOCUMWAL							
	Jersey St - TOC Electrical Upgrades	-	-	-	-	-	-	-
	TOCUMWAL Total	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT EXPENDITURE Total	-	-	-	-	-	-	-
	BUSINESS DEVELOPMENT Total	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY							
	PUBLIC HEALTH & SAFETY EXPENDITURE							
	BERRIGAN							
	Pound Facilities Upgrade	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY EXPENDITURE Total	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY INCOME							
	UNGROUPE							

		Appendix 3.1-E						
		FINAL ADOPTED 2020-21	ORIGINAL 2021-22	PROPOSED 2021-22	2022-23	2023-24	2024-25	2025-26
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)
	To be determined	-	-	-	-	-	-	-
	UNGROUPED Total	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY INCOME Total	-	-	-	-	-	-	-
	PUBLIC HEALTH & SAFETY Total	-	-	-	-	-	-	-
	SALEYARDS							
	SALEYARDS INCOME							
	FINLEY							
	To be determined	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	SALEYARDS INCOME Total	-	-	-	-	-	-	-
	SALEYARDS EXPENDITURE							
	FINLEY							
	Supply and install two ramp nibs	-	-	-	-	-	-	-
	Lead up yard, rotary force year and race, loading ramp, safety fence	-	-	-	-	-	-	-
	Supply and install safety hide in sales ring	-	-	-	-	-	-	-
	Demolish & replace existing sheep ramps, safety fencing	-	-	-	-	-	-	-
	Roof over stack pens	-	-	-	-	-	-	-
	FINLEY Total	-	-	-	-	-	-	-
	SALEYARDS EXPENDITURE Total	-	-	-	-	-	-	-
	SALEYARDS Total	-	-	-	-	-	-	-
	CARAVAN PARK							
	CARAVAN PARK EXPENDITURE							
	BERRIGAN							
	Caravan Park Amenties Block	-	-	-	-	-	-	-
	BERRIGAN Total	-	-	-	-	-	-	-
	CARAVAN PARK EXPENDITURE Total	-	-	-	-	-	-	-
	CARAVAN PARK Total	-	-	-	-	-	-	-
Grand Total		(3,941,902)	(4,130,513)	(5,730,769)	(5,828,056)	(3,437,141)	(3,997,280)	(4,513,588)

ANNUAL BUDGET DETAIL 2020/21 - 2025/26

RE (All)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	GOVERNANCE						
	GOVERNANCE EXPENSE	(910,000)	(993,000)	(828,000)	(846,000)	(868,000)	(885,000)
	1001-0315 MAYORAL VEHICLE EXPENSES	(24,000)	(22,000)	(23,000)	(23,000)	(24,000)	(24,000)
	1001-0320 MAYORAL ALLOWANCE	(27,000)	(28,000)	(28,000)	(29,000)	(29,000)	(30,000)
	1001-0325 COUNCILLORS ALLOWANCES	(98,000)	(100,000)	(102,000)	(104,000)	(106,000)	(108,000)
	1001-0334 TELEPHONE - COUNCILLORS	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(10,000)
	1001-0335 COUNCILLORS EXPENSES	(52,000)	(53,000)	(54,000)	(54,000)	(55,000)	(56,000)
	1001-0336 CIVIC FUNCTIONS / PRESENTATION	(12,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1001-0337 DONATIONS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0338 ADMIN MANAGEMENT PLAN EXPENSES	(12,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1001-0340 INSURANCE - COUNCILLORS	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1001-0344 MEMBERSHIP FEES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1001-0345 SUBSCRIPTION SHIRE ASSOCIATION	(27,000)	(28,000)	(28,000)	(29,000)	(30,000)	(30,000)
	1001-0346 ADMIN AUDIT FEES	(85,000)	(40,000)	(41,000)	(43,000)	(44,000)	(46,000)
	1001-0347 ELECTION EXPENSES	-	(134,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1001-0348 COMMUNITY SURVEY	(24,000)	-	-	-	-	-
	1001-0349 COMMUNITY REPORT	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1001-0509 EQUIP/FURN - COUNCILLORS <= \$5,000	-	(15,000)	(2,000)	(2,000)	(5,000)	(2,000)
	1002-0350 COMMUNITY WORKS - GENERAL	(17,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1002-0360 BGN COMBINED COMMUNITY GROUPS	-	(50,000)	-	-	-	-
	1002-0370 COMMUNITY WORKS - AUST. DAY CO	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1002-0375 AUSTRALIA DAY GRANT 2021 EXPEN	(3,000)	-	-	-	-	-
	1002-0400 COMMUNITY GRANTS SCHEME	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1005-0108 ADMIN SALARIES - GM SALARY PAC	(270,000)	(267,000)	(274,000)	(281,000)	(288,000)	(296,000)
	1006-0107 ADMIN SALARIES - GM SUPPORT	(181,000)	(185,000)	(189,000)	(194,000)	(199,000)	(204,000)
	1007-0118 ADMIN GM VEHICLE OPERATING EXP	(31,000)	(29,000)	(30,000)	(30,000)	(31,000)	(31,000)
	1008-0124 MANAGEMENT TEAM PROGRAM	(19,000)	-	-	-	-	-
	1008-0125 ADMIN CONFERENCES/SEMINARS	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1008-0126 ADMIN GM TRAVEL EXPENSES	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	GOVERNANCE REVENUE	6,000	-	-	-	-	-
	1100-1305 DONATIONS	-	-	-	-	-	-
	1100-1350 OTHER REVENUES	-	-	-	-	-	-
	1100-1950 AUSTRALIA DAY 2021 COVID SAFE GRANT	6,000	-	-	-	-	-
	0 Total	(904,000)	(993,000)	(828,000)	(846,000)	(868,000)	(885,000)
1							
	CORPORATE SUPPORT						
	CORPORATE SUPPORT EXPENSE	(646,000)	(726,000)	(654,000)	(699,000)	(754,000)	(787,000)
	1010-0102 ADMIN SALARIES - ACCOUNTING	(353,000)	(414,000)	(422,000)	(431,000)	(439,000)	(448,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1010-0103 ADMIN SALARIES - HUMAN RESOURC	(72,000)	(73,000)	(75,000)	(77,000)	(79,000)	(81,000)
	1010-0104 ADMIN SALARIES - REVENUE COLLE	(185,000)	(186,000)	(191,000)	(196,000)	(201,000)	(206,000)
	1010-0105 ADMIN SALARIES - CUSTOMER SERV	(193,000)	(240,000)	(246,000)	(252,000)	(258,000)	(265,000)
	1010-0106 ADMIN SALARIES - INFO. TECHNOL	(105,000)	(109,000)	(112,000)	(115,000)	(118,000)	(121,000)
	1010-0107 ADMIN SALARIES - COMMUNICATION	(35,000)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)
	1010-0109 ADMIN SALARIES - DCS SALARY PA	(195,000)	(187,000)	(192,000)	(197,000)	(202,000)	(207,000)
	1010-0119 ADMIN DCS VEHICLE OPERATING EX	(24,000)	(22,000)	(23,000)	(23,000)	(24,000)	(24,000)
	1010-0120 ADMIN STAFF TRAINING	(17,000)	(20,000)	(20,000)	(19,000)	(19,000)	(20,000)
	1010-0121 CORP SERVICES - CONSULTANCY	(74,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1010-0130 ADMIN FRINGE BENEFITS TAX	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)	(14,000)
	1010-0135 ADMIN JC TAX FBT ACCOUNT	-	-	-	-	-	-
	1010-0140 ADMIN STAFF UNIFORM ALLOWANCE	(8,000)	(8,000)	(8,000)	(9,000)	(9,000)	(9,000)
	1010-0144 ADMIN ADVERTS	(11,000)	(11,000)	(11,000)	(11,000)	(12,000)	(12,000)
	1010-0146 ADMIN NEWSLETTER ADVERTS	(34,000)	(34,000)	(35,000)	(36,000)	(36,000)	(37,000)
	1010-0152 WORK HEALTH & SAFETY	(7,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1010-0155 ADMIN WRITE OFF BAD DEBTS	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1010-0160 ADMIN BANK & GOVT CHARGES	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1010-0162 BANK FEES - GST INCLUSIVE	(39,000)	(34,000)	(34,000)	(34,000)	(35,000)	(35,000)
	1010-0163 BANK FEES - GST FREE	(1,000)	-	-	-	-	-
	1010-0165 ADMIN OFFICE CLEANING	(36,000)	(40,000)	(41,000)	(41,000)	(42,000)	(43,000)
	1010-0170 ADMIN COMPUTER MTCE	(28,000)	(27,000)	(27,000)	(27,000)	(28,000)	(28,000)
	1010-0175 ADMIN SOFTWARE LICENCING	(172,000)	(156,000)	(158,000)	(161,000)	(163,000)	(165,000)
	1010-0180 ADVERSE EVENTS PLAN DC2	(25,000)	-	-	-	-	-
	1010-0185 LESS: CHARGED TO OTHER FUNDS	300,000	300,000	300,000	300,000	300,000	300,000
	1010-0190 ADMIN ELECTRICITY	(21,000)	(21,000)	(21,000)	(22,000)	(22,000)	(23,000)
	1010-0194 ADMIN INSUR - PUBLIC LIABILITY	(150,000)	(165,000)	(151,000)	(152,000)	(153,000)	(154,000)
	1010-0195 ADMIN INSUR - OTHER	(46,000)	(51,000)	(46,000)	(47,000)	(47,000)	(48,000)
	1010-0197 ADMIN RISK MANAGEMENT SIGNAGE	(5,000)	-	-	-	-	-
	1010-0198 ADMIN RISK MANAGEMENT OP EXP	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1010-0199 ADMIN RISK MANAGEMENT	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	1010-0200 ADMIN LEGAL EXPENSES INCL. GST	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0202 ADMIN LEGAL EXPEN - DEBT/COLL	(62,000)	(65,000)	(66,000)	(67,000)	(68,000)	(69,000)
	1010-0205 ADMIN POSTAGE	(30,000)	(31,000)	(31,000)	(31,000)	(32,000)	(32,000)
	1010-0206 CHARGE FOR INTERNET RATES PAYM	(1,000)	-	-	-	-	-
	1010-0207 ADMIN LEGAL EXPENSES-GST FREE	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1010-0210 ADMIN PRINTING/STATIONERY	(44,000)	(44,000)	(45,000)	(46,000)	(46,000)	(47,000)
	1010-0215 ADMIN TELEPHONE	(16,000)	(27,000)	(27,000)	(28,000)	(29,000)	(29,000)
	1010-0220 ADMIN VALUATION FEES	(43,000)	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)
	1010-0225 ADMIN SUBSCRIPTIONS	(4,000)	(3,000)	(3,000)	(4,000)	(4,000)	(4,000)
	1010-0230 ADMIN OFFICE BLDG MTCE	(19,000)	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)
	1010-0245 ADMIN OFFICE GROUNDS MTCE	(9,000)	(9,000)	(9,000)	(9,000)	(10,000)	(10,000)
	1010-0250 ADMIN OFFICE EQUIPMENT MTCE	(38,000)	(29,000)	(29,000)	(29,000)	(30,000)	(30,000)
	1010-0265 ADMIN SUNDRY OPERATING EXPENSE	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0266 ADMIN CHRISTMAS PARTY EXPENSE	(10,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1010-0270 ASSET REVALUATION EXPENSE	(25,000)	(5,000)	(5,000)	(6,000)	(16,000)	(6,000)
	1010-0280 CROWN LANDS MANGEMENT EXP	-	-	-	-	-	-
	1010-0290 RAMJO JOINT PROJECTS CONTRIBUT	(10,000)	-	-	-	-	-
	1010-0296 WEB PAGE MAINTENANCE & TRAININ	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1010-0297 CORP SERVICES ADMIN CHARGES	(527,000)	(527,000)	(527,000)	(527,000)	(527,000)	(527,000)
	1010-0298 LESS: RENTAL CONTRIBUTIONS	120,000	120,000	120,000	120,000	120,000	120,000
	1010-0299 LESS: CHARGED TO OTHER FUNDS	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000	1,841,000
	1010-0500 CORPORATE SERVICES EQUIPMENT	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1010-0501 CORP SERV ADMINISTRATION SOFTWARE UPGRADE	-	-	-	-	-	-
	1010-0504 EQUIP/FURN - CORP. SERVICES <=	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1010-0505 SERVER UPGRADE	-	(41,000)	-	-	-	-
	1010-0506 REPLACE ASSET SOFTWARE	-	-	-	-	-	-
	1010-0507 DOCUMENT MANAGEMENT SOFTWARE	(17,000)	-	-	-	-	-
	1010-0508 OFFICE SPLIT SYSTEM AIR CONDIT	-	-	-	-	-	-
	1010-0509 UPGRADE TELEPHONE SYSTEM	-	-	-	-	-	-
	1010-0510 COUNCIL ELECTRICITY PROJECTS	-	(50,000)	-	-	-	-
	1200-2027 RISK MANAGEMENT TRANSFER TO RESERVE	-	-	-	-	-	-
	1200-2028 INFO TECH TRANSFER TO RESERVE	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	1200-2502 CORP SERVICES OFFICE EQUIPMENT DEPCN	(50,000)	(51,000)	(51,000)	(52,000)	(53,000)	(53,000)
	1200-2504 CORP SERVICES OFFICE DEPCN	(42,000)	(43,000)	(43,000)	(44,000)	(44,000)	(45,000)
	SHIREOFFICECAPEXP SHIRE OFFICE CAPITAL EXPENDITURE	-	-	-	-	-	-
CORPORATE SUPPORT REVENUE		277,000	102,000	94,000	95,000	97,000	98,000
	1200-1500 CORP SUPPORT SUNDRY REVENUE	5,000	-	-	-	-	-
	1200-1600 REVENUE - GIPA	-	-	-	-	-	-
	1200-1670 INSURANCE REBATE	20,000	15,000	15,000	15,000	15,000	15,000
	1200-1680 WORKCOVER INCENTIVE PAYMENTS	-	-	-	-	-	-
	1200-1814 RATES CERTIFICATE S603 - GST FREE	25,000	22,000	22,000	22,000	22,000	22,000
	1200-1815 URGENT RATE S603 CERT INCL GST	-	-	-	-	-	-
	1200-1829 RECOVER BANK CHARGES - DISHONOUR FEES	-	-	-	-	-	-
	1200-1830 RECOVER BANK CHARGES - BANK ERROR	-	-	-	-	-	-
	1200-1870 LEGAL COSTS RECOVERED	54,000	55,000	57,000	58,000	60,000	61,000
	1200-1927 RISK MANAGEMENT TRANSFER FROM RESERVE	-	-	-	-	-	-
	1200-1928 INFO TECH TRANSFER FROM RESERVE	-	-	-	-	-	-
	1200-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	5,000	10,000	-	-	-	-
	1200-1951 CROWN LANDS MANAGEMENT GRANT	66,000	-	-	-	-	-
	1200-1952 ADVERSE EVENTS PLAN DC2	30,000	-	-	-	-	-
	1200-1954 OLG Grant - ESPL Funding	72,000	-	-	-	-	-
	1500-1001 CENTS ROUNDING	-	-	-	-	-	-
	9500-1844 INTEREST - O/S DEBTORS GST FREE	-	-	-	-	-	-
	SHIREOFFICECAPINC SHIRE OFFICE CAPITAL INCOME	-	-	-	-	-	-
1 Total		(369,000)	(624,000)	(560,000)	(604,000)	(657,000)	(689,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
0							
2							
	TECHNICAL SERVICES						
	TECHNICAL SERVICES EXPENSE	(497,000)	(693,000)	(667,000)	(709,000)	(755,000)	(797,000)
	1011-0103 TECH SERVICES SALARIES - WORK	(64,000)	(489,000)	(496,000)	(503,000)	(510,000)	(517,000)
	1011-0104 TECH SERVICES SALARIES - ENV.S	(32,000)	(140,000)	(145,000)	(150,000)	(155,000)	(161,000)
	1011-0105 TECH SERVICES SALARIES - EXE.	(633,000)	(149,000)	(165,000)	(181,000)	(198,000)	(215,000)
	1011-0106 TECH SERVICES SALARIES - PROJECT MGR	(173,000)	(164,000)	(168,000)	(173,000)	(177,000)	(182,000)
	1011-0107 TECH SERVICES SALARIES - AOM	-	(161,000)	(161,000)	(161,000)	(161,000)	(161,000)
	1011-0109 TECH SERVICES SALARIES - DTS S	(217,000)	(235,000)	(240,000)	(246,000)	(252,000)	(258,000)
	1011-0113 TECH SERVICE AOM VEHICLE OP EX	(17,000)	(28,000)	(29,000)	(29,000)	(30,000)	(30,000)
	1011-0114 TECH SERVICE ENV VEHICLE OP EX	(17,000)	(22,000)	(23,000)	(23,000)	(24,000)	(24,000)
	1011-0115 TECH SERVICE EXE VEHICLE OP EX	(55,000)	(28,000)	(29,000)	(30,000)	(31,000)	(32,000)
	1011-0116 TECH SERVICES PROJECT MGR VEHICLE OP EX	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)	(28,000)
	1011-0119 TECH SERVICE DTS VEHICLE OP EX	(17,000)	(28,000)	(29,000)	(29,000)	(30,000)	(30,000)
	1011-0120 LESS: CHARGED TO OTHER FUNDS/S	1,168,000	1,168,000	1,168,000	1,168,000	1,168,000	1,168,000
	1011-0125 TECH SERVICES ADMIN CHARGES	(158,000)	(158,000)	(158,000)	(158,000)	(158,000)	(158,000)
	1011-0135 TECH SERVICES STAFF TRAINING	(27,000)	(17,000)	(17,000)	(17,000)	(18,000)	(18,000)
	1011-0137 STAFF RELOCATION EXPENSES	-	-	-	-	-	-
	1011-0140 TECH SERVICES CONFERENCES/SEMI	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1011-0141 TECH SERVICES - INSURANCE	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	1011-0142 TECH SERVICES EXP -ADVERTISING	(33,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1011-0143 TECH SERVICES TELEPHONE	(9,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1011-0145 TECH SERVICES OFFICE EXPENSES	(25,000)	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)
	1011-0146 TECH SERVICES - CONSULTANCY	(3,000)	-	-	-	-	-
	1011-0147 TECH SERV EQUIPMENT MTCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1011-0150 TECH SERVICES - AERIAL IMAGING	-	-	-	-	-	-
	1011-0152 WORK HEALTH & SAFETY E	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1011-0160 DEPOT OPERATIONAL EXPENSES	(47,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
	1011-0161 DEPOT OP. EXPENSES- INSURANCE	(4,000)	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1011-0162 DEPOT OP. EXPENSES-ELECTRICITY	(17,000)	(17,000)	(18,000)	(18,000)	(19,000)	(19,000)
	1011-0163 DEPOT OP. EXPENSES - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1011-0165 DEPOT BLDG MTCE	(5,000)	(4,000)	(4,000)	(4,000)	(5,000)	(5,000)
	1011-0170 DEPOT GROUNDS MTCE	(10,000)	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)
	1011-0171 DEPOT AMENITIES CLEANING	(9,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1011-0504 EQUIP/FURN - TECH. SERVICES <=	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1011-0505 EQUIP/FURN - TECH. SERVICES >=	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1011-0525 LAND & BUILD DEPOT - BERRIGAN	-	-	-	-	-	-
	1011-0535 LAND & BUILD DEPOT - FINLEY	(1,000)	-	-	-	-	-
	1011-0600 BGN DEPOT NEW EMULSION TANK	-	(70,000)	-	-	-	-
	1300-2502 TECH SERVICES OFFICE EQUIPMENT DEPCN	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	1310-2502 DEPOT EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1310-2504 DEPOT DEPCN	(28,000)	(28,000)	(29,000)	(29,000)	(29,000)	(29,000)
	DEPOTCAPEXP DEPOT CAPITAL EXPENDITURE	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	TECHNICAL SERVICES REVENUE	110,000	54,000	4,000	4,000	4,000	4,000
	1300-1500 TECH SERV SUNDRY INCOME - INCL GST	-	-	-	-	-	-
	1300-1502 OHS INCENTIVE PAYMENT	-	-	-	-	-	-
	1300-1550 WAGE REIMBURSEMENT TECH SERV	4,000	-	-	-	-	-
	1300-1800 ROAD OPENING PERMIT FEES	7,000	4,000	4,000	4,000	4,000	4,000
	1300-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	99,000	50,000	-	-	-	-
	DEPOTCAPINC DEPOT CAPITAL INCOME	-	-	-	-	-	-
2	Total	(387,000)	(639,000)	(663,000)	(705,000)	(751,000)	(793,000)
3							
	PLANT SERVICES						
	PLANT SERVICES EXPENSE	(1,655,000)	(1,272,000)	(1,163,000)	(1,183,000)	(1,195,000)	(1,205,000)
	1011-0240 PLANT SERVICES ADMIN CHARGES	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)	(71,000)
	1011-0515 MOTOR VEHICLE PURCHASES	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	1011-0545 PUBLIC WORKS PLANT PURCHASE	(894,000)	(616,000)	(812,000)	(385,000)	(347,000)	(946,000)
	1011-0546 PUBLIC WORKS UTILITY PURCHASE	(219,000)	(69,000)	(70,000)	(70,000)	(70,000)	(70,000)
	1011-0550 PURCHASE MINOR PLANT	(43,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
	1015-0000 PLANT EXPENSES	(1,178,000)	(1,196,000)	(1,214,000)	(1,232,000)	(1,251,000)	(1,269,000)
	1020-0100 PLANT WORKSHOP EXPENSES	(56,000)	(57,000)	(58,000)	(58,000)	(59,000)	(60,000)
	1020-0101 PLANT WORKSHOP EXP - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1020-0103 PLANT WORKSHOP EXP - VEHICLE	(24,000)	(24,000)	(25,000)	(25,000)	(26,000)	(26,000)
	1020-0104 PLANT WORKSHOP E-TAG CLEARING	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1020-0500 UPGRADE WORKSHOP EQUIPMENT	-	-	-	-	-	-
	1025-0150 PLANT INSURANCE PREMIUMS	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1030-0160 MINOR PLANT OPERATING EXPENSES	(21,000)	(25,000)	(25,000)	(25,000)	(25,000)	(26,000)
	1035-0170 TOOLS PURCHASES	(8,000)	(2,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1320-2010 PLANT HIRE INCOME COUNCIL WORKS	2,251,000	2,285,000	2,319,000	2,354,000	2,389,000	2,425,000
	1320-2026 PLANT SERVICES TRANSFER TO RESERVE	(283,000)	(347,000)	(46,000)	(502,000)	(558,000)	24,000
	1320-2500 PLANT DEPCN	(506,000)	(511,000)	(516,000)	(521,000)	(526,000)	(532,000)
	1320-2550 DEPRECIATION - MOTOR VEHICLES	(279,000)	(281,000)	(284,000)	(287,000)	(290,000)	(293,000)
	PLANT SERVICES REVENUE	1,655,000	1,272,000	1,163,000	1,183,000	1,195,000	1,205,000
	1320-1200 GAIN ON DISPOSAL - PLANT & EQUIPMENT	-	-	-	-	-	-
	1320-1201 GAIN ON DISPOSAL - MOTOR VEHICLE	-	-	-	-	-	-
	1320-1202 MOTOR VEHICLE DISPOSAL	130,000	-	-	-	-	-
	1320-1203 PUBLIC MOTOR VEHICLE DISPOSAL	245,000	190,000	71,000	81,000	81,000	81,000
	1320-1204 PUBLIC WORKS UTILITY DISPOSAL	39,000	39,000	40,000	40,000	40,000	40,000
	1320-1205 MOTOR VEHICLE DISPOSAL	293,000	130,000	130,000	130,000	130,000	130,000
	1320-1210 MINOR ASSET SALES CLEARING	-	-	-	-	-	-
	1320-1500 PLANT SERVICES SUNDRY INCOME	-	-	-	-	-	-
	1320-1823 STAFF PRIVATE USE CAR HIRE	50,000	51,000	52,000	53,000	55,000	56,000
	1320-1825 STAFF PRIVATE USE FUEL CHARGES	10,000	10,000	10,000	11,000	11,000	11,000
	1320-1856 PLANT REGO. & GREENSLIP REFUND	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1320-1857 PLANT INSURANCE CLAIM REFUND	-	-	-	-	-	-
	1320-1926 PLANT REPLACE TRANSFER FROM RESERVE	49,000	-	-	-	-	-
	1320-1950 PLANT FUEL TAX CREDIT SCHEME	55,000	60,000	60,000	60,000	62,000	63,000
	1320-4010-0000 PLANT DEPCN CONTRA	784,000	792,000	800,000	808,000	816,000	824,000
3	Total	-	-	-	-	-	-
4							
	OVERHEAD						
	OVERHEAD EXPENSE	(86,000)	-	-	-	-	-
	1050-0010 WAGES SALARY POLICY SYSTEM BAC	-	-	-	-	-	-
	1050-0020 WAGES PERFORMANCE BONUS PAYMEN	(79,000)	(81,000)	(83,000)	(85,000)	(87,000)	(89,000)
	1050-0040 ANNUAL LEAVE - WORKS / WAGES	(269,000)	(275,000)	(282,000)	(289,000)	(297,000)	(304,000)
	1050-0060 PUBLIC HOLIDAY - WORKS / WAGES	(151,000)	(155,000)	(159,000)	(163,000)	(167,000)	(171,000)
	1050-0080 LONG SERVICE LEAVE - WAGES	(181,000)	(116,000)	(119,000)	(121,000)	(125,000)	(128,000)
	1050-0100 SICK LEAVE - WORKS / WAGES	(136,000)	(116,000)	(118,000)	(121,000)	(124,000)	(128,000)
	1050-0115 RDO - PAYROLL SUSPENSE	-	-	-	-	-	-
	1050-0120 BEREAVEMENT LEAVE - WAGES	(3,000)	(3,000)	(3,000)	(3,000)	(4,000)	(4,000)
	1050-0140 MATERNITY LEAVE - WAGES	-	-	-	-	-	-
	1050-0150 WAGES LEAVE WITHOUT PAY	-	-	-	-	-	-
	1050-0160 WAGES PAID SPECIAL LEAVE	(3,000)	-	-	-	-	-
	1050-0170 RURAL FIRE SERVICE LVE - WAGES	-	-	-	-	-	-
	1050-0180 WAGES ACCIDENT PAY TO EMPLOYEE	(66,000)	-	-	-	-	-
	1050-0220 WAGES MEDICAL EXPENSES	-	-	-	-	-	-
	1050-0320 WAGES SUPERANNUATION - LG RET	(52,000)	-	-	-	-	-
	1050-0340 WAGES SUPERANNUATION - LG ACC	(440,000)	(294,000)	(301,000)	(309,000)	(319,000)	(330,000)
	1050-0380 WAGES WORKER COMPENSAT INSUR -	(215,000)	(214,000)	(218,000)	(222,000)	(226,000)	(230,000)
	1050-0400 WAGES IN LIEU OF NOTICE	(1,000)	-	-	-	-	-
	1050-0440 WAGES PROTECTIVE/SAFETY CLOTHI	(40,000)	(40,000)	(41,000)	(42,000)	(43,000)	(44,000)
	1050-0720 WAGES OTHER TRAINING EXPENSES	(47,000)	(48,000)	(49,000)	(50,000)	(51,000)	(52,000)
	1050-0730 WAGES OCCUPATIONAL HEALTH & SA	(1,000)	-	-	-	-	-
	1050-0750 EAP CONSULTATION EXPENSE	-	-	-	-	-	-
	1050-0770 WAGES STAFF TRAINING - GENERAL	(40,000)	(20,000)	(21,000)	(21,000)	(22,000)	(22,000)
	1050-0780 WAGES OTHER MEETINGS	-	-	-	-	-	-
	1050-0790 WORKPLACE INVESTIGATION	(6,000)	-	-	-	-	-
	1055-0030 STORES OPERATING COSTS	(102,000)	(73,000)	(75,000)	(78,000)	(81,000)	(84,000)
	1055-0040 STOCK FREIGHT ONCOST EXPENSE	(10,000)	(11,000)	(11,000)	(11,000)	(11,000)	(12,000)
	1055-0050 UNALLOCATED STORE COST VARIATI	(21,000)	-	-	-	-	-
	1070-0040 ANNUAL LEAVE - ADMIN / STAFF	(251,000)	(256,000)	(261,000)	(266,000)	(272,000)	(277,000)
	1070-0060 PUBLIC HOLIDAY - ADMIN / STAFF	(118,000)	(144,000)	(147,000)	(150,000)	(153,000)	(156,000)
	1070-0080 LONG SERVICE LEAVE - STAFF	(37,000)	(108,000)	(110,000)	(112,000)	(114,000)	(117,000)
	1070-0100 SICK LEAVE - ADMIN / STAFF	(106,000)	(108,000)	(110,000)	(112,000)	(114,000)	(117,000)
	1070-0120 BEREAVEMENT LEAVE - STAFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1070-0140 MATERNITY LEAVE - Staff	(13,000)	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1070-0145 PAID PARENTAL LEAVE	(15,000)	-	-	-	-	-
	1070-0155 SUSPENSION WITH PAY	-	-	-	-	-	-
	1070-0160 STAFF PAID SPECIAL LEAVE	(3,000)	-	-	-	-	-
	1070-0180 STAFF ACCIDENT PAY TO EMPLOYEE	(1,000)	-	-	-	-	-
	1070-0220 STAFF MEDICAL EXPENSES	(2,000)	-	-	-	-	-
	1070-0320 STAFF SUPERANNUATION - LG RET	(21,000)	-	-	-	-	-
	1070-0340 STAFF SUPERANNUATION - LG ACC	(60,000)	(323,000)	(331,000)	(340,000)	(350,000)	(363,000)
	1070-0380 STAFF WORKER COMPENSAT INSUR -	(155,000)	(184,000)	(188,000)	(192,000)	(196,000)	(200,000)
	1070-0390 STAFF RELOCATION EXPENSES	-	-	-	-	-	-
	STAFFRECOVERY STAFF ONCOST OVERHEAD RECOVERY	1,169,000	1,183,000	1,214,000	1,247,000	1,282,000	1,322,000
	WAGESRECOVERY WAGES ONCOST OVERHEAD RECOVERY	1,393,000	1,389,000	1,416,000	1,443,000	1,477,000	1,509,000
	OVERHEAD REVENUE	86,000	-	-	-	-	-
	1400-1230 LSL CONTRIBUTIONS TRANSFERRED EMPS	-	-	-	-	-	-
	1400-1500 ACCIDENT PAY RECOUP	59,000	-	-	-	-	-
	1400-1510 WORKERS COMPENSATION INSURANCE REFUND	22,000	-	-	-	-	-
	1400-1550 ONCOSTS STAFF TRAINING REFUND	-	-	-	-	-	-
	1400-1600 SUPERANNUATION ACC SCHEME REFUND	-	-	-	-	-	-
	1400-1950 ONCOSTS STAFF TRAINING SUBSIDY	-	-	-	-	-	-
	1417-1500 PAID PARENTAL LEAVE REIMBURSEMENT	5,000	-	-	-	-	-
	1440-1950 TRAINEESHIP GRANT - WAGE SUBSIDY	-	-	-	-	-	-
	1445-1920 STOCK FREIGHT ONCOST RECOVERY	-	-	-	-	-	-
	1500-3650 PAID PARENTAL LEAVE SCHEME REVENUE	-	-	-	-	-	-
4 Total		-	-	-	-	-	-
5							
	EMERGENCY SERVICES						
	EMERGENCY SERVICES EXPENSE	(296,000)	(228,000)	(233,000)	(236,000)	(241,000)	(245,000)
	1110-0105 CONTRIBUTION NSW FIRE BRIGADE	(57,000)	(53,000)	(54,000)	(55,000)	(57,000)	(58,000)
	1110-0110 CONTRIBUTION RURAL FIRE FUND	(188,000)	(125,000)	(128,000)	(130,000)	(133,000)	(135,000)
	1110-0155 RURAL FIRE BRIGADES BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1110-0160 FIRE BRIGADE ADMIN CHARGES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1110-0205 RFS RADIO MTCE	(1,000)	-	-	-	-	-
	1110-0210 RFS STATION SHED MTCE	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1110-0250 RFS VEHICLE INSURANCE	-	-	-	-	-	-
	1110-0255 RFS SHEDS & OTHER INSURANCE	(2,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1110-0290 RFS EXPENDITURE	-	-	-	-	-	-
	1114-0105 CONTRIBUTION NSW SES	(22,000)	(20,000)	(21,000)	(21,000)	(21,000)	(22,000)
	1114-0110 SES OPERATING EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1114-0112 SES OP. EXPENSES-ELECTRICITY	-	-	-	-	-	-
	1114-0113 SES OPERATING EXP - TELEPHONE	-	-	-	-	-	-
	1114-0114 SES OP. EXPENSES - INSURANCE	-	-	-	-	-	-
	1114-0125 TOC SEARCH & RESCUE BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	2120-2504 RURAL FIRE BRIGADE BLDG DEPCN	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	2400-2504 SES DEPCN	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	EMERGCAPEXP EMERGENCY SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
	EMERGENCY SERVICES REVENUE	73,000	75,000	75,000	75,000	75,000	75,000
	2120-1950 RFS OPERATIONAL GRANT (B&C)	59,000	60,000	60,000	60,000	60,000	60,000
	2120-4010-0000 FIRE PROTECTION DEPCN CONTRA	14,000	15,000	15,000	15,000	15,000	15,000
	EMERGCAPINC EMERGENCY SERVICES CAPITAL INCOME	-	-	-	-	-	-
5 Total		(223,000)	(153,000)	(158,000)	(161,000)	(166,000)	(170,000)
7							
	OTHER COMMUNITY SERVICES						
	OTHER COMMUNITY SERVICES EXPENSE	(269,000)	(237,000)	(242,000)	(248,000)	(254,000)	(258,000)
	1313-0105 YOUTH WEEK GRANT & CONTRIBUTIO	(6,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1313-0111 SR SUICIDE PREVENTION GROUP	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1313-0115 PORTSEA CAMP EXPENSES	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1313-0120 COMMUNITY PLANNING - SALARY	(175,000)	(169,000)	(173,000)	(178,000)	(182,000)	(187,000)
	1313-0121 COMMUNITY PLANNING ADVERTISING	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1313-0122 COMMUNITY PLANNING - TRAINING	(2,000)	(2,000)	(2,000)	(3,000)	(3,000)	(3,000)
	1313-0123 COMMUNITY PLANNING - VEHICLE EXPENSE	(24,000)	(22,000)	(23,000)	(23,000)	(24,000)	(24,000)
	1313-0124 COMMUNITY PLANNING - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1313-0125 COMMUNITY PLANNING - OP EXPENSES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1313-0131 YOUTH DEVELOPMENT	(2,000)	-	-	-	-	-
	1421-0120 BERRIGAN CONSERVATION GROUP EX	(20,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1421-0130 FINLEY SECOND HAND SHOP	(3,000)	-	-	-	-	-
	1715-0110 CHILDREN'S WEEK ACTIVITIES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1715-0113 MENS HEALTH WEEK	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1715-0115 SOUTH WEST ARTS INC.	(9,000)	(9,000)	(9,000)	(9,000)	(10,000)	(10,000)
	1715-0117 TARGETED CULTURAL ACTIVITIES	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1715-0119 INTERNATIONAL WOMENS DAY	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(2,000)
	1715-0129 HERITAGE OFFICER - LOCAL HERITAGE INCENTIVE FUND	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1715-0130 TOCUMWAL RAILWAY STATION LEASE	-	-	-	-	-	-
	OTHER COMMUNITY SERVICES REVENUE	31,000	13,000	13,000	13,000	13,000	13,000
	3100-1840 PORTSEA CAMP DEPOSITS	2,000	2,000	2,000	2,000	2,000	2,000
	3100-1855 Youth Services Donations - GST Free	-	-	-	-	-	-
	3100-1950 YOUTH WEEK GRANT REVENUE	5,000	2,000	2,000	2,000	2,000	2,000
	3100-1951 SUMMER BREAK GRANT	-	-	-	-	-	-
	6320-1500 HERITAGE FUND REVENUE	3,000	3,000	3,000	3,000	3,000	3,000
	6320-1950 HERITAGE ADVISORY SERVICE GRANT	6,000	-	-	-	-	-
	6320-1951 LOCAL HERITAGE FUND GRANT	14,000	5,000	5,000	5,000	5,000	5,000
	6330-1600 INTERNATIONAL WOMENS DAY INCOME	1,000	1,000	1,000	1,000	1,000	1,000

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
7	Total	(238,000)	(224,000)	(229,000)	(235,000)	(241,000)	(245,000)
7							
CEMETERY							
CEMETERY EXPENSE		(142,000)	(160,000)	(166,000)	(163,000)	(164,000)	(167,000)
1419-0106	CEMETERY OP. EXP - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1419-0107	CEMETERY OP.EXPS - ELECTRICITY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1419-0108	CEMETERY OP EXP - INSURANCE	-	-	-	-	-	-
1419-0110	CEMETERY MAINTENANCE	(36,000)	(30,000)	(31,000)	(31,000)	(32,000)	(32,000)
1419-0111	CEMETERY TOILET MAINTENCE	(1,000)	(19,000)	(19,000)	(19,000)	(19,000)	(19,000)
1419-0112	CEMETERY BURIAL EXPENSES	(34,000)	(45,000)	(45,000)	(46,000)	(46,000)	(47,000)
1419-0114	CEMETERY HONORARIUMS	(18,000)	(19,000)	(19,000)	(19,000)	(19,000)	(20,000)
1419-0116	CEMETERY PLAQUES	(41,000)	(40,000)	(40,000)	(41,000)	(41,000)	(42,000)
1419-0515	CEMETERY PLINTHS	(5,000)	-	-	-	-	-
1419-0517	BGA CEMETERY - FENCING	-	-	-	-	-	-
1419-0518	CEMETERY - FINLEY KERB & GUTT	-	-	-	-	-	-
3850-2026	CEMETERY TRANSFER TO RESERVE	-	-	-	-	-	-
3850-2500	CEMETERY LAND IMPROVEMENTS DEPCN	-	-	-	-	-	-
3850-2518	CEMETERY DEPCN	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
CEMETERYCAPEX CEMETERY CAPITAL EXPENDITURE		-	-	(5,000)	-	-	-
CEMETERY REVENUE		131,000	134,000	137,000	141,000	144,000	144,000
3850-1812	CEMETERY CHARGES - SHIRE INCLUDING G	122,000	125,000	128,000	131,000	134,000	134,000
3850-1813	Cemetery Charges - Shire GST Free	-	-	-	-	-	-
3850-1815	CEMETERY CHARGES - PLAQUES	9,000	9,000	9,000	10,000	10,000	10,000
3850-1816	CEMETERY CHARGES - MONUMENTS	-	-	-	-	-	-
3850-1817	CEMETERY SUNDRY INCOME	-	-	-	-	-	-
3850-1926	CEMETERY TRANSFER FROM RESERVE	-	-	-	-	-	-
7.1	Total	(11,000)	(26,000)	(29,000)	(22,000)	(20,000)	(23,000)
9							
HOUSING							
HOUSING EXPENSE		(32,000)	(33,000)	(33,000)	(33,000)	(33,000)	(34,000)
1410-0125	HOUSING 27 DAVIS BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1410-0126	HOUSING 27 DAVIS ST - RATES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)
1410-0127	HOUSING 27 DAVIS ST -INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1410-0130	HOUSING GREENHILLS BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1410-0131	HOUSING GREENHILLS - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1410-0132	HOUSING GREENHILLS - RATES	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1410-0140	HOUSING 7 CARTER ST BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1410-0141	HOUSING 7 CARTER ST - RATES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1410-0147	HOUSING 7 CARTER ST - INSURANC	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1410-0150	PROPERTY SERVICES ADMIN CHARGE	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	3550-2504 HOUSING DEPRECIATION	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	HOUSINGCAPEXP HOUSING CAPITAL EXPENDITURE	-	-	-	-	-	-
	HOUSING REVENUE	16,000	16,000	16,000	16,000	16,000	16,000
	3550-1826 GENERAL - RENT ON COUNCIL HOUSES	16,000	16,000	16,000	16,000	16,000	16,000
	3550-1827 HOUSING CAPITAL INCOME	-	-	-	-	-	-
	HOUSINGCAPINC HOUSING CAPITAL INCOME	-	-	-	-	-	-
9 Total		(16,000)	(17,000)	(17,000)	(17,000)	(17,000)	(18,000)
#							
	ENVIRONMENTAL SERVICES						
	ENVIRONMENTAL SERVICES EXPENSE	(749,000)	(751,000)	(752,000)	(773,000)	(792,000)	(812,000)
	1111-0105 DOG ACT EXPENSES	(62,000)	(75,000)	(76,000)	(77,000)	(78,000)	(79,000)
	1111-0106 DOG ACT EXPENSES - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1111-0108 COMPANION ANIMAL DLG REGISTRAT	(6,000)	(6,000)	(7,000)	(7,000)	(7,000)	(7,000)
	1111-0109 POUND OPERATION SALARIES & ALL	(36,000)	(37,000)	(38,000)	(39,000)	(40,000)	(41,000)
	1111-0110 POUNDS ACT EXPENSES	(21,000)	(28,000)	(28,000)	(29,000)	(29,000)	(29,000)
	1111-0111 POUNDS ACT EXPS - INSURANCE	-	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1111-0112 POUNDS ACT EXP. - ADVERTISING	-	-	-	-	-	-
	1111-0113 POUNDS ACT EXPENSE - TELEPHONE	-	-	-	-	-	-
	1111-0115 DOG POUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1111-0120 POUND GRANT PROGRAM EXPENSE	-	-	-	-	-	-
	1111-0125 STOCK POUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1111-0130 POUND FACILITIES UPGRADE	(12,000)	-	-	-	-	-
	1211-0105 COMMUNITY SHARPS DISPOSAL	-	-	-	-	-	-
	1213-0106 PEST CONTROL - BIRDS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1215-0105 CHILD HEALTH CTR BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1215-0130 FIN SECONDHAND SHOP INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1411-0110 ENV. SERV SALARIES & ALLOWANCE	(590,000)	(581,000)	(596,000)	(612,000)	(628,000)	(645,000)
	1411-0120 ENV. SERV VEHICLE OPERATING EX	(47,000)	(56,000)	(57,000)	(58,000)	(59,000)	(60,000)
	1411-0125 ENV. SERV STAFF TRAINING	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)	(14,000)
	1411-0130 ENV. SERV CONFERENCES/SEMINARS	(5,000)	(10,000)	(11,000)	(11,000)	(11,000)	(11,000)
	1411-0135 ENV. SERV OFFICE EXPENSES	(6,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0136 ENV. SERV ADVERTISING EXPENSES	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0137 ENV. SERV OFFICE EXP-TELEPHONE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0140 BUILDING SURVEYOR ACCREDITATION	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1411-0145 ENV. SERV LEGAL EXPENSES	(22,000)	(25,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1411-0146 ENV. SERV CONSULTANCY	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1411-0160 SUBDIVISION SUPERVISION	-	-	-	-	-	-
	1411-0180 BLDG MTCE PROGRAM	(17,000)	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)
	1411-0186 DA TRACKING PROJECT	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1411-0187 ELECTRONIC HOUSING PROJECT	(3,000)	-	-	-	-	-
	1411-0188 LOCAL STRATEGIC PLANNING STATEMENTS	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1411-0190 LESS: CHARGED TO OTHER FUNDS	455,000	455,000	455,000	455,000	455,000	455,000
	1411-0195 ENV. SERV ADMIN CHARGES	(104,000)	(104,000)	(104,000)	(104,000)	(104,000)	(104,000)
	1810-0190 BUILDING CONTROL ADMIN CHARGES	(238,000)	(239,000)	(239,000)	(239,000)	(239,000)	(239,000)
	2200-2502 ANIMAL CONTROL EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	2200-2504 ANIMAL CONTROL BLDG DEPCN	-	-	-	-	-	-
	ENVSERVICESCAPEXP ENVIRONMENTAL SERVICES CAPITAL EXPENDITURE	-	-	-	-	-	-
	PUBLICH&SCAPEXP PUBLIC HEALTH & SAFETY CAPITAL EXPENDITURE	-	-	-	-	-	-
	ENVIRONMENTAL SERVICES REVENUE	334,000	280,000	287,000	288,000	296,000	302,000
	2200-1500 COMP ANIMALS MICROCHIP FEES INCL GST	-	1,000	1,000	1,000	1,000	1,000
	2200-1810 COMPANION ANIMAL REGISTRATION FEES	7,000	10,000	10,000	10,000	10,000	10,000
	2200-1811 COMPANION ANIMAL DLG REIMBURSEMENTS	9,000	9,000	9,000	9,000	10,000	10,000
	2200-1815 IMPOUNDING DOG FEES & FINES GST FREE	6,000	7,000	7,000	7,000	7,000	7,000
	2200-1829 IMPOUNDING FINES & COSTS	2,000	2,000	2,000	2,000	3,000	3,000
	2200-1950 POUND GRANT PROGRAM - DPIE	4,000	-	-	-	-	-
	2700-1812 FOOD CONTROL FEES	4,000	1,000	1,000	1,000	1,000	1,000
	2750-1812 Insect/Vermin/Pest Control Fees	-	-	-	-	-	-
	3600-1200 ENVIRONMENTAL SERVICES FINES INCOME	-	-	-	-	-	-
	3600-1501 PLANNING ADVERT FEES - GST FREE	3,000	3,000	4,000	4,000	4,000	4,000
	3600-1502 ENV. SERV SUNDRY INCOME - INCL GST	4,000	3,000	3,000	3,000	3,000	3,000
	3600-1503 DRAINAGE DIAGRAMS - GST FREE	16,000	16,000	17,000	17,000	18,000	18,000
	3600-1504 ON-SITE SEWAGE FEES - GST FREE	3,000	2,000	2,000	3,000	3,000	3,000
	3600-1505 LGA LOCAL ACTIVITY FEE - GST FREE	9,000	10,000	10,000	10,000	10,000	11,000
	3600-1506 FOOTPATH TRADING PERMIT FEES	1,000	1,000	1,000	1,000	1,000	1,000
	3600-1507 Env. Serv Sundry Income - Ex. GST	-	-	-	-	-	-
	3600-1508 PLANNING ADVERT FEE - GST FREE	-	-	-	-	-	-
	3600-1812 PLANNING CERTIFICATE 10.7 - GST FREE	22,000	26,000	26,000	27,000	27,000	28,000
	3600-1813 URGENT PLAN S10.7 CERT INCL GST	1,000	1,000	1,000	1,000	1,000	1,000
	3600-1814 CONSTRUCTION CERTIFICATE FEES	34,000	30,000	31,000	26,000	27,000	27,000
	3600-1815 COMPLYING DEVELOPMENT FEES -INCL GST	12,000	6,000	7,000	7,000	7,000	8,000
	3600-1816 DEVELOPMENT APPLICATION FEES - APPLI	123,000	89,000	91,000	93,000	95,000	97,000
	3600-1817 COMPLIANCE CERT. INSPECT - INCL. GST	64,000	55,000	55,000	56,000	58,000	59,000
	3600-1818 SUBDIV. SUPERVISION FEE - INCL. GST	1,000	-	-	-	-	-
	3600-1819 COMPLIANCE CERT INSP GST FREE	4,000	3,000	3,000	3,000	3,000	3,000
	3600-1820 TRAFFIC CONTROL PLAN PREPARATION FEE	-	-	-	-	-	-
	3600-1870 LEGAL COSTS RECOVERED	-	-	-	-	-	-
	6910-1500 BUILD CONTROL SUNDRY INCOME	-	-	-	-	-	-
	6910-1750 LONG SERVICE CORP LEVY COMMISSION	1,000	1,000	2,000	2,000	2,000	2,000
	6910-1755 PLANFIRST LEVY COMMISSION	-	-	-	-	-	-
	6910-1760 S735A / S9.34 NOTICES GST FREE	3,000	3,000	3,000	4,000	4,000	4,000
	6910-1812 BUILD CERTIFICATE FEES S6.24	1,000	1,000	1,000	1,000	1,000	1,000
	ENVSERVICESCAPINC ENVIRONMENTAL SERVICES CAPITAL INCOME	-	-	-	-	-	-
	PUBLICH&SCAPINC PUBLIC HEALTH & SAFETY CAPITAL INCOME	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
	0						
	10 Total	(415,000)	(471,000)	(465,000)	(485,000)	(496,000)	(510,000)
	#						
	DOMESTIC WASTE MANAGEMENT						
	DOMESTIC WASTE MANAGEMENT EXPENSE	(1,725,000)	(2,049,000)	(2,086,000)	(2,124,000)	(2,164,000)	(2,203,000)
	1412-0105 DWM ADMIN CHARGES	(214,000)	(214,000)	(214,000)	(214,000)	(214,000)	(214,000)
	1412-0140 COLLECTION EXPENSES - CONTRACT	(269,000)	(273,000)	(278,000)	(282,000)	(286,000)	(290,000)
	1412-0141 DWM WASTE COLLECTION FEE EXP	(135,000)	(137,000)	(139,000)	(142,000)	(144,000)	(146,000)
	1412-0142 CONTRACT SUPERVISION FEES (MOI	(6,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
	1412-0150 TIP OPERATION EXPENSES - TOC	(125,000)	(127,000)	(129,000)	(131,000)	(133,000)	(135,000)
	1412-0151 TOC TIP OP EXPS - INSURANCE	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1412-0155 TIP OPERATIONS EXPENSES - BGN	(200,000)	(203,000)	(206,000)	(209,000)	(212,000)	(215,000)
	1412-0156 BGN TIP OP. EXPS - INSURANCE	(4,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1412-0157 TIP OP. EXPS BGN - ELECTRICITY	(4,000)	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1412-0158 TIP OPERATIONS TELEPHONE	(3,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1412-0160 FIN RECYCLE CENTRE OP EXPE	(56,000)	(66,000)	(67,000)	(68,000)	(69,000)	(70,000)
	1412-0161 RECYCLE CENTRE - INSURANCE	(4,000)	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1412-0162 RECYCLABLES COLLECTION EXPENSE	(173,000)	(175,000)	(178,000)	(181,000)	(183,000)	(186,000)
	1412-0165 FINLEY RECYCLE CENTRE BLDG MTC	-	-	-	-	-	-
	1412-0167 BERRIGAN TIP BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1412-0185 DRUMMUSTER OPERATIONAL EXPENDI	(5,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1412-0200 DWM & RECYCLE LEGAL FEES	-	-	-	-	-	-
	1412-0205 PURCHASE OF BINS	(7,000)	-	-	-	-	-
	1412-0512 BERRIGAN & FINLEY TIP - CRUSHED ROCK	(6,000)	-	-	-	-	-
	1412-0527 BGN - NEW LANDFILL HOLE	-	-	-	-	-	-
	1412-0528 BERRIGAN TIP - FENCE	(30,000)	-	-	-	-	-
	1412-0530 REHAB EXHAUSTED LANDFILLS	-	-	-	-	-	-
	1412-0531 CONCRETE CRUSHING	(80,000)	-	-	-	-	-
	1412-0533 TOC - TRANSFER STATION	-	-	-	-	-	-
	1412-0534 BGN - TRANSFER STATION	-	-	-	-	-	-
	1412-0535 COMPULSORY AQUISITION CROWN LA	(100,000)	-	-	-	-	-
	3670-2026 DWM TRANSFER TO RESERVE	(272,000)	(705,000)	(823,000)	(735,000)	(850,000)	(785,000)
	3670-2500 NON DOMESTIC WASTE BUILDINGS DEPCN	-	-	-	-	-	-
	3670-2502 NON DOMESTIC WASTE LAND IMPROVMENTS DEPCN	(14,000)	(14,000)	(14,000)	(15,000)	(15,000)	(15,000)
	3670-2504 DOMESTIC WASTE DEPCN	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
	3670-2505 DOMESTIC WASTE REMEDIATION - DEPCN	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	WASTEMGMTCAPEXP WASTE MANAGEMENT CAPITAL EXPENDITURE	-	(99,000)	-	(109,000)	(20,000)	(109,000)
	DOMESTIC WASTE MANAGEMENT REVENUE	1,725,000	2,049,000	2,086,000	2,124,000	2,164,000	2,203,000
	3660-1000 DWM CHARGES COLLECTED	1,106,000	1,400,000	1,427,000	1,455,000	1,483,000	1,513,000
	3660-1020 DWM CHARGES UNCOLLECTED	15,000	15,000	16,000	16,000	17,000	17,000
	3660-1080 LESS - DWM CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)
	3660-1081 Less - Non-DWM Charges Written Off	-	-	-	-	-	-
	3660-1082 LESS - DWM CHARGES D/DEBT EXPENSE	(1,000)	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	3660-1095 LESS DWM CHARGES PENSION REBATE	(85,000)	(87,000)	(89,000)	(91,000)	(93,000)	(96,000)
	3660-1500 DWM TIPPING FEES	270,000	354,000	359,000	364,000	369,000	375,000
	3660-1505 DWM WASTE COLLECTION TIP FEE CONTRA	178,000	183,000	187,000	192,000	197,000	202,000
	3660-1950 DWM CHARGES PENSION SUBSIDY	42,000	41,000	41,000	41,000	41,000	41,000
	3670-1000 BUSINESS GARBAGE CHARGES	96,000	95,000	97,000	99,000	101,000	103,000
	3670-1500 NON-DOMESTIC WASTE TIPPING FEES	-	-	-	-	-	-
	3670-1502 SALE OF SCRAP METAL	71,000	20,000	20,000	20,000	20,000	20,000
	3670-1503 SALE OF RECYCLABLES	-	-	-	-	-	-
	3670-1505 DRUMMUSTER REVENUE	1,000	1,000	1,000	1,000	1,000	1,000
	3670-1506 DRUMMUSTER REIMBURSEMENTS	7,000	2,000	2,000	2,000	2,000	2,000
	3670-1507 SALE OF BATTERIES	-	-	-	-	-	-
	3670-1926 GARBAGE TRANSFER FROM RESERVE	-	-	-	-	-	-
	3670-4310 DWM DEPCN CONTRA	27,000	27,000	27,000	27,000	28,000	28,000
	WASTEMGMTCAPINC WASTE MANAGEMENT CAPITAL INCOME	-	-	-	-	-	-
11 Total		-	-	-	-	-	-
#							
	STORMWATER DRAINAGE						
	STORMWATER DRAINAGE EXPENSE	(1,378,000)	(906,000)	(841,000)	(682,000)	(707,000)	(618,000)
	1416-0110 STORM WATER DRAINAGE MTCE	(105,000)	(157,000)	(158,000)	(110,000)	(112,000)	(113,000)
	1416-0111 STORMWATER DRAIN - ELECTRICITY	(19,000)	(20,000)	(20,000)	(21,000)	(21,000)	(22,000)
	1416-0112 STORMWATER DRAINAGE RATES	-	-	-	-	-	-
	1416-2410 LIRS - US/W DRAINAGE INTEREST	(32,000)	(24,000)	(17,000)	(9,000)	(1,000)	-
	1416-2411 LIRS - US/W DRAINAGE PRINCIPAL	(169,000)	(176,000)	(184,000)	(192,000)	(99,000)	-
	1417-0009 RETENTION POND - RIV HWY FIN	(4,000)	-	-	-	-	-
	1417-0546 RETENTION POND - RIV HWY FIN	-	-	-	-	-	-
	1417-0619 SNELL ROAD ARRAMAGONG-MCKINLEY	(1,000)	-	-	-	-	-
	1417-0620 SNELL ROAD KAMAROOKA-CHOMLEY	(6,000)	-	-	-	-	-
	1417-0807 COREE STREET UPGRADE DSPF	(173,000)	-	-	-	-	-
	1417-0808 DAWE AVENUE FINLEY	(200,000)	-	-	-	-	-
	1417-0830 BRUTON ST ELEC & PIPEWORK	(24,000)	-	-	-	-	-
	1417-0834 ENDEVOUR ST NEW PUMP STATION	-	-	-	-	-	-
	1417-0835 MURRAY ST WARMATTA TO WOLAMAI	(22,000)	-	-	-	-	-
	1417-0843 BRUTON ST - EXT JERILDERIE NTH	-	-	-	-	-	-
	1417-0845 MCALLISTER St - HEADFORD TO OSB	(49,000)	-	-	-	-	-
	1417-0846 JERSEY ST - CHANTER TO TUPPAL	(2,000)	-	-	-	-	-
	1417-0848 COBRAM ST - WAVERLY RD - DRAIN	-	-	-	-	-	-
	1417-0849 BAROOGA-DENISON ST TABLE DRAIN	-	-	-	-	-	-
	1417-0850 DENISON - WOLLAMAI TO WARMATTA	(4,000)	-	-	-	-	-
	1417-0852 TOCUMWAL ST- WOLLAMAI TO WARMATTA	(75,000)	-	-	-	-	-
	1417-0853 MORRIS ST- TOC REC RESERVE	(6,000)	-	-	-	-	-
	1417-0854 DRAINAGE TELEMETRY UPGRADE	-	-	-	-	-	-
	1417-0855 DRAINAGE ELECTRICAL CABINETS	(24,000)	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1417-0856 TOCUMWAL ST - TUPPAL TO WOLLAMAI	(75,000)	-	-	-	-	-
	1417-0857 TONGS ST CEMETERY PIPE DRAIN	(29,000)	-	-	-	-	-
	1417-0858 BAROOGA ST & ORR ST DRAINAGE	-	-	-	-	-	-
	1417-0859 DENISON ST - HORSFALL/NANGUNIA	(35,000)	-	-	-	-	-
	1417-0860 BRUTON ST - KERB CONNECTION	(15,000)	-	-	-	-	-
	1417-0861 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	-	-	-
	1417-0905 BAROOGA ST TOC MURRAY-MORRIS	(80,000)	-	-	-	-	-
	3750-2512 STORMWATER DRAINAGE DEPCN	(219,000)	(221,000)	(224,000)	(226,000)	(228,000)	(231,000)
	DRAINAGECAPEXP DRAINAGE CAPITAL WORKS EXPENDITURE	-	(308,000)	(238,000)	(124,000)	(246,000)	(252,000)
	STORMWATER DRAINAGE REVENUE	262,000	88,000	83,000	78,000	73,000	72,000
	3750-1000 STORMWATER / DRAINAGE CHARGE	77,000	73,000	73,000	73,000	73,000	73,000
	3750-1080 DRAINAGE CHARGE - WRITE OFFS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	3750-1200 CONTRIBUTIONS TO WORKS	-	-	-	-	-	-
	3750-1501 SECT 94 CONT. DRAINAGE - BAROOGA	3,000	-	-	-	-	-
	3750-1502 SECT 94 CONT. DRAINAGE - BERRIGAN	-	-	-	-	-	-
	3750-1503 SECT 94 CONT. DRAINAGE - FINLEY	-	-	-	-	-	-
	3750-1504 SECT 94 CONT. DRAINAGE - TOCUMWAL	12,000	-	-	-	-	-
	3750-1701 LIRS INTEREST SUBSIDY	21,000	16,000	11,000	6,000	1,000	-
	3750-1807 COREE STREET UPGRADE DSPF	150,000	-	-	-	-	-
	3750-1926 SECT 94 CONT. DRAINAGE-RESERVE TRANS	-	-	-	-	-	-
	DRAINAGECAPINC DRAINAGE CAPITAL WORKS INCOME	-	-	-	-	-	-
	13 Total	(1,116,000)	(818,000)	(758,000)	(604,000)	(634,000)	(546,000)
	#						
	ENVIRONMENTAL PROTECTION						
	ENVIRONMENTAL PROTECTION EXPENSE	(739,000)	(273,000)	(357,000)	(197,000)	(148,000)	(199,000)
	1418-0110 LEVEE BANKS MTCE	(53,000)	(54,000)	(55,000)	(55,000)	(56,000)	(57,000)
	1418-0130 MURRAY DARLING ASSOCIATION	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1418-0140 LEVEE BANKS ADMIN CHARGES	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
	1418-0500 LEVEE - TOC FORESHORE WORKS	-	-	-	-	-	-
	1418-0501 LEVEE 1 - 4675-5700	(2,000)	-	-	-	-	-
	1418-0502 LEVEE 1 - 7580-8435	(34,000)	-	-	-	-	-
	1418-0503 LEVEE 1 - 9100-9650	(22,000)	-	-	-	-	-
	1418-0504 LEVEE 1 - 10548-10700	-	-	-	-	-	-
	1418-0505 LEVEE TREE WORKS REMOVAL	(73,000)	-	-	-	-	-
	1418-0506 LEVEE 3 - 220M	(9,000)	-	-	-	-	-
	1418-0507 LEVEE 5 - 2260M	(47,000)	-	-	-	-	-
	1418-0508 LEVEE WORKS - GEOTECH	(16,000)	-	-	-	-	-
	1418-0509 SEPPELTS LEVEE	(30,000)	-	(210,000)	-	-	-
	1418-0510 LEVEE 1 10850-11412	(30,000)	-	-	-	-	-
	1418-0520 FLOODPLAIN MANAGEMENT PROGRAM	(220,000)	-	-	-	-	-
	1418-0932 JERSEY ST PRECINCT - LEVEE BBRF3	(160,000)	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	3800-2026 LEVEE BANK CONSTRUCTION TRANSFER TO RESERVE	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
	LEVEECAPEXP LEVEE BANK CAPITAL EXPENDITURE	-	(127,000)	-	(50,000)	-	(50,000)
	ENVIRONMENTAL PROTECTION REVENUE	369,000	157,000	240,000	50,000	-	50,000
	3800-1500 FEES - MANAGEMENT OF ROAD RESERVES	-	-	-	-	-	-
	3800-1926 LEVEE BANK CONSTRUCTION TRANSFER FROM RESERVE	80,000	52,000	80,000	50,000	-	50,000
	3800-1950 BUILDING BETTER REGIONS JERSEY BBRF3	80,000	-	-	-	-	-
	3800-1951 CAPITAL WORKS INCOME - LEVEE BANKS	20,000	-	-	-	-	-
	3800-1953 NATIONAL DISASTER RELIEF ASSISTANCE GRANT	-	-	-	-	-	-
	3800-1955 FLOODPLAIN MANAGEMENT PROGRAM	189,000	-	-	-	-	-
	LEVEECAPINC LEVEE BANK CAPITAL INCOME	-	105,000	160,000	-	-	-
14 Total		(370,000)	(116,000)	(117,000)	(147,000)	(148,000)	(149,000)
#							
	WATER SUPPLIES						
	WATER SUPPLIES EXPENSE	(14,862,000)	(16,127,000)	(6,499,000)	(4,279,000)	(4,805,000)	(4,480,000)
	1510-0105 WATER ADMIN CHARGES - ADMINIST	(247,000)	(247,000)	(247,000)	(247,000)	(247,000)	(247,000)
	1510-0106 WATER ADMIN CHARGE - ENGINEERI	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)	(320,000)
	1510-0117 WATER SUPPLIES - RENTAL CONTRI	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
	1510-0125 PROV BAD & DOUBTFUL DEBTS	(5,000)	-	-	-	-	-
	1510-0155 WATER WRITE OFF BAD DEBTS	(3,000)	(3,000)	(3,000)	(3,000)	(2,000)	(2,000)
	1510-0160 WATER SUPPLY INTEREST ON INT LOAN 390	(69,000)	(62,000)	(55,000)	(48,000)	(40,000)	(32,000)
	1510-0165 WATER SUPPLY INTEREST ON EXT LCLI LOAN 400	(85,000)	(76,000)	(68,000)	(59,000)	(49,000)	(40,000)
	1510-0170 WATER DELIVERY EXPENSES	(34,000)	(34,000)	(35,000)	(36,000)	(36,000)	(37,000)
	1510-0200 WATER LEGAL EXPENSES	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1510-0300 BGN FILL STATION - FILTERED	(1,000)	-	-	-	-	-
	1510-0310 BGN FILL STATION - UNTREATED	-	-	-	-	-	-
	1510-0320 FIN FILL STATION - FILTERED	-	-	-	-	-	-
	1510-0330 TOC FILL STATION - FILTERED	(3,000)	-	-	-	-	-
	1510-0500 WATER SUPPLIES PRINCIPAL ON LO	-	-	-	-	-	-
	1510-0503 WATER LABORATORY EQUIPMENT	(9,000)	-	-	-	-	-
	1510-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1510-0505 OFFICE EQUIP/FURN - ENG WATER	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1510-0506 SUBSCRIPTIONS & MEMBERSHIPS	(10,000)	(10,000)	(10,000)	(11,000)	(11,000)	(11,000)
	1510-0507 TELEMENTRY UPGRADE - WATER	(83,000)	-	-	-	-	-
	1510-0513 BGN - SOLAR AT PUMPSTATION	-	-	-	-	-	-
	1510-0530 WATER SUPPLIES PRINCIPLE ON INT LOAN 390	(233,000)	(240,000)	(248,000)	(255,000)	(263,000)	(271,000)
	1510-0535 WATER SUPPLIES PRINCIPLE ON LCLI LOAN 400	(543,000)	(372,000)	(381,000)	(390,000)	(399,000)	(408,000)
	1510-0548 IMPROVE OH & S AT WORK SITES	-	-	-	-	-	-
	1510-0551 OH&S SIGNAGE - WATER	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1510-0560 MAINS RETIC - BGA	(2,000)	-	-	-	-	-
	1510-0563 REPLACE AC WATER MAINS	(25,000)	-	-	-	-	-
	1510-0564 MAJOR PUMP REPLACEMENT	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1510-0565 MAINS RETIC - BGN	(3,000)	-	-	-	-	-
	1510-0566 MAINS RETIC - BGN COBRAM ST	-	-	-	-	-	-
	1510-0567 MAINS RETIC - BGN JERILDERIE ST	-	-	-	-	-	-
	1510-0570 MAINS RETIC - FIN	(8,000)	-	-	-	-	-
	1510-0571 COREE ST RAW WATER MAIN REPLAC	(281,000)	-	-	-	-	-
	1510-0575 MAINS RETIC - TOC	(2,000)	-	-	-	-	-
	1510-0576 MAINS RETIC - TOC ANZAC AVE	-	-	-	-	-	-
	1510-0577 MAINS RETIC - TOC DENILQUIN RD	-	-	-	-	-	-
	1510-0578 TOC HILSON ST	-	-	-	-	-	-
	1510-0579 MAINS RETIC - TOC MURRAY ST	-	-	-	-	-	-
	1510-0600 BGA AIR SEPERATOR CONNECTION	(10,000)	-	-	-	-	-
	1510-0601 BGN AIR SEPERATOR CONNECTION	(10,000)	-	-	-	-	-
	1510-0602 FIN AIR SEPERATOR CONNECTION	(10,000)	-	-	-	-	-
	1510-0605 TOC BACKWASH BYPASS LINE	(30,000)	-	-	-	-	-
	1510-0610 BGA REC RES IRRIGATION SUPPLY	(110,000)	-	-	-	-	-
	1510-0611 COMPULSORY ACQUISITION BGA WTP	(400,000)	-	-	-	-	-
	1510-0615 FIN - FILTERED & UNFILTERED MAIN TONGS/HOWE STS	(60,000)	-	-	-	-	-
	1510-0620 CONSTRUCT LABORATORY ROOM	(30,000)	-	-	-	-	-
	1510-0652 REPLACEMENT OF MINOR PLANT	(1,000)	-	-	-	-	-
	1510-0657 BGN - OTHER MINOR REPAIR/REPLACEMENTS	-	-	-	-	-	-
	1510-0662 TOC - OTHER MINOR REPAIR/REPLACEMENT	-	-	-	-	-	-
	1510-0665 TOC-CHLORINE DOSING SYSTEM	(20,000)	-	-	-	-	-
	1510-0668 FIN - CLARIFIER REPLACE PONDS	(475,000)	-	-	-	-	-
	1510-0669 METER CYBAL REPLACEMENT	(541,000)	-	-	-	-	-
	1510-0880 CHEMICAL PUMP REPLACEMENT	(11,000)	-	-	-	-	-
	1510-0882 WATER MAIN REPLACEMENT	(9,000)	-	-	-	-	-
	1510-0885 BGN - WTP FENCE REPLACEMENT	(20,000)	-	-	-	-	-
	1510-0889 FIN - WTP FENCE REPLACEMENT	(15,000)	-	-	-	-	-
	1510-0890 TOC - ENCLOSE DAFF PLANT	-	-	-	-	-	-
	1510-0894 BGA - EXPANSION WTP	(107,000)	(5,500,000)	-	-	-	-
	1510-0895 BGN - STATIC MIXER	(12,000)	-	-	-	-	-
	1510-0896 FIN - UPGRADE WTP (DAFF)	-	(5,500,000)	-	-	-	-
	1510-0897 AUTOMATION QUALITY CONTROL	(346,000)	-	-	-	-	-
	1510-0898 REPLACE COMPRESSOR TOCUMWAL	(20,000)	-	-	-	-	-
	1510-0899 BAROOGA REC RES NEW MAINT SHED	(184,000)	-	-	-	-	-
	1511-0109 REC FACIL DONATION & OTHER COSTS	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1511-0110 METER READING - BGN SHIRE	(95,000)	(96,000)	(98,000)	(100,000)	(101,000)	(103,000)
	1511-0111 METER READING PRINTING & POSTA	(14,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1511-0113 METER READING TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1511-0130 PURCHASE OF WATER - BGA	(14,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1511-0135 PURCHASE OF WATER - BGN	(43,000)	(43,000)	(44,000)	(45,000)	(45,000)	(46,000)
	1511-0140 PURCHASE OF WATER - FIN	(56,000)	(57,000)	(57,000)	(58,000)	(59,000)	(60,000)
	1511-0145 PURCHASE OF WATER - TOC	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(15,000)
	1511-0150 WATER TREATMENT - OP EXP - BGA	(155,000)	(208,000)	(210,000)	(212,000)	(215,000)	(217,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
1511-0151	WATER TREATMENT-BGA ELECTRICIT	(43,000)	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)
1511-0152	WATER TREATMENT -BGA TELEPHONE	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1511-0153	WATER TREATMENT -BGA INSURANCE	(13,000)	(14,000)	(14,000)	(14,000)	(15,000)	(15,000)
1511-0165	WATER TREATMENT - OP EXP - BGN	(159,000)	(181,000)	(184,000)	(186,000)	(189,000)	(191,000)
1511-0166	WATER TREATMENT-BGN ELECTRICIT	(22,000)	(22,000)	(23,000)	(23,000)	(23,000)	(24,000)
1511-0167	WATER TREATMENT -BGN TELEPHONE	(4,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1511-0168	WATER TREATMENT BGN- INSURANCE	(9,000)	(10,000)	(10,000)	(10,000)	(11,000)	(11,000)
1511-0180	WATER TREATMENT - OP EXP - FIN	(176,000)	(179,000)	(181,000)	(184,000)	(187,000)	(190,000)
1511-0182	WATER TREATMENT FIN-INSURANCE	(17,000)	(19,000)	(20,000)	(20,000)	(20,000)	(21,000)
1511-0183	WATER TREATMENT-FIN ELECTRICIT	(43,000)	(44,000)	(45,000)	(46,000)	(47,000)	(48,000)
1511-0184	WATER TREATMENT -FIN TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1511-0195	WATER TREATMENT - OP EXP - TOC	(188,000)	(231,000)	(234,000)	(237,000)	(240,000)	(243,000)
1511-0196	WATER TREATMENT -TOC TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1511-0197	WATER TREATMENT-TOC ELECTRICIT	(54,000)	(55,000)	(56,000)	(57,000)	(59,000)	(60,000)
1511-0198	WATER TREATMENT-TOC -INSURANCE	(19,000)	(21,000)	(21,000)	(22,000)	(22,000)	(22,000)
1511-0230	PUMPING STATIONS - OP EXP BGA	(29,000)	(30,000)	(30,000)	(31,000)	(31,000)	(32,000)
1511-0231	PUMPING STATIONS - OP EXP BGN	(16,000)	(17,000)	(17,000)	(17,000)	(17,000)	(18,000)
1511-0232	PUMPING STATIONS OP EXP FIN	(19,000)	(19,000)	(19,000)	(19,000)	(20,000)	(20,000)
1511-0233	PUMPING STATIONS OP EXP TOC	(14,000)	(14,000)	(14,000)	(15,000)	(15,000)	(15,000)
1511-0270	RETIC & METERS - OP EXP - BGA	(28,000)	(36,000)	(36,000)	(37,000)	(37,000)	(37,000)
1511-0285	RETIC & METERS - OP EXP - BGN	(67,000)	(68,000)	(69,000)	(70,000)	(71,000)	(72,000)
1511-0300	RETIC & METERS - OP EXP - FIN	(78,000)	(80,000)	(81,000)	(82,000)	(83,000)	(84,000)
1511-0315	RETIC & METERS - OP EXP - TOC	(48,000)	(59,000)	(60,000)	(60,000)	(61,000)	(62,000)
1511-0320	CYBLES MAINTENANCE	-	-	-	-	-	-
1511-0330	WATER NEW CONNECTIONS (INC MET	(46,000)	(47,000)	(48,000)	(48,000)	(49,000)	(50,000)
1511-0340	WATER SAMPLING / MONITORING	(17,000)	(17,000)	(17,000)	(18,000)	(18,000)	(18,000)
1511-0355	WATER SUPPLY INTEREST ON LOANS	-	-	-	-	-	-
1511-0398	AUTOMATE CENTRALISED METER READ	-	-	-	-	-	-
1512-0105	BANK & GOVT CHARGES	(8,000)	(8,000)	(9,000)	(9,000)	(9,000)	(9,000)
1512-0130	HOUSING TOC WATER BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1512-0131	HOUSING TOC WATER INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1512-0155	SELLING COSTS - HIGH SEC WATER	(1,000)	-	-	-	-	-
1512-0160	IWCM REPORTING	-	-	-	-	-	-
1512-0165	TOC ANCESTORAL REMAINS WORKS	-	-	-	-	-	-
4110-2026	WATER SUPPLIES TRANSFER TO RESERVE	(8,221,000)	-	-	-	-	-
4210-2545	WATER MAINS RETIC & METERS - DEPCN	(332,000)	(335,000)	(338,000)	(342,000)	(345,000)	(348,000)
4240-2545	WATER TREATMENT WORKS - DEPCN	(307,000)	(310,000)	(313,000)	(316,000)	(319,000)	(323,000)
4250-2504	WATER HOUSING TOC - DEPCN	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(8,000)
WSCAPEXP	WATER SUPPLIES CAPITAL EXPENDITURE	-	(1,348,000)	(2,688,000)	(435,000)	(932,000)	(572,000)
WATER SUPPLIES REVENUE		14,862,000	16,127,000	6,499,000	4,279,000	4,805,000	4,480,000
4110-1000-0001	WATER CHARGES - BGA	492,000	495,000	507,000	520,000	533,000	546,000
4110-1000-0002	WATER CHARGES - BGN	315,000	323,000	331,000	339,000	348,000	356,000
4110-1000-0003	WATER CHARGES - FIN	606,000	609,000	624,000	640,000	656,000	672,000

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GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	4110-1000-0004 WATER CHARGES - TOC	729,000	721,000	739,000	758,000	776,000	796,000
	4110-1000-0005 WATER CHARGES - NON RATEABLE	57,000	61,000	63,000	64,000	66,000	67,000
	4110-1080 LESS WATER CHARGES WRITTEN OFF	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	4110-1082 LESS WATER CHARGES D/DEBT EXPENSE	(5,000)	-	-	-	-	-
	4110-1095 LESS WATER PENSION REBATE - BGN	(82,000)	(88,000)	(88,000)	(88,000)	(88,000)	(88,000)
	4110-1500 WATER CONSUMPTION - BGN SHIRE	750,000	750,000	750,000	750,000	750,000	750,000
	4110-1501 WATER - STANDPIPE SALES	4,000	4,000	4,000	4,000	4,000	4,000
	4110-1502 WATER CONNECTION FEES - GST FREE	26,000	27,000	27,000	28,000	29,000	29,000
	4110-1503 WATER DELIVERIES INCOME	25,000	29,000	29,000	30,000	30,000	31,000
	4110-1504 SALE OF HIGH SECURITY WATER	229,000	150,000	50,000	50,000	50,000	50,000
	4110-1506 WATER - RENT ON COUNCIL HOUSES	3,000	3,000	3,000	3,000	3,000	3,000
	4110-1507 WATER - DISCONNECTION FEE	1,000	-	-	-	-	-
	4110-1509 WATER SUNDRY INCOME - INC GST	2,000	-	-	-	-	-
	4110-1511 LEGAL COST RECOVERY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	4110-1512 PRIVATE WORKS INCOME - WATER	1,000	-	-	-	-	-
	4110-1513 WATER SUNDRY INCOME - GST FREE	-	-	-	-	-	-
	4110-1601 SECT. 64 CONT. WATER - BGA	33,000	-	-	-	-	-
	4110-1602 SECT. 64 CONT. WATER - BER	-	-	-	-	-	-
	4110-1603 SECT. 64 CONT. WATER - FIN	-	-	-	-	-	-
	4110-1604 SECT. 64 CONT. WATER - TOC	108,000	-	-	-	-	-
	4110-1611 SECT. 64 CONT. WATER PURCHASE - BGA	-	-	-	-	-	-
	4110-1612 SECT. 64 CONT. WATER PURCHASE - BER	-	-	-	-	-	-
	4110-1613 SECT. 64 CONT. WATER PURCHASE - FIN	-	-	-	-	-	-
	4110-1614 SECT. 64 CONT. WATER PURCHASE - TOC	-	-	-	-	-	-
	4110-1700 EXTERNAL WATER LOAN PROCEEDS LCLI 400	4,000,000	-	-	-	-	-
	4110-1701 LCLI INTEREST SUBSIDY	53,000	48,000	42,000	36,000	31,000	24,000
	4110-1702 INTERNAL WATER LOAN PROCEEDS	2,600,000	-	-	-	-	-
	4110-1840 INTEREST ON INVESTMENTS	171,000	176,000	162,000	107,000	112,000	124,000
	4110-1850 INTEREST - OTHER	2,000	-	-	-	-	-
	4110-1926 WATER TRANSFER FROM RESERVE	-	12,124,000	2,554,000	330,000	790,000	394,000
	4110-1927 SECT 64 CONT. - TRANSFER TO RESERVE	-	-	-	-	-	-
	4110-1951 WATER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000	48,000	48,000
	4110-1955 GRANT - SAFE & SECURE WATER	4,000,000	-	-	-	-	-
	4230-1700 EXTERNAL WATER LOAN PROCEEDS	-	-	-	-	-	-
	4230-1701 LCLI LOAN 391 INTEREST SUBSIDY	53,000	-	-	-	-	-
	4230-1702 INTERNAL WATER LOAN 390 PROCEEDS	-	-	-	-	-	-
	4240-4710 WATER DEPCN CONTRA	646,000	652,000	659,000	665,000	672,000	679,000
	WSCAPINC WATER SUPPLIES CAPITAL INCOME	-	-	-	-	-	-
15 Total		-	-	-	-	-	-
#							
SEWERAGE SERVICES							
	SEWERAGE SERVICES EXPENSE	(7,798,000)	(3,236,000)	(3,310,000)	(3,391,000)	(3,478,000)	(3,558,000)

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GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1610-0105 SEWERAGE ADMIN CHARGE - ADMINI	(184,000)	(184,000)	(184,000)	(184,000)	(184,000)	(184,000)
	1610-0106 SEWER ADMIN CHARGE - ENGINEERI	(278,000)	(278,000)	(278,000)	(278,000)	(278,000)	(278,000)
	1610-0117 SEWERAGE SERVICE - RENTAL CONT	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
	1610-0155 SEWER WRITE OFF BAD DEBTS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1610-0504 OFFICE EQUIP/FURN NON CAPITAL	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1610-0512 PUMP REPLACEMENT	(80,000)	-	-	-	-	-
	1610-0526 SEWER MAIN UPGRADES - TOCUMWAL	(79,000)	-	-	-	-	-
	1610-0527 UPGRADE AMENITIES AT ALL STP	-	-	-	-	-	-
	1610-0550 BGN - STP FENCE	(10,000)	-	-	-	-	-
	1610-0551 TOC - FENCE REPLACEMENT	(35,000)	-	-	-	-	-
	1610-0560 SEWER EXTENSION FLYNN ST BGN	(1,000)	-	-	-	-	-
	1610-0580 BGA SEWER MAIN UPGRADE	-	-	-	-	-	-
	1610-0590 BGN SEWER MAIN UPGRADES	(55,000)	-	-	-	-	-
	1610-0595 FIN SEWER MAIN UPGRADES	-	-	-	-	-	-
	1610-0600 TOC SEWER MAIN UPGRADES	-	-	-	-	-	-
	1610-0610 AC MAIN RENEWALS	(375,000)	-	-	-	-	-
	1610-0621 BGA UPGRADE PUMP STATION	(35,000)	-	-	-	-	-
	1610-0658 SPARE PUMPS FOR LOW PRESS SYS	(21,000)	-	-	-	-	-
	1610-0705 FIN UPGRADE PUMP STATIONS	(7,000)	-	-	-	-	-
	1610-0743 UPGRADE SEWER TELEMENTRY	(345,000)	-	-	-	-	-
	1610-0883 FIN - GRAVEL POND BANKS	(10,000)	-	-	-	-	-
	1610-0895 FIN-MINOR REPAIR/REPLACE	-	-	-	-	-	-
	1610-0897 TOC-MINOR REPAIR/REPLACE	-	-	-	-	-	-
	1610-0899 FIN - DESILT PRIMARY POND	(80,000)	-	-	-	-	-
	1610-0900 FIN - UPGRADE PUMP STATION	(40,000)	-	-	-	-	-
	1610-0901 NEW DRYING BED	(50,000)	-	-	-	-	-
	1610-0905 BGN - REPLACE ELECTRICAL CABINET	(18,000)	-	-	-	-	-
	1610-0912 FIN-ODOR INVESTIGATE/ MITIGATE	(50,000)	-	-	-	-	-
	1610-0914 TOC RISING MAIN HUTSONS TO PS9	(320,000)	-	-	-	-	-
	1610-0915 UPGRADE STP AMENITIES	(30,000)	-	-	-	-	-
	1610-0916 SEWER TREATMENT COMPONENT RENE	(22,000)	-	-	-	-	-
	1610-0932 JERSEY ST PRECINCT - Sewer BBRF3	(173,000)	-	-	-	-	-
	1610-0933 TOC SEWER MAIN RELINING	(220,000)	-	-	-	-	-
	1610-0935 TOWN BEACH SEWER UPGRADE	(153,000)	-	-	-	-	-
	1611-0109 RECREATION FACILITIES DONATION	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1611-0110 SEWER TREATMENT - OP EXP - BGA	(29,000)	(23,000)	(23,000)	(24,000)	(24,000)	(24,000)
	1611-0111 SEWER TREATMENT BGA INSURANCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1611-0112 SEWER TREATMENT-BGA ELECTRICIT	(1,000)	-	-	-	-	-
	1611-0113 SEWER TREATMENT -BGA TELEPHONE	-	-	-	-	-	-
	1611-0114 SEWER - EFFLUENT RE-USE - BGA	-	-	-	-	-	-
	1611-0125 SEWER TREATMENT - OP EXP - BGN	(81,000)	(93,000)	(94,000)	(96,000)	(97,000)	(99,000)
	1611-0126 SEWER TREATMENT - BGN ELECTRICITY	(1,000)	-	-	-	-	-
	1611-0127 SEWER TREATMENT -BGN INSURANCE	(4,000)	(3,000)	(3,000)	(3,000)	(3,000)	(4,000)
	1611-0128 SEWER TREATMENT BGN -TELEPHONE	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)

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GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
1611-0129	SEWER - EFFLUENT RE-USE - BGN	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
1611-0140	SEWER TREATMENT - OP EXP - FIN	(100,000)	(101,000)	(103,000)	(104,000)	(106,000)	(107,000)
1611-0141	SEWER TREATMENT -FIN INSURANCE	(4,000)	(3,000)	(3,000)	(3,000)	(4,000)	(4,000)
1611-0142	SEWER TREATMENT-FIN ELECTRICIT	(17,000)	(17,000)	(17,000)	(18,000)	(18,000)	(18,000)
1611-0143	SEWER TREATMENT FIN- TELEPHONE	-	-	-	-	-	-
1611-0144	SEWER - EFFLUENT RE-USE - FIN	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
1611-0155	SEWER TREATMENT - OP EXP - TOC	(112,000)	(114,000)	(116,000)	(117,000)	(119,000)	(121,000)
1611-0156	SEWER TREATMENT -TOC INSURANCE	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
1611-0157	SEWER TREATMENT-TOC ELECTRICIT	(22,000)	(23,000)	(23,000)	(23,000)	(24,000)	(24,000)
1611-0158	SEWER TREATMENT -TOC TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1611-0159	SEWER - EFFLUENT RE-USE - TOC	(23,000)	(23,000)	(24,000)	(24,000)	(24,000)	(25,000)
1611-0170	RETIC - OP EXP - BGA	(13,000)	(13,000)	(13,000)	(14,000)	(14,000)	(14,000)
1611-0171	RETIC OP EXP ELECTRICITY -BGA	(20,000)	(21,000)	(21,000)	(21,000)	(22,000)	(22,000)
1611-0185	RETIC - OP EXP - BGN	(12,000)	(33,000)	(34,000)	(34,000)	(35,000)	(35,000)
1611-0186	RETIC OP EXP - ELECTRICITY BGN	(17,000)	(17,000)	(17,000)	(18,000)	(18,000)	(18,000)
1611-0200	RETIC - OP EXP - FIN	(37,000)	(38,000)	(38,000)	(39,000)	(39,000)	(40,000)
1611-0201	RETIC OP EXP ELECTRICITY - FIN	(52,000)	(20,000)	(20,000)	(20,000)	(21,000)	(21,000)
1611-0215	RETIC - OP EXP - TOC	(45,000)	(43,000)	(44,000)	(44,000)	(45,000)	(45,000)
1611-0216	RETIC OP EXP ELECTRICITY - TOC	(45,000)	(24,000)	(24,000)	(24,000)	(25,000)	(25,000)
1611-0230	PUMPING STATIONS OP EXP BGA	(93,000)	(84,000)	(85,000)	(87,000)	(88,000)	(90,000)
1611-0231	PUMPING STATIONS OP EXP BGN	(41,000)	(42,000)	(43,000)	(43,000)	(44,000)	(45,000)
1611-0232	PUMPING STATIONS OP EXP FIN	(59,000)	(60,000)	(60,000)	(61,000)	(62,000)	(63,000)
1611-0233	PUMPING STATIONS OP EXP TOC	(65,000)	(72,000)	(73,000)	(74,000)	(75,000)	(76,000)
1611-0234	LOW PRESSURE SYSTEM - BGA	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(12,000)
1611-0235	LOW PRESSURE SYSTEM - BGN	(4,000)	(4,000)	(4,000)	(4,000)	(5,000)	(5,000)
1611-0236	LOW PRESSURE SYSTEM - FIN	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1611-0237	LOW PRESSURE SYSTEM - TOC	(10,000)	(10,000)	(10,000)	(10,000)	(11,000)	(11,000)
1611-0250	SEWERAGE CONNECTIONS - SHIRE	(17,000)	(17,000)	(17,000)	(17,000)	(18,000)	(18,000)
1611-0300	TRADE WASTE MANAGMENT	(71,000)	-	-	-	-	-
1611-0340	SEWER SAMPLING / MONITORING	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
1611-0341	RAISING OF SEWER MANHOLD LIDS	(16,000)	(11,000)	(11,000)	(11,000)	(12,000)	(12,000)
1611-0342	TOCUMWAL CCTV	(81,000)	(41,000)	(42,000)	(43,000)	(43,000)	(44,000)
1612-0105	BANK & GOVT CHARGES	(8,000)	(8,000)	(8,000)	(9,000)	(9,000)	(9,000)
1612-0155	BGN TRUCK WASH OPERATING EXPEN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1612-0156	BGN TRUCK WASH ELECTRICITY	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1612-0157	BGN TRUCK WASH - TELEPHONE	-	-	-	-	-	-
1612-0160	BGN TRUCK WASH MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1612-0170	FIN TRUCK WASH OPERATING EXPEN	(10,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
1612-0171	FIN TRUCK WASH - ELECTRICITY	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)
1612-0172	FIN TRUCK WASH - TELEPHONE	-	-	-	(1,000)	(1,000)	(1,000)
1612-0175	FIN TRUCK WASH MTCE	(8,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
1612-0182	FIN TRUCK WASH AVDATA PUMP	-	-	-	-	-	-
1612-0501	FIN TRUCKWASH RESTART NSW	-	-	-	-	-	-
5110-2026	SEWER SERVICES TRANSFER TO RESERVE	(1,000)	(19,000)	(1,028,000)	(1,151,000)	(1,190,000)	(1,290,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	5110-2500 Internal Loans Drawdown	(3,600,000)	-	-	-	-	-
	5110-3700 Internal Loan 395 Receivable-Current	90,000	92,000	95,000	98,000	101,000	104,000
	5110-3750 Loan 390 Receivable - Current	233,000	240,000	248,000	255,000	263,000	271,000
	5210-2550 SEWER MAINS RETIC - DEPCN	(383,000)	(387,000)	(391,000)	(395,000)	(399,000)	(403,000)
	5240-2550 SEWER TREATMENT WORKS - DEPCN	(215,000)	(217,000)	(219,000)	(221,000)	(224,000)	(226,000)
	5250-2500 SEWER PLANT & EQUIP DEPCN	(21,000)	(21,000)	(21,000)	(21,000)	(22,000)	(22,000)
	5250-2502 SEWER EQUIPMENT DEPCN	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	5280-2500 TRUCKWASH - DEPCN	-	-	-	-	-	-
	SEWERCAPEXP SEWERAGE SERVICES CAPITAL EXPENDITURE	-	(814,000)	(422,000)	(368,000)	(399,000)	(368,000)
	5110-2500 INTERNAL LOANS DRAWDOWN	-	(550,000)	-	-	-	-
	SEWERAGE SERVICES REVENUE	7,798,000	3,236,000	3,310,000	3,391,000	3,478,000	3,558,000
	5110-1000-0001 SEWER CHARGES - BGA	508,000	509,000	522,000	535,000	548,000	562,000
	5110-1000-0002 SEWER CHARGES - BGN	285,000	292,000	300,000	307,000	315,000	323,000
	5110-1000-0003 SEWER CHARGES - FIN	611,000	613,000	629,000	644,000	661,000	677,000
	5110-1000-0004 SEWER CHARGES - TOC	746,000	743,000	762,000	781,000	800,000	820,000
	5110-1000-0005 SEWER CHARGES - NON RATEABLE	75,000	77,000	79,000	81,000	83,000	85,000
	5110-1000-0006 SEWER CHARGES - LOW PRESSURE SEWER CHG	-	18,000	18,000	19,000	19,000	19,000
	5110-1000-0007 SEWER VOLUME CHARGE - NONRESIDENTIAL	-	-	-	-	-	-
	5110-1000-0009 SEWER TRADE WASTE CHARGES	-	-	-	-	-	-
	5110-1080 LESS SEWER CHARGES WRITTEN OFF	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	5110-1082 LESS SEWER CHARGES D/DEBT EXPENSE	(4,000)	(4,000)	(4,000)	(4,000)	(3,000)	(3,000)
	5110-1095 LESS SEWER PENSION REBATE - SHIRE	(77,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
	5110-1500 SEWER CONNECTION FEES - GST FREE	11,000	11,000	12,000	12,000	12,000	12,000
	5110-1501 SEWER SUNDRY INCOME - INC.GST	-	-	-	-	-	-
	5110-1502 DISPOSAL OF SEPTAGE INCOME	4,000	5,000	5,000	5,000	5,000	5,000
	5110-1503 SEWER SUNDRY INCOME - GST FREE	1,000	1,000	1,000	1,000	1,000	1,000
	5110-1504 TOC SEWER EFFLUENT REUSE	2,000	2,000	2,000	2,000	2,000	2,000
	5110-1505 BGN SEWER EFFLUENT REUSE	-	-	-	-	-	-
	5110-1601 SECT. 64 CONT. SEWER - BGA	2,000	-	-	-	-	-
	5110-1602 SECT. 64 CONT. SEWER - BER	-	-	-	-	-	-
	5110-1603 SECT. 64 CONT. SEWER - FIN	-	-	-	-	-	-
	5110-1604 SECT. 64 CONT. SEWER - TOC	-	-	-	-	-	-
	5110-1700 INTEREST INCOME - INTERNAL LOAN 395	27,000	24,000	21,000	18,000	15,000	12,000
	5110-1750 LOAN 390 INTEREST INCOME	69,000	62,000	55,000	48,000	40,000	32,000
	5110-1840 INTEREST ON INVESTMENTS	208,000	220,000	239,000	266,000	298,000	322,000
	5110-1850 INTEREST - OTHER	1,000	-	-	-	-	-
	5110-1926 SEWER TRANSFER FROM RESERVE	4,457,000	-	-	-	-	-
	5110-1928 SECT 64 CONT SEWER RESERVE TRANSFER	-	-	-	-	-	-
	5110-1950 ALTERNATE ENERGY SUPPLY GRANT	-	-	-	-	-	-
	5110-1951 SEWER CHARGES PENSION SUBSIDY	48,000	48,000	48,000	48,000	48,000	48,000
	5210-4810 SEWER DEPCN CONTRA	630,000	636,000	642,000	649,000	655,000	662,000
	5240-1600 TOC TOWN BEACH SEWER CONTRIBUTIONS	60,000	-	-	-	-	-
	5240-1950 BUILDING BETTER REGIONS JERSEY BBRF3	86,000	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	5280-1500 TRUCK WASH (AVDATA) INCOME	50,000	6,000	6,000	6,000	6,000	6,000
	5280-1950 Restart NSW Fixing Country Truckwash	-	-	-	-	-	-
	SEWERCAPINC SEWERAGE SERVICES CAPITAL INCOME	-	-	-	-	-	-
	5110-1710 INTEREST INCOME - INTERNAL LOAN LED	-	11,000	10,000	9,000	8,000	7,000
	5110-3710 INT LOAN LED RECEIVABLE - CURRENT	-	50,000	51,000	52,000	53,000	54,000
16 Total		-	-	-	-	-	-
#							
PUBLIC LIBRARIES							
	PUBLIC LIBRARIES EXPENSE	(745,000)	(695,000)	(703,000)	(714,000)	(721,000)	(730,000)
	1710-0105 LIBRARY BLDG MTCE - BGA	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0120 LIBRARY BLDG MTCE - BGN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0125 LIBRARY BLDG MTCE - FINLEY	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1710-0140 LIBRARY BLDG MTCE - TOC	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0145 LIBRARY OFFICE FURN/EQUIP MTCE	(12,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	1710-0150 LIBRARY ADMIN CHARGES	(112,000)	(112,000)	(112,000)	(112,000)	(112,000)	(112,000)
	1710-0165 LIBRARY PRINTING & STATIONERY	(4,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0166 LIBRARY ADVERTISING	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0170 LIBRARY TELEPHONE	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1710-0171 LIBRARY POSTAGE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1710-0175 LIBRARY SUNDRY EXPENSES	(10,000)	(7,000)	(6,000)	(6,000)	(5,000)	(4,000)
	1710-0180 LIBRARY SALARIES & ALLOWANCES	(242,000)	(258,000)	(264,000)	(271,000)	(277,000)	(284,000)
	1710-0190 LIBRARY TRAVEL & ALLOWANCES	(3,000)	(3,000)	(3,000)	(3,000)	(4,000)	(4,000)
	1710-0192 LIBRARY STAFF TRAINING	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1710-0194 LIBRARY CONFERENCES & SEMINARS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0195 LIBRARY RATES	(10,000)	(10,000)	(10,000)	(10,000)	(11,000)	(11,000)
	1710-0196 LIBRARY INSURANCE	(29,000)	(32,000)	(33,000)	(33,000)	(33,000)	(34,000)
	1710-0197 LIBRARY SOFTWARE OP COSTS	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	1710-0200 LIBRARY BOOKS MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1710-0210 LIBRARY ELECTRICITY	(23,000)	(24,000)	(24,000)	(25,000)	(25,000)	(26,000)
	1710-0211 LIBRARY CONNECTIVITY	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
	1710-0215 LIBRARY CLEANING	(22,000)	(20,000)	(20,000)	(21,000)	(21,000)	(21,000)
	1710-0230 LIBRARY PURCHASE OF PERIODICAL	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1710-0234 LIBRARY YOUTH ACTIVITES	(6,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0235 LIBRARY SPEC. PROJ. OPERATING	(34,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1710-0236 INTER LIBRARY LOAN FEES	-	-	-	-	-	-
	1710-0239 LIBRARY BOOKS CLUBS	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0240 FINLEY LIBRARY WORK SPACE	-	-	-	-	-	-
	1710-0242 SENIORS WEEK EXPENSES	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0243 ONLINE DATABASE SUBSCRIPTIONS	(14,000)	(14,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1710-0244 LITERARY LUNCH/WRITING FESTIVAL	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1710-0245 TECH SAVY SENIORS GRANT EXP	-	-	-	-	-	-
	1710-0246 GET ONLINE WEEK GRANT EXP	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1710-0500 LIBRARY CAR PARK UPGRADE	-	-	-	-	-	-
	1710-0501 BGA - REPAINTING LIBRARY	-	-	-	-	-	-
	1710-0510 TOC - LIBRARY EXTENSION FITOUT	(6,000)	-	-	-	-	-
	1710-0525 LIBRARY PURCHASE OF BOOKS	(36,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
	1710-0530 LIBRARY OTHER ASSETS	(13,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1710-0532 LIBRARY AUDIO VISUAL / CDS	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1710-0535 LIBRARY PURCHASE OF E-BOOKS	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	6100-2502 LIBRARY EQUIPMENT DEPCN	(9,000)	(9,000)	(9,000)	(10,000)	(10,000)	(10,000)
	6100-2504 LIBRARY BLDG DEPCN	(67,000)	(67,000)	(68,000)	(69,000)	(69,000)	(70,000)
	6100-2518 LIBRARY BOOKS DEPCN	(22,000)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
	LIBRARYCAPEXP LIBRARIES CAPITAL EXPENDITURE	-	-	-	-	-	-
	PUBLIC LIBRARIES REVENUE	124,000	75,000	75,000	75,000	74,000	74,000
	6100-1501 LIBRARY SUNDRY INCOME INCL GST	3,000	1,000	1,000	1,000	-	-
	6100-1502 FRIENDS OF THE LIBRARY	1,000	1,000	1,000	1,000	1,000	1,000
	6100-1503 LIBRARY ROOM HIRE CHARGES	-	-	-	-	-	-
	6100-1504 LIBRARY DONATION	1,000	-	-	-	-	-
	6100-1820 LIBRARY FEES INCLUDING GST	3,000	3,000	3,000	3,000	3,000	3,000
	6100-1821 LIBRARY FINES GST FREE	1,000	-	-	-	-	-
	6100-1822 INTER LIBRARY LOAN FEES	-	-	-	-	-	-
	6100-1823 BERRIGAN SHIRE BOOK CLUBS	1,000	-	-	-	-	-
	6100-1950 LIBRARY SERVICE GRANTS	63,000	63,000	63,000	63,000	63,000	63,000
	6100-1951 LIBRARY LOCAL SPECIAL PROJECTS GRANT	43,000	7,000	7,000	7,000	7,000	7,000
	6100-1953 LITERARY LUNCH/WRITING FESTIVAL GRANT	4,000	-	-	-	-	-
	6100-1954 LIBRARY TRAINEESHIP WAGE SUBSIDY	-	-	-	-	-	-
	6100-1955 GET ONLINE WEEK / GOODTHINGS	-	-	-	-	-	-
	6100-1958 LIBRARY INFRASTRUCTURE GRANT	4,000	-	-	-	-	-
	6100-1959 NSW CHILDRENS WEEK COUNCIL GRANT	-	-	-	-	-	-
	6100-1960 TECH SAVY SENIORS PROGRAM	-	-	-	-	-	-
	6100-1961 BROADBAND FOR SENIORS	-	-	-	-	-	-
	6100-1962 Library - Extension Grant TOC SCCF1	-	-	-	-	-	-
	6100-1963 Library Service Other Grants	-	-	-	-	-	-
	LIBRARYCAPINC LIBRARIES CAPITAL INCOME	-	-	-	-	-	-
17 Total		(621,000)	(620,000)	(628,000)	(639,000)	(647,000)	(656,000)
#							
	COMMUNITY AMENITIES						
	COMMUNITY AMENITIES EXPENSE	(1,595,000)	(848,000)	(844,000)	(849,000)	(855,000)	(862,000)
	1316-0125 SENIOR CITIZENS CTR - BLDG MTC	(3,000)	-	-	-	-	-
	1316-0335 SENIOR CITIZEN CTR - ELEC	-	-	-	-	-	-
	1316-0345 SENIOR CITIZEN CTR - INSURANCE	-	-	-	-	-	-
	1316-0375 SENIOR CITZ - RATES	-	-	-	-	-	-
	1420-0000 PUBLIC CONVENIENCE CLEANING	(226,000)	(206,000)	(209,000)	(212,000)	(215,000)	(219,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1420-0001 PUBLIC CONVENIENCES BLDG MTCE	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	1420-0113 PUBLIC CONVEN. - ELECTRICITY	(4,000)	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
	1420-0114 PUBLIC CONVENIENCES -INSURANCE	(3,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1420-0125 PUBLIC CONVENIENCES RENTAL FIN	(20,000)	-	-	-	-	-
	1714-0105 BERRIGAN HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1714-0106 BERRIGAN HALL RISK MGT	-	-	-	-	-	-
	1714-0111 BERRIGAN HALL - INSURANCE	(10,000)	(11,000)	(11,000)	(12,000)	(12,000)	(12,000)
	1714-0112 BERRIGAN HALL GRANT	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1714-0119 FIN SCHOOL OF ARTS REFURB	-	-	-	-	-	-
	1714-0122 FINLEY MEMORIAL HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1714-0123 FIN MEMORIAL HALL - INSURANCE	(16,000)	(18,000)	(17,000)	(17,000)	(17,000)	(17,000)
	1714-0124 FIN MEMORIAL HALL - GRANT	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1714-0125 TOCUMWAL HALL BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1714-0130 TOCUMWAL HALL - INSURANCE	(8,000)	(9,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1714-0142 TOCUMWAL HALL GRANT	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
	1714-0143 TOCUMWAL HALL CLUB GRANT	-	-	-	-	-	-
	1714-0145 RETREAT HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1714-0150 RETREAT HALL - INSURANCE	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1714-0160 INTEREST EXPENSE INT LOAN 395	(27,000)	(24,000)	(21,000)	(18,000)	(15,000)	(12,000)
	1714-0165 INTEREST EXPENSE EXT LOAN 405 LCLI	(23,000)	(20,000)	(18,000)	(15,000)	(13,000)	(11,000)
	1714-0167 BGN CWA HALL BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1714-0168 BGN CWA HALL - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1714-0170 PUBLIC HALLS VARIOUS	(3,000)	-	-	-	-	-
	1714-0503 BGN CWA HALL DOORS	-	-	-	-	-	-
	1714-0504 BGN MEMORIAL HALL A/C & STAGE	-	-	-	-	-	-
	1714-0505 TOC HISTORICAL AERO MUSEUM THAM DC2	(670,000)	-	-	-	-	-
	1714-0506 FIN MARY LAWSON SHED	(8,000)	-	-	-	-	-
	1714-0507 FIN SCHOOL OF ARTS FRONT ROOM	(15,000)	-	-	-	-	-
	1714-0508 TOC WAR MEMORIAL HALL UPGRADE	(23,000)	-	-	-	-	-
	1714-0509 FINLEY MUSEUM SECURITY CAMERAS	-	(5,000)	-	-	-	-
	1714-0510 FINLEY MUSEUM SOLAR PANELS	-	(6,000)	-	-	-	-
	1714-0511 FINLEY WAR MEMORIAL HALL FLOOR	-	-	-	-	-	-
	1714-0512 FINLEY SCHOOL OF ARTS FLOOR	-	-	-	-	-	-
	1714-0530 INT LOAN 395 PRINCIPAL - CURRENT	(90,000)	(92,000)	(95,000)	(98,000)	(101,000)	(104,000)
	1714-0535 EXT LCLI LOAN 405 PRINCIPAL - CURRENT	(90,000)	(92,000)	(95,000)	(97,000)	(99,000)	(101,000)
	1715-0135 TOCUMWAL RAILWAY BLDG MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1715-0137 TOC RAILWAY STATION INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)	(3,000)	(3,000)
	1715-0138 FINLEY RAILWAY BLDG MTCE	-	-	-	-	-	-
	1715-0140 COMMUNITY AMENITIES ADMIN CHAR	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)	(83,000)
	1718-0223 LANDSCAPE DESIGN BERRIGAN	-	-	-	-	-	-
	1718-0224 MASTER PLAN CREEK WALK	-	-	-	-	-	-
	1718-0226 HAYES PARK TOILETS REFURB	-	-	-	-	-	-
	1718-0227 RAILWAY PARK TOILETS	-	-	-	-	-	-
	1718-0228 FINLEY LAKE TOILETS	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1718-0229 SWING BRIDGE DECK REPAIR	-	-	-	-	-	-
	3900-2504 PUBLIC CONVENIENCES DEPCN	(33,000)	(33,000)	(34,000)	(34,000)	(34,000)	(35,000)
	6200-2504 PUBLIC HALLS DEPRECIATION	(185,000)	(187,000)	(188,000)	(190,000)	(192,000)	(194,000)
	COMMAMENCAPEX COMMUNITY AMENITIES CAPITAL EXPENDITURE	-	-	-	-	-	-
	HALLSCAPEXP PUBLIC HALLS CAPITAL EXPENDITURE	-	-	-	-	-	-
	COMMUNITY AMENITIES REVENUE	616,000	12,000	10,000	9,000	7,000	6,000
	6200-1603 BGN WAR MEMORIAL HALL COMMITTEE CONTRIB	18,000	-	-	-	-	-
	6200-1605 TOC HISTORIC AIR MUSEUM CONTRIBUTION	60,000	-	-	-	-	-
	6200-1700 LCLI LOAN INTEREST SUBSIDY FINLEY HOUSING	13,000	12,000	10,000	9,000	7,000	6,000
	6200-1750 LCLI LOAN PROCEEDS 405	-	-	-	-	-	-
	6200-1760 INTERNAL LOAN PROCEEDS	-	-	-	-	-	-
	6200-1956 TOCUMWAL MEMORIAL HALL CLUB GRANTS	-	-	-	-	-	-
	6200-1957 TOC HISTORICAL AERO MUSUEM GRANT THAM DC2	405,000	-	-	-	-	-
	6200-6104 TOC WAR MEMORIAL HALL CONTRIBUTION	-	-	-	-	-	-
	7700-1601 TOC AERODROME MUSEUM CONTRIBUTIONS THAM	120,000	-	-	-	-	-
	COMMAMENCAPINC COMMUNITY AMENITIES CAPITAL INCOME	-	-	-	-	-	-
	HALLSCAPINC PUBLIC HALLS CAPITAL INCOME	-	-	-	-	-	-
18 Total		(979,000)	(836,000)	(834,000)	(840,000)	(848,000)	(856,000)
#							
RECREATION							
	RECREATION EXPENSE	(6,415,000)	(1,054,000)	(1,107,000)	(1,081,000)	(1,093,000)	(1,105,000)
	1717-0110 BAROOGA SPORTS COMP- INSURANCE	(9,000)	(10,000)	(9,000)	(9,000)	(9,000)	(9,000)
	1717-0112 BAROOGA SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)
	1717-0113 RECREATION FACILITIES DONATION	(58,000)	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)
	1717-0120 BAROOGA SPORTS COMP BLDG MTCE	(5,000)	(5,000)	(5,000)	(6,000)	(6,000)	(6,000)
	1717-0121 BGA SPORTS COMP RISK M'MENT	-	-	-	-	-	-
	1717-0130 BERRIGAN SPORTS COMP INSURANCE	(13,000)	(14,000)	(14,000)	(15,000)	(15,000)	(15,000)
	1717-0132 BERRIGAN SPORTS COMP GRANT	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)
	1717-0140 BERRIGAN SPORTS COMP BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1717-0141 BGN SPORTS COMP RISK M'MENT	(1,000)	-	-	-	-	-
	1717-0150 FINLEY REC RESERVE - INSURANCE	(12,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	1717-0152 FINLEY REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)
	1717-0155 FIN REC RES PLAYGROUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1717-0160 FINLEY REC RESERVE BLDG MTCE	(10,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1717-0161 FIN REC RESERVE RISK M'MENT	(8,000)	-	-	-	-	-
	1717-0170 FINLEY SHOW GROUND - INSURANCE	(13,000)	(14,000)	(13,000)	(13,000)	(13,000)	(13,000)
	1717-0172 FINLEY SHOW GROUND GRANT	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)
	1717-0180 FINLEY SHOW GROUNDS BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	1717-0181 FINLEY SHOW GROUND RISK M'MENT	(8,000)	-	-	-	-	-
	1717-0191 TOC REC RESERVE - INSURANCE	(12,000)	(7,000)	(6,000)	(6,000)	(6,000)	(6,000)
	1717-0192 TOC REC RESERVE GRANT	(12,000)	(12,000)	(12,000)	(13,000)	(13,000)	(13,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
1717-0194	TOC REC RES PLAYGROUND MTCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1717-0200	TOC REC RESERVE BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1717-0201	TOC REC RESERVE RISK M'MENT	(2,000)	-	-	-	-	-
1717-0229	TOC - REC RES TOILETS RENO	-	-	-	-	-	-
1717-0230	BGN POWER UPGRADE PRMF	-	-	-	-	-	-
1717-0231	FINLEY NETBALL PRMF	-	-	-	-	-	-
1717-0232	BGA - HORSE DAY YARDS	-	-	-	-	-	-
1717-0233	BGN - PAINT OLD CHANGE-ROTUNDA	-	-	-	-	-	-
1717-0235	TOC-CRICKET NET RETAINING WALL	-	-	-	-	-	-
1717-0236	BGN - NETBALL COURTS SCCF1	-	-	-	-	-	-
1717-0237	TOC - NETBALL & CRICKET SCCF2	(9,000)	-	-	-	-	-
1717-0238	BGN - SPORTSG LIGHTING SCCF2	-	-	-	-	-	-
1717-0240	FIN - SHOWGROUND ROOF	-	-	-	-	-	-
1717-0241	FIN - REC RES AIR CON GRANT	-	-	-	-	-	-
1717-0250	REC RESERVE PLANNING ALL SITES	-	-	-	-	-	-
1717-0251	FIN SHOWGROUNDS PATHWAYS SSFP	-	-	-	-	-	-
1717-0252	BGN SPORTSGROUND TOILETS SSFP	(59,000)	-	-	-	-	-
1717-0501	BGA LED LIGHT UPGRADES SCCF3	(317,000)	-	-	-	-	-
1717-0502	BGN LED LIGHT UPGRADES SCCF3	(205,000)	-	-	-	-	-
1717-0503	FIN LED LIGHT UPGRADES SCCF3	(229,000)	-	-	-	-	-
1717-0505	TOC LED LIGHT UPGRADE LRCIP	(398,000)	-	-	-	-	-
1717-0510	BGA REC RESERVE CHANGE ROOMS	(96,000)	-	-	-	-	-
1717-0520	BERRIGAN SPORTSGROUND PAINTING	(15,000)	-	-	-	-	-
1717-0525	AMENITIES UPGRADE BGN CRIP	(50,000)	-	-	-	-	-
1717-0530	TOC NETBALL COURTS CRIP	(71,000)	-	-	-	-	-
1717-0535	TOCUMWAL CRICKET CLUB NEW ROOF	-	-	(45,000)	-	-	-
1717-0540	FIN SHOWGROUND IRRIGAT NSWSP2	(162,000)	-	-	-	-	-
1717-0545	FIN NETBALL COURTS LRCIP2	(300,000)	-	-	-	-	-
1717-0550	TOC NETBALL COURTS LRCIP2	(40,000)	-	-	-	-	-
1718-0000	PARKS & GARDENS MAINTENANCE	(383,000)	(389,000)	(395,000)	(401,000)	(407,000)	(413,000)
1718-0034	FINLEY - ENDEAVOUR ST CARPARK	-	-	-	-	-	-
1718-0050	FINLEY - LOCO DAM PARK	(5,000)	-	-	-	-	-
1718-0060	TOC CREEK WALK HONORARIUM	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
1718-0099	PARKS & GARDEN EXP SHIRE	-	-	-	-	-	-
1718-0110	TREE WORKS - BGN	(2,000)	-	-	-	-	-
1718-0111	TREE WORKS - BGA	-	-	-	-	-	-
1718-0112	TREE WORKS - TOC	(1,000)	-	-	-	-	-
1718-0113	TREE WORKS - FIN	(2,000)	-	-	-	-	-
1718-0116	MINOR PARKS GARDEN ELECTRICITY	(21,000)	(21,000)	(21,000)	(22,000)	(22,000)	(23,000)
1718-0117	MINOR PARK & GARDENS INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1718-0160	INTERNAL LOAN 389 INTEREST	(2,000)	-	-	-	-	-
1718-0185	ALEXANDER GARDEN COMPETITION	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
1718-0207	TOCUMWAL BOAT RAMP IMPROVEMENTS	-	-	-	-	-	-
1718-0215	FINLEY SKATE PARK SCCF1	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1718-0220 TOCUMWAL SKATE PARK	-	-	-	-	-	-
	1718-0225 BGA BOTANICAL GARDENS TOILETS	-	-	-	-	-	-
	1718-0230 TOC FORESHORE CONSULTANT	-	-	-	-	-	-
	1718-0231 LIONS PARK TOC CBP UPGRADE	-	-	-	-	-	-
	1718-0232 BAROOGA FORESHORE CONSULTANT	-	-	-	-	-	-
	1718-0233 FINLEY RAILWAY PARK CONSULTANT	-	-	-	-	-	-
	1718-0234 BGA FORESHORE ADVENT PARK SCCF1	-	-	-	-	-	-
	1718-0235 BGA FORESHORE PARK SCCF2	-	-	-	-	-	-
	1718-0236 FINLEY MEMORIAL PARK TOILET	-	-	-	-	-	-
	1718-0237 BGA ADVENTURE PARK DC2	(103,000)	-	-	-	-	-
	1718-0499 TOC FORESHORE SURVEYS	-	-	-	-	-	-
	1718-0500 TOC FORESHORE STAGED DEVELOP	(2,015,000)	-	-	-	-	-
	1718-0501 RUSSEL CRT OPEN SPACE	(14,000)	-	-	-	-	-
	1718-0502 RAILWAY PARK UPGRADE	(467,000)	-	-	-	-	-
	1718-0503 TOC CWA LIBRARY PARK UPGRADE	(60,000)	-	-	-	-	-
	1718-0530 INTERNAL LOAN 389 PRINCIPAL	(15,000)	-	-	-	-	-
	1718-0551 DC1 BERRIGAN HAYES PARK REFURB	-	-	-	-	-	-
	1718-0552 DC1 BERRIGAN APEX PARK REFURB	(4,000)	-	-	-	-	-
	1718-0553 TOC WAAAF CREEK WALK - ART	(115,000)	-	-	-	-	-
	1718-0554 MURRAY ST FIN OPEN SPACE PARK	(401,000)	-	-	-	-	-
	1718-0555 BERRIGAN HAYES PARK SCCF3	(61,000)	-	-	-	-	-
	1718-0556 BGA LIONS PARK UPGRADE LRCIP	(52,000)	-	-	-	-	-
	1719-0100 TOC SPLASH PARK OPERATING EXP	(30,000)	(30,000)	(31,000)	(31,000)	(32,000)	(32,000)
	6500-2500 RECREATION RESERVES PLANT & EQUIPMENT DEPCN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	6500-2502 RECREATION RESERVES OTHER STRUCTURES DEPCN	(100,000)	(101,000)	(102,000)	(103,000)	(104,000)	(105,000)
	6500-2518 RECREATION RESERVES BUILDINGS DEPCN	(281,000)	(283,000)	(286,000)	(289,000)	(292,000)	(295,000)
	6600-1606 CREEK WALK MASTERPLAN DEVELOPMENT	-	-	-	-	-	-
	6600-2500 PARKS & GARDENS DEPCN	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
	6600-2518 PARKS & GARDENS DEPCN	(73,000)	(74,000)	(74,000)	(75,000)	(76,000)	(77,000)
	PARKSCAPEXP PARKS AND RECREATION AREAS CAPITAL EXPENDITURE	-	-	-	-	-	-
	RECRESERVECAPEXP RECREATION RESERVES CAPITAL EXPENDITURE	(20,000)	-	-	-	-	-
	RECREATION REVENUE	4,200,000	201,000	1,000	1,000	1,000	1,000
	6500-1315 TOCUMWAL FOOTBALL NETBALL CLUB LEASE	1,000	1,000	1,000	1,000	1,000	1,000
	6500-1600 BGN - NETBALL CLUB CONTRIBUTION SCCF1	-	-	-	-	-	-
	6500-1949 BGA REC RESERVE PROJECT CONTRIBUTION	-	-	-	-	-	-
	6500-1951 COMMUNITY CONTRIBUTION	-	-	-	-	-	-
	6500-1955 BGN Netball Upgrade Grant - SCCF1	-	-	-	-	-	-
	6500-1956 BGN REC RES Lighting - SCCF2 GRANT	-	-	-	-	-	-
	6500-1957 TOC NETBALL & CRICKET SCCF2 GRANT	-	-	-	-	-	-
	6500-1959 LED LIGHTING UPGRADE SCCF3 GRANT	565,000	-	-	-	-	-
	6500-1963 FINLEY SHOWGROUND GRANT	10,000	-	-	-	-	-
	6500-1967 FIN RECREATION RESERVE PRMF GRANT	-	-	-	-	-	-
	6500-1968 FINLEY SHOWGROUNDS PATHWAYS GRANT	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	6500-1969 BERRIGAN SPORTSGROUND TOILET GRANT	53,000	-	-	-	-	-
	6500-1970 TOC SPORTSGROUND LED UPGRADE LRCIP	304,000	-	-	-	-	-
	6500-1971 TOCUMWAL NETBALL COURTS CRIP	71,000	-	-	-	-	-
	6500-1972 BGN SHOWGROUND AMENITIES CRIP	50,000	-	-	-	-	-
	6500-1973 FIN SHOWGROUNDS IRRIGATION NSWSP2	162,000	-	-	-	-	-
	6500-1974 FINLEY NETBALL COURTS LRCIP2	115,000	115,000	-	-	-	-
	6500-1975 TOCUMWAL NETBALL COURTS LRCIP2	15,000	15,000	-	-	-	-
	6600-1501 SECT.94 PUBLIC OPEN SPACE BAROOGA	-	-	-	-	-	-
	6600-1502 SECT.94 PUBLIC OPEN SPACE BERRIGAN	-	-	-	-	-	-
	6600-1503 SECT.94 PUBLIC OPEN SPACE FINLEY	-	-	-	-	-	-
	6600-1504 SECT.94 PUBLIC OPEN SPACE TOCUMWAL	-	-	-	-	-	-
	6600-1505 SECT 94 PUBLIC OPEN SPACE RES TRN	-	-	-	-	-	-
	6600-1601 TOC FORESHORE COMMITTEE CONTRIB	120,000	-	-	-	-	-
	6600-1602 TOC CREEK WALK CONTRIBUTION	-	-	-	-	-	-
	6600-1603 TOC FORESHORE SPINEPATH CONTRIB	-	-	-	-	-	-
	6600-1604 TOC FORESHORE LIGHTING CONTRIB	-	-	-	-	-	-
	6600-1605 TOC FORESHORE BUILDING CONTRIBUTIONS	-	-	-	-	-	-
	6600-1607 TOC COM DEV COMMITTEE CONTRIBUTION	20,000	-	-	-	-	-
	6600-1700 TOC FORESHORE LOAN PROCEEDS	1,000,000	-	-	-	-	-
	6600-1821 USER CHARGES - TOC FORESHORE RES	-	-	-	-	-	-
	6600-1950 DC1 DROUGHT COMMUNITIES PROGRAM - BGN PARKS	53,000	-	-	-	-	-
	6600-1951 CREATE NSW TOC CREEK WALK PLAN GRANT	55,000	-	-	-	-	-
	6600-1952 BAROOGA ADVENTURE PARK DC2	94,000	-	-	-	-	-
	6600-1953 BERRIGAN HAYES PARK SCCF3	61,000	-	-	-	-	-
	6600-1954 EVERYONE CAN PLAY GRANT - TOC CWA PARK	60,000	-	-	-	-	-
	6600-1963 TOC FORESHORE GRANT	1,103,000	-	-	-	-	-
	6600-1964 LIONS PARK CBP UPGRADE	-	-	-	-	-	-
	6600-1965 Skatepark - FIN Grant SCCF1	-	-	-	-	-	-
	6600-1966 BGA Foreshore Playground - SCCF1	-	-	-	-	-	-
	6600-1967 BGA Foreshore Playground - SCCF2	-	-	-	-	-	-
	6600-1968 BGA LIONS PARK IMPROVEMENT LRCIP	50,000	-	-	-	-	-
	6600-1969 FIN MURRAY STREET O/SPACE PARK LRCIP	231,000	-	-	-	-	-
	PARKSCAPINC PARKS AND RECREATION AREAS CAPITAL INCOME	-	-	-	-	-	-
	RECRESERVECAPINC RECREATION RESERVES CAPITAL INCOME	7,000	-	-	-	-	-
	6500-1601 FIN NETBALL COURTS CONTRIBUTION	-	70,000	-	-	-	-
19 Total		(2,215,000)	(853,000)	(1,106,000)	(1,080,000)	(1,092,000)	(1,104,000)
#							
SWIMMING POOL							
	SWIMMING POOL EXPENSE	(473,000)	(425,000)	(429,000)	(376,000)	(377,000)	(381,000)
	1716-0100 SPORTIES HEALTH & FITNESS CONT	(45,000)	(55,000)	(55,000)	-	-	-
	1716-0105 SWIMMING POOL GRANTS - BGN	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
	1716-0107 SWIMMING POOL GRANTS - FIN	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)	(36,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1716-0109 SWIMMING POOL GRANTS - TOC	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
	1716-0114 BERRIGAN POOL LIFEGUARDS PAYS	(28,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	1716-0115 BER SWIMMING POOL OPERATE EXP.	(28,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1716-0116 BER SWIMMING POOL INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1716-0117 FIN SWIMMING POOL OPERATE EXP.	(28,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
	1716-0118 FINLEY POOL LIFEGUARDS PAYS	(37,000)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
	1716-0119 TOC SWIMMING POOL OPERATE EXP.	(18,000)	(18,000)	(19,000)	(19,000)	(19,000)	(20,000)
	1716-0120 FIN SWIMMING POOL INSURANCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	1716-0121 TOCUMWAL POOL LIFEGUARDS PAYS	(28,000)	(29,000)	(30,000)	(31,000)	(31,000)	(32,000)
	1716-0122 POOL LIFEGUARD UNIFORMS/ROSTER	(4,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1716-0123 TOC POOL INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1716-0135 SWIMMING POOL BLDG MTCE - BGN	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1716-0137 SWIMMING POOL BLDG MTCE - FINL	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1716-0139 SWIMMING POOL BLDG MTCE - TOCU	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	1716-0150 SWIMMING POOLS - RISK M'MENT	(1,000)	-	-	-	-	-
	1716-0155 POOL WATER TREATMENT EXPENSES	(49,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
	1716-0156 SUPERVISOR SALARY	(5,000)	(7,000)	(8,000)	(9,000)	(9,000)	(10,000)
	1716-0505 SWIMMING POOL CAPITAL - BERRIG	-	-	-	-	-	-
	1716-0506 BGN - SWIMMING POOL SCCF2	-	-	-	-	-	-
	1716-0510 SWIMMING POOL CAPITAL - FINLEY	-	-	-	-	-	-
	1716-0515 SWIMMING POOL CAPITAL - TOCUMWAL	-	-	-	-	-	-
	1716-0520 BGN - PRMF Grant Expenditure	-	-	-	-	-	-
	1716-0550 DC1 FINLEY SWIMMING POOL UPGRADE	(1,000)	-	-	-	-	-
	6400-2500 SWIMMING POOL OTHER STRUCUTURES DEPCN	(69,000)	(70,000)	(71,000)	(71,000)	(72,000)	(73,000)
	6400-2504 SWIMMING POOL BUILDINGS DEPCN	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
	POOLCAPEXP SWIMMING POOLS CAPITAL EXPENDITURE	-	-	-	-	-	-
	SWIMMING POOL REVENUE	193,000	85,000	85,000	85,000	85,000	85,000
	6400-1615 Berrigan Pool Committee Contribution	-	-	-	-	-	-
	6400-1828 USER CHARGES - SWIMMING POOLS	76,000	25,000	25,000	25,000	25,000	25,000
	6400-1829 RECOVERIES FOR LIFEGUARDS	85,000	60,000	60,000	60,000	60,000	60,000
	6400-1950 DC1 DROUGHT COMMUNITIES PROGRAM - FIN POOL	32,000	-	-	-	-	-
	6400-1951 BGN POOL PRMF GRANT	-	-	-	-	-	-
	6400-1952 BGN Swimming Pool - SCCF2	-	-	-	-	-	-
	POOLCAPINC SWIMMING POOLS CAPITAL INCOME	-	-	-	-	-	-
19.1 Total		(280,000)	(340,000)	(344,000)	(291,000)	(292,000)	(296,000)
#							
	QUARRIES & PITS						
	QUARRIES & PITS EXPENSE	(96,000)	(97,000)	(99,000)	(100,000)	(102,000)	(103,000)
	1812-0105 PINE LODGE PIT OPERATING EXPEN	(92,000)	(93,000)	(95,000)	(96,000)	(98,000)	(99,000)
	6920-2505 QUARRIES & PIT REMEDIATION - DEPCN	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	6920-2508 QUARRIES - DEPCN	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	QUARRIES & PITS REVENUE	96,000	97,000	99,000	100,000	102,000	103,000
	6920-1500 PINE LODGE PIT REVENUE	95,000	97,000	99,000	100,000	102,000	103,000
	6920-1505 PINE LODGE PIT REVENUE CONTRA	1,000	-	-	-	-	-
	6920-1510 OTHER GRAVEL PITS REVENUE	-	-	-	-	-	-
	20 Total	-	-	-	-	-	-
#							
	SHIRE ROADS						
	SHIRE ROADS EXPENSE	(12,137,000)	(10,153,000)	(8,922,000)	(8,976,000)	(9,086,000)	(9,336,000)
	0011-0000 RURAL SEALED ROADS - MAINTENANCE	(423,000)	(430,000)	(436,000)	(443,000)	(449,000)	(456,000)
	0013-0000 RURAL UNSEALED ROADS - MAINTENANCE	(603,000)	(612,000)	(621,000)	(631,000)	(640,000)	(650,000)
	0021-0000 OTHER URBAN SEALED ROADS - MAINTENANCE	(721,000)	(731,000)	(742,000)	(754,000)	(765,000)	(776,000)
	0023-0000 OTHER URBAN UNSEALED ROADS - MAINTENANCE	(46,000)	(46,000)	(47,000)	(48,000)	(48,000)	(49,000)
	1414-0105 STREET & GUTTER CLEANING	(177,000)	(179,000)	(182,000)	(185,000)	(187,000)	(190,000)
	1414-0110 RUBBISH COLLECTION BEACH AREAS	(35,000)	(36,000)	(36,000)	(37,000)	(38,000)	(38,000)
	1905-0100 TOWN ENTRY - BAROOGA	-	-	-	-	-	-
	1905-0200 TOWN ENTRY - BERRIGAN	(15,000)	-	-	-	-	-
	1905-0300 TOWN ENTRY - FINLEY	-	-	-	-	-	-
	1905-0400 TOWN ENTRY - TOCUMWAL	-	-	-	-	-	-
	1905-0500 UNGROUPED TOWN ENTRY WORKS	-	(50,000)	(50,000)	(50,000)	-	-
	1905-0807 COREE STREET UPGRADE DSPF	(112,000)	-	-	-	-	-
	1910-0187 RESEAL BRUCE BIRREL DR TOC	-	-	-	-	-	-
	1910-0244 RESEAL FRANKS RD BGA	-	-	-	-	-	-
	1910-0316 RESEAL DENISON ST FIN	-	-	-	-	-	-
	1910-0338 RESEAL MURRAY ST	-	-	-	-	-	-
	1910-0357 R/S McALLISTER ST 216-679	(6,000)	-	-	-	-	-
	1910-0364 RESEAL HILL ST TOC 0- 70	-	-	-	-	-	-
	1910-0365 RESEAL HILL ST TOC 70-392	-	-	-	-	-	-
	1910-0366 RESEAL HILL ST TOC 392-492	-	-	-	-	-	-
	1910-0576 RESEAL BROWNE ST TOC	-	-	-	-	-	-
	1910-0601 RESEAL AMAROO AVENUE BGA	(8,000)	-	-	-	-	-
	1910-0603 RESEAL BANKER ST 00-262	(16,000)	-	-	-	-	-
	1910-0604 RESEAL BARINYA ST 392-839	(12,000)	-	-	-	-	-
	1910-0617 RESEAL MCFARLAND ST 00-452	(15,000)	-	-	-	-	-
	1910-0619 RESEAL SNELL RD - BURKIN/MR550	-	-	-	-	-	-
	1910-0623 RESEAL WIRUNA ST - BGA	-	-	-	-	-	-
	1910-0632 RESEAL HUGHES ST - BGA	-	-	-	-	-	-
	1910-0633 RESEAL NANGUNIA ST BGA	-	-	-	-	-	-
	1910-0635 RESEAL VICTORIA AVE - BGA	-	-	-	-	-	-
	1910-0702 RESEAL BAROOGA ST BGN	-	-	-	-	-	-
	1910-0705 RESEAL COBRAM ST BGN	-	-	-	-	-	-
	1910-0708 RESEAL DAVIS ST	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1910-0711 RESEAL DROHAN ST BGN	-	-	-	-	-	-
	1910-0712 RESEAL DRUMMOND ST BGN 00-265	-	-	-	-	-	-
	1910-0713 RESEAL FLYNN ST - STAFFORD/DRO	-	-	-	-	-	-
	1910-0716 RESEAL HAYES ST - STAFFORD/DRO	-	-	-	-	-	-
	1910-0718 RESEAL HORSFALL ST 00-277	(5,000)	-	-	-	-	-
	1910-0723 RESEAL MITCHELL ST BGN	-	-	-	-	-	-
	1910-0724 RESEAL MOMALONG ST BGN	-	-	-	-	-	-
	1910-0728 RESEAL STAFFORD ST BGN 00-270	-	-	-	-	-	-
	1910-0750 RESEAL CHANTER ST BGN PARKLANE	-	-	-	-	-	-
	1910-0805 RESEAL BURTON ST FIN	(4,000)	-	-	-	-	-
	1910-0809 RESEAL DENISON ST FIN 466-1409	(14,000)	-	-	-	-	-
	1910-0810 RESEAL DENISON ST FIN 1409-161	(10,000)	-	-	-	-	-
	1910-0813 RESEAL FINLEY ST FINLEY	-	-	-	-	-	-
	1910-0821 RESEAL MCALLISTER ST FIN	(5,000)	-	-	-	-	-
	1910-0822 RESEAL MURRAY ST FIN PARKLANES	(2,000)	-	-	-	-	-
	1910-0823 RESEAL MURRAY ST - WELLS/SCHOU	(15,000)	-	-	-	-	-
	1910-0825 RESEAL OBSORNE ST - HOWE/FINLE	-	-	-	-	-	-
	1910-0827 RESEAL TOCUMWAL ST FINLEY	-	-	-	-	-	-
	1910-0828 RESEAL TONGS ST FINLEY	-	-	-	-	-	-
	1910-0829 RESEAL TOWNSEND ST HOWE/FINLEY	-	-	-	-	-	-
	1910-0833 RESEAL WELLS ST FINLEY	-	-	-	-	-	-
	1910-0836 RESEAL WOLLAMAI ST HOWE-MURRAY	(30,000)	-	-	-	-	-
	1910-0838 RESEAL OSBOURNE - BAROOGA ST	-	-	-	-	-	-
	1910-0839 RESEAL TUPPAL ST	-	-	-	-	-	-
	1910-0857 RESEAL ULUPNA ST FIN 411-452	-	-	-	-	-	-
	1910-0907 RESEAL BEASLEY CRT TOC	-	-	-	-	-	-
	1910-0911 RESEAL BROWN ST TOC 00-102	-	-	-	-	-	-
	1910-0917 RESEAL DENILQUIN ST TOC	(11,000)	-	-	-	-	-
	1910-0924 RESEAL HANNAH ST TOC	-	-	-	-	-	-
	1910-0925 RESEAL HENNESSY ST TOC	-	-	-	-	-	-
	1910-0937 RESEAL MURRAY ST TOC	-	-	-	-	-	-
	1911-0009 RESEAL COLDWELLS RD - HILL/BAR	-	-	-	-	-	-
	1911-0010 RESEAL COLDWELLS RD 3621-MR363	(30,000)	-	-	-	-	-
	1911-0022 RESEAL SEPPELTS RD	(32,000)	-	-	-	-	-
	1911-0046 RESEAL HUTSONS RD - ALL	(20,000)	-	-	-	-	-
	1911-0071 RESEAL SULLIVANS RD 2660-5873	-	-	-	-	-	-
	1911-0092 RESEAL PINEY RD 2386 TO WOOLSH	(33,000)	-	-	-	-	-
	1911-0111 RESEAL SOUTH COREE RD -1832STH	-	-	-	-	-	-
	1911-0115 RESEAL BROOCKMANNS RD	-	-	-	-	-	-
	1911-0125 RACECOURSE RD TOC -552 TO NEWEL	(18,000)	-	-	-	-	-
	1911-0126 RACECOURSE RD TOC - MCCULLOUCHS	(30,000)	-	-	-	-	-
	1911-0158 RESEAL DALES RD - TONGS TO BRO	(52,000)	-	-	-	-	-
	1911-0180 RESEAL LOGIE BRAE RD	-	-	-	-	-	-
	1911-0209 RESEAL BURMA RD 00-1.3	(34,000)	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1911-0218 RESEAL WOOLSHED RD 17950-18059	-	-	-	-	-	-
	1911-0221 RACEOURSE RD BGN-1080 TO COBR	(22,000)	-	-	-	-	-
	1911-0223 RESEAL DRAYTONS RD - 1.24W/YAR	-	-	-	-	-	-
	1911-0224 RESEAL DRAYTONS RD - 2.61 WEST	-	-	-	-	-	-
	1911-0308 RESEAL MELROSE RD 4950-7250	-	-	-	-	-	-
	1911-0619 RESEAL SNELL RD 00-1299	-	-	-	-	-	-
	1912-0003 RESHEET ENNAL RD	-	-	-	-	-	-
	1912-0004 RESHEET LAFFAYS RD	-	-	-	-	-	-
	1912-0018 RESHEET WILTONS ROAD 2.4-5.7	(99,000)	-	-	-	-	-
	1912-0021 RESHEET STOCK ROUTE ROAD	-	-	-	-	-	-
	1912-0039 RESHEET CLEARVIEWS RD	-	-	-	-	-	-
	1912-0041 RESHEET STONEBRINK ROAD	(20,000)	-	-	-	-	-
	1912-0051 RESHEET SHANDS RD	-	-	-	-	-	-
	1912-0059 RESHEET LAWLORS RD-THORNT/1.6E	-	-	-	-	-	-
	1912-0063 RESHEET MICKLES ROAD	(99,000)	-	-	-	-	-
	1912-0100 RESHEET SANDHILLS RD-PINEY/BOX	(10,000)	-	-	-	-	-
	1912-0107 RESHEET WAVERLY ROAD	(2,000)	-	-	-	-	-
	1912-0121 FIRE BREAKS - RURAL UNSEALED R	(18,000)	-	-	-	-	-
	1912-0136 RESHEET MIECHELS RD SH17 - 3.1	(78,000)	-	-	-	-	-
	1912-0137 RESHEET CANALLA RD	(41,000)	-	-	-	-	-
	1912-0138 RESHEET HAYFIELDS RD	-	-	-	-	-	-
	1912-0144 RESHEET HOGANS RD	(33,000)	-	-	-	-	-
	1912-0156 RESHEET ALEXANDERS ROAD	(46,000)	-	-	-	-	-
	1912-0160 RESHEET MEMBREYS RD	(22,000)	-	-	-	-	-
	1912-0167 RESHEET WINTERS ROAD	-	-	-	-	-	-
	1912-0181 RESHEET BURKES RD-PLUMPT/LAWLO	-	-	-	-	-	-
	1912-0211 RESHEET KILMARNOCK RD	-	-	-	-	-	-
	1912-0214 RESHEET SPRING ROAD	-	-	-	-	-	-
	1912-0216 RESHEET LOWER RIVER ROAD	(6,000)	-	-	-	-	-
	1912-0714 RESHEET GREGGERYS ROAD	-	-	-	-	-	-
	1913-0553 LANE 961 - BRUTON ST BAROOGA	(60,000)	-	-	-	-	-
	1913-0619 SNELL RD - ARRAMAGONG TO MCKIN	(5,000)	-	-	-	-	-
	1913-0620 SNELL RD - KAMAROOKA TO CHOMLE	(80,000)	-	-	-	-	-
	1913-0807 COREE ST - MEDIAN STRIPS DSPF	(495,000)	-	-	-	-	-
	1913-0808 DAWE AVENUE - FULL LENGTH	(150,000)	-	-	-	-	-
	1913-0820 DENISON ST - WOLLAMAI TO WARMATTA	-	-	-	-	-	-
	1913-0845 MCALLISTER ST - HEADFORD TO OSB	(57,000)	-	-	-	-	-
	1913-0856 DC1 SCOULLAR STREET - EXTENSIO	(16,000)	-	-	-	-	-
	1913-0905 BAROOGA ST TOC - MURRAY TO MOR	(95,000)	-	-	-	-	-
	1913-0912 BRUTON STREET TOCUMWAL	-	-	-	-	-	-
	1913-0915 COBRAM ST TOCUMWAL RECONSTRUCT	(40,000)	-	-	-	-	-
	1913-0924 HANNAH ST - CALAWAY TO END	(5,000)	-	-	-	-	-
	1913-0931 JERILDERIE ST NTH - BRUTON ST	(10,000)	-	-	-	-	-
	1913-0932 JERSEY ST - CHANTER - TUPPAL BBRF3	(197,000)	-	-	-	-	-

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GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1913-0934 TOWN BEACH RD - TOC	-	-	-	-	-	-
	1914-0001 YARRAWONGA RD 2.1-4.5KM	(170,000)	-	-	-	-	-
	1914-0059 LAWLORS RD BGN HEAVY PATCHING	(70,000)	-	-	-	-	-
	1914-0062 CROSBIES RD 0.1/2.7	(50,000)	-	-	-	-	-
	1914-0077 BUSHFILEDS RD 00-5KM	-	-	-	-	-	-
	1914-0090 BARNES RD-MAXWELL TO STH COREE	(5,000)	-	-	-	-	-
	1914-0094 MELROSE RD 9637/10653	(342,000)	-	-	-	-	-
	1914-0095 PEPPERTREE RD 3.5/4.2	(61,000)	-	-	-	-	-
	1914-0110 WOOLSHED RD 2.4/2.9 & 3.5/4.8	-	-	-	-	-	-
	1914-0112 MAXWELLS RD - LARKINS/RIV HWAY	(1,000)	-	-	-	-	-
	1914-0115 BROOCKMANNS RD (FLR)	(1,040,000)	-	-	-	-	-
	1914-0216 LOWER RIVER RD CAUSEWAYS	(100,000)	-	-	-	-	-
	1914-0316 YARRAWONGA RD 00 to 2676	(329,000)	-	-	-	-	-
	1914-0317 YARRAWONGA RD 20607-22607	(60,000)	-	-	-	-	-
	1914-0577 THORBURNS RD - MR550 TO MARION	-	-	-	-	-	-
	1914-0588 LOWER RIVER RD	-	-	-	-	-	-
	1914-0589 SILO RD - TUPPAL RD TO SH17	-	-	-	-	-	-
	1914-0590 TUPPAL RD - LEVEE SECT	-	-	-	-	-	-
	1914-0591 WOOLSHED RD 65M STH CARRUTHERS	-	-	-	-	-	-
	1914-0592 YARRAWONGA RD 23608-23710	(5,000)	-	-	-	-	-
	1914-0595 CROSBIES RD 4.4-5.7	-	-	-	-	-	-
	1914-0599 PEPPERTREE RD - WOOLSHED RD	(17,000)	-	-	-	-	-
	1914-0600 STRATHVALE RD - MR356-MR564	-	-	-	-	-	-
	1914-0601 WOOLSHED RD 2819-4789	-	-	-	-	-	-
	1915-0176 RURAL ADDRESSING EXPENSE	(1,000)	-	-	-	-	-
	1915-0513 CLEARZONES - ROADSIDE HAZARD	(49,000)	-	-	-	-	-
	1916-0105 K&G MTCE & REPAIRS	(59,000)	(67,000)	(67,000)	(17,000)	(17,000)	(18,000)
	1916-0500 KERB & GUTTER UPLIFT LRCIP2	(355,000)	-	-	-	-	-
	1916-0600 SNELL RD - ARRAMOGONG TO MCKIN	(12,000)	-	-	-	-	-
	1916-0601 SNELL RD - KAMAROOKA TO CHOMLE	(63,000)	-	-	-	-	-
	1916-0602 DAWE AVENUE FULL LENGTH	(50,000)	-	-	-	-	-
	1916-0603 BAROOGA ST TOC - MURRAY TO MOR	(60,000)	-	-	-	-	-
	1916-0671 HUSTONS RD TOC	-	-	-	-	-	-
	1916-0807 COREE STREET UPGRADE DSPF	(170,000)	-	-	-	-	-
	1916-0822 MURRAY ST - HEADFORD TO OSBORNE (TP)	-	-	-	-	-	-
	1916-0838 TOC TOWN ENTRIES - DEAN ST	-	-	-	-	-	-
	1916-0846 DENISON ST - WOLLAMAI- WARMATT	(3,000)	-	-	-	-	-
	1916-0850 BRUTON ST - EXISTING/BRUCE BIR	-	-	-	-	-	-
	1916-0851 BRUTON ST - LANE 961/PARKES ST	-	-	-	-	-	-
	1916-0852 JERIDERIE ST NTH - BRUTON ST	(23,000)	-	-	-	-	-
	1916-0853 HANNAH ST - CALAWAY TO EXISTIN	(22,000)	-	-	-	-	-
	1916-0932 JERSEY ST CHANTER - TUPPAL BBRF3	(55,000)	-	-	-	-	-
	1917-0105 FOOTPATH MTCE & REPAIRS	(16,000)	(16,000)	(16,000)	(17,000)	(17,000)	(17,000)
	1917-0517 STREET FURNITURE - VARIOUS	(1,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1917-0541 NEW FOOTPATHS - VARIOUS LOCATIONS	(1,000)	-	-	-	-	-
	1917-0554 FOOTPATH PROVISION OF PRAM CRO	-	-	-	-	-	-
	1917-0600 TOC GOLF CLUB PATH LRCIP	(75,000)	-	-	-	-	-
	1917-0601 BGA LAWSON DRIVE PATH LRCIP	(78,000)	-	-	-	-	-
	1917-0602 BAROOGA TO COBRAM PATH LRCIP	(140,000)	-	-	-	-	-
	1917-0609 COLLIE ST BGA TO LAWSON DRIVE	-	-	-	-	-	-
	1917-0664 MURRAY ST HEADFORD TO OSBOURNE	(24,000)	-	-	-	-	-
	1917-0667 LAWSON DR BGA	(40,000)	-	-	-	-	-
	1917-0668 NANGUNIA ST BGA	(5,000)	-	-	-	-	-
	1917-0673 WALKING TRACK - QUICKS RD	-	-	-	-	-	-
	1917-0674 TOCUMWAL WALKING PATH SCCF1	(1,000)	-	-	-	-	-
	1917-0676 TONGS WALKING TRACK - FIN	(9,000)	-	-	-	-	-
	1917-0678 RACECOURSE RD BGN WALKING TRAC	(50,000)	-	-	-	-	-
	1917-0679 DAWE AVE FINLEY	(40,000)	-	-	-	-	-
	1917-0680 DONALDSON ST FIN - DAWE/SCHOUL	(13,000)	-	-	-	-	-
	1917-0681 SCHOULLAR ST FIN	(7,000)	-	-	-	-	-
	1917-0682 FINLEY ST BGN DETENTION BASIN	(20,000)	-	-	-	-	-
	1917-0683 COREE STREET MCNAMARA-TONGS	(48,000)	-	-	-	-	-
	1917-0684 TONGS ST WALKING TRACK	(20,000)	-	-	-	-	-
	1917-0685 JERILDERIE STREET NORTH	(60,000)	-	-	-	-	-
	1917-0807 COREE ST FINLEY TONGS-MCNAMARA DSPF	(99,000)	-	-	-	-	-
	1917-0910 BRIDGE ST TOCUMWAL	-	-	-	-	-	-
	1918-0105 STREET LIGHTING - Operations	(82,000)	(84,000)	(85,000)	(87,000)	(89,000)	(91,000)
	1918-0106 STREET LIGHTING - ELECTRICITY	(154,000)	(157,000)	(120,000)	(123,000)	(126,000)	(130,000)
	1918-0110 BULK LAMP REPLACEMENT PROGRAM	-	(514,000)	-	-	-	-
	1918-0515 STREET LIGHTING IN TOWNS	(19,000)	-	-	-	-	-
	1919-0105 ROADS & INFRASTRUCTURE ADMIN C	(1,018,000)	(1,018,000)	(1,018,000)	(1,018,000)	(1,018,000)	(1,018,000)
	1922-0105 BUS SHELTERS ROUTINE MTCE & RE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	7060-2510 DEPCN - URBAN ROADS SEALED	(432,000)	(436,000)	(440,000)	(445,000)	(449,000)	(454,000)
	7070-2510 DEPCN - URBAN ROADS UNSEALED	-	-	-	-	-	-
	7100-2510 DEPCN - RURAL SEALED ROADS	(1,364,000)	(1,377,000)	(1,391,000)	(1,405,000)	(1,419,000)	(1,433,000)
	7100-2610 DEPCN - RURAL BRIDGES	(31,000)	(31,000)	(32,000)	(32,000)	(32,000)	(33,000)
	7150-2510 DEPCN - REGIONAL ROADS	(464,000)	(468,000)	(473,000)	(478,000)	(482,000)	(487,000)
	7150-2610 DEPCN - REGIONAL BRIDGES	(63,000)	(64,000)	(64,000)	(65,000)	(66,000)	(66,000)
	7150-2620 DEPCN - CULVERTS	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(21,000)
	7200-2510 DEPCN - RURAL UNSEALED ROADS	-	-	-	-	-	-
	7300-2510 KERB & GUTTER DEPCN	(175,000)	(176,000)	(178,000)	(180,000)	(182,000)	(183,000)
	7500-2510 FOOTPATH DEPCN	(68,000)	(69,000)	(70,000)	(70,000)	(71,000)	(72,000)
	FOOTPATHSCAPEXP FOOTPATHS CAPITAL EXPENDITURE	-	(135,000)	(136,000)	(120,000)	(109,000)	(126,000)
	K&GCAPEXP KERB & GUTTER CAPITAL EXPENDITURE	-	(244,000)	(293,000)	(162,000)	(400,000)	(230,000)
	RURALCONSCAPEXP RURAL SEALED CONSTRUCTION CAPITAL EXPENDITURE	-	(1,468,000)	(663,000)	(978,000)	(525,000)	(1,147,000)
	RURALSEALEDCAPEXP RURAL SEALED RESEALS CAPITAL EXPENDITURE	-	(514,000)	(693,000)	(709,000)	(577,000)	(684,000)
	RURALUNSEALEDCAPEXP RURAL UNSEALED RESHEET CAPITAL EXPENDITURE	-	(518,000)	(452,000)	(440,000)	(462,000)	(459,000)
	TOWNSCAPECAPEXP TOWNSCAPE WORKS CAPITAL EXPENDITURE	-	(50,000)	(50,000)	(50,000)	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	URBANCONSCAPEXP URBAN ROADS CONSTRUCTION CAPITAL EXPENDITURE	-	(268,000)	(314,000)	(196,000)	(575,000)	(280,000)
	URBANRESEALCAPEXP URBAN RESEALS CAPITAL EXPENDITURE	-	(308,000)	(166,000)	(149,000)	(256,000)	(161,000)
	1917-0932 JERSEY ST PRECINCT - Footpath BBRF3	(86,000)	-	-	-	-	-
	1918-0160 LIGHTING INTEREST ON LED INTLOAN	-	(11,000)	(10,000)	(9,000)	(8,000)	(7,000)
	1918-0530 LIGHTING PRINCIPAL ON LED INTLOAN	-	(50,000)	(51,000)	(52,000)	(53,000)	(54,000)
	SHIRE ROADS REVENUE	4,892,000	3,928,000	2,697,000	2,611,000	2,654,000	2,707,000
	7060-1615 DEVELOPER CONTRIBUTION - ASSETS	-	-	-	-	-	-
	7060-1807 COREE STREET UPGRADE DSPF	583,000	-	-	-	-	-
	7060-1950 DC1 DROUGHT COMMUNITIES PROGRAM - Scollour St	15,000	-	-	-	-	-
	7060-1951 JERSEY STREET PRECINCT BBRF3	159,000	-	-	-	-	-
	7100-1500 RURAL ADDRESSING INCOME	1,000	-	-	-	-	-
	7100-1550 ROADS SUNDRY INCOME	-	-	-	-	-	-
	7100-1950 RURAL LOCAL ROADS GRANT (RLR) (FAG)	773,000	1,484,000	1,514,000	1,544,000	1,575,000	1,607,000
	7100-1951 R2R ROADS TO RECOVERY GRANT	1,316,000	987,000	987,000	987,000	987,000	987,000
	7100-1953 RFS HAZARD REDUCTION GRANT	11,000	11,000	11,000	11,000	11,000	11,000
	7100-1954 RMS DISASTER RECOVERY FUNDING - FLOOD DAMAGE	-	-	-	-	-	-
	7100-1955 LGSA GRANT - ROADSIDE VEGETATION	-	-	-	-	-	-
	7100-1956 Connected Corridor Project Funding	-	-	-	-	-	-
	7100-1957 Fixing Country Roads Grant	-	-	-	-	-	-
	7100-1958 RMS SAFER ROADS PROGRAM	-	-	-	-	-	-
	7100-1959 FIXING LOCAL ROADS GRANT	988,000	615,000	-	-	-	-
	7150-1950 RAMROC Weed Control Funding	-	-	-	-	-	-
	7300-1600 KERB & GUTTER REFUND	-	-	-	-	-	-
	7300-1601 K&G BUCHANANS RD - WIRUNA TO HUGHES	-	-	-	-	-	-
	7300-1650 K&G KELLY ST - CHARLOTTE TO EMILY	-	-	-	-	-	-
	7300-1663 K&G Buchanans Rd -Gunnamara - Wiruna	-	-	-	-	-	-
	7300-1664 K&G - Tuppal St Roundabout to Bridge	-	-	-	-	-	-
	7300-1666 K & G DRUMMOND ST RAILWAY TO DROHAN	-	-	-	-	-	-
	7300-1668 K & G Jerilderie St - Horsfall to Na	-	-	-	-	-	-
	7300-1669 K & G Jerilderie St - Nangunia to Or	-	-	-	-	-	-
	7300-1670 K& G Jersey St	20,000	-	-	-	-	-
	7300-1671 K&G JERILDERIE ST HORSFALL TO ORR	-	-	-	-	-	-
	7300-1672 K&G CHANTER ST TOC	-	-	-	-	-	-
	7300-1673 K&G DEAN ST TOC	-	-	-	-	-	-
	7300-1675 K&G Bruton St - end kerb/Bruce Birre	-	-	-	-	-	-
	7300-1676 K&G Bruton St - Lane961 to Parkes St	-	-	-	-	-	-
	7300-1677 K&G Hannah St - Calaway to existing	-	-	-	-	-	-
	7300-1678 K&G Snell Rd - Arramagong to McKinley	35,000	-	-	-	-	-
	7300-1679 K&G Snell Rd - Kamarooka to Chomley	2,000	-	-	-	-	-
	7300-1680 K&G Dawe Avenue Finley	7,000	-	-	-	-	-
	7300-1681 K&G Barooga St TOC - Murray to Morris	12,000	-	-	-	-	-
	7300-1807 K&G COREE STREET UPGRADE DSPF	170,000	-	-	-	-	-
	7300-1950 BUILDING BETTER REGIONS JERSEY BBRF3	28,000	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	7300-1951 K&G - RMS Funding	-	-	-	-	-	-
	7300-1952 KERB & GUTTER UPLIFT LRCIP2	178,000	178,000	-	-	-	-
	7500-1657 F/PATH MURRAY ST-BRUTON TO MURRAY HA	-	-	-	-	-	-
	7500-1658 F/PATH LAWSON DR	-	-	-	-	-	-
	7500-1660 F/PATH NANGUNIA ST BGA	-	-	-	-	-	-
	7500-1661 F/PATH CARTER ST BGN	-	-	-	-	-	-
	7500-1662 F/PATH COREE ST FIN	-	-	-	-	-	-
	7500-1663 F/PATH TONGS ST BGA COREE TO MURRAY	-	-	-	-	-	-
	7500-1807 FOOTPATH COREE STREET UPGRADE DSPF	97,000	-	-	-	-	-
	7500-1844 Footpath Barooga St Murray - Morris	-	-	-	-	-	-
	7500-1845 Footpath Jerilderie St Momalong - PO	-	-	-	-	-	-
	7500-1846 Footpath Corcoran Sth to Drummond	-	-	-	-	-	-
	7500-1848 Footpath Int Drummond Chanter St	-	-	-	-	-	-
	7500-1852 Footpath Tuppal St Murray to Tocumwa	-	-	-	-	-	-
	7500-1854 Footpath Takari St Nangunia Snell Rd	-	-	-	-	-	-
	7500-1855 Walking Cycling Track	-	-	-	-	-	-
	7500-1857 Footpath Buchanans Rd Hughes to Laws	-	-	-	-	-	-
	7500-1860 Footpath Bruton St end to Anthony Av	-	-	-	-	-	-
	7500-1861 Footpath Hennesy St Charlotte to Han	-	-	-	-	-	-
	7500-1862 Footpath Jersey St Chanter to Tuppal	-	-	-	-	-	-
	7500-1863 Footpath Cobram St Berrigan	-	-	-	-	-	-
	7500-1864 Footpath Dawe Ave Finley	-	-	-	-	-	-
	7500-1865 Footpath Donaldson St Finley	-	-	-	-	-	-
	7500-1866 Footpath Schoullar St Finley	-	-	-	-	-	-
	7500-1867 Footpath Coree St FIN Mcnamara - Tongs	23,000	-	-	-	-	-
	7500-1868 Footpath Jerilderie Street North TOC	25,000	-	-	-	-	-
	7500-1869 Footpath Dawe Avenue Finley	6,000	-	-	-	-	-
	7500-1950 FOOTPATHS - RTA FUNDING PAMP	-	-	-	-	-	-
	7500-1951 Footpath Grant Incomce - SCCF1	-	-	-	-	-	-
	7500-1952 BUILDING BETTER REGIONS JERSEY BBRF3	43,000	-	-	-	-	-
	7500-1953 TOC GOLF CLUB PATH LRCIP	75,000	-	-	-	-	-
	7500-1954 BGA LAWSON DRIVE PATH LRCIP	78,000	-	-	-	-	-
	7500-1955 BAROOGA TO COBRAM PATH LRCIP	140,000	-	-	-	-	-
	7780-1950 RTA - BUS BAY GRANT REVENUE	-	-	-	-	-	-
	7780-1952 DEPT TRANSPORT CPTIGS BUS STOP GRANT	-	-	-	-	-	-
	7900-1950 STREET LIGHTING SUBSIDY	107,000	46,000	46,000	46,000	46,000	46,000
	FOOTPATHSCAPINC FOOTPATHS CAPITAL INCOME	-	35,000	32,000	16,000	7,000	8,000
	K&GCAPINC KERB & GUTTER CAPITAL INCOME	-	22,000	107,000	7,000	28,000	48,000
	RURALCONSCAPINC RURAL SEALED CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-
	RURALSEALEDAPINC RURAL SEALED RESEALS CAPITAL INCOME	-	-	-	-	-	-
	RURALUNSEALEDAPINC RURAL UNSEALED RESHEET CAPITAL INCOME	-	-	-	-	-	-
	TOWNSCAPECAPINC TOWNSCAPE WORKS CAPITAL INCOME	-	-	-	-	-	-
	URBANCONSCAPINC URBAN ROADS CONSTRUCTION CAPITAL INCOME	-	-	-	-	-	-
	URBANRESEALCAPINC URBAN RESEALS CAPITAL INCOME	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	7900-1700 INTERNAL LOAN LED PROCEEDS	-	550,000	-	-	-	-
21 Total		(7,245,000)	(6,225,000)	(6,225,000)	(6,365,000)	(6,432,000)	(6,629,000)
#							
AERODROMES							
AERODROMES EXPENSE		(508,000)	(140,000)	(142,000)	(143,000)	(145,000)	(146,000)
1920-0115	BGN AERODROME GROUNDS MTCE	(6,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1920-0170	TOC AERODROME OPERATING EXPENS	(67,000)	(75,000)	(76,000)	(77,000)	(78,000)	(79,000)
1920-0171	TOC AERODROME - INSURANCE	(1,000)	-	-	-	-	-
1920-0172	LIBERATOR INSURANCE	-	-	-	-	-	-
1920-0175	TOC AERODROME BLDG MTCE	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
1920-0184	TOC AERO RUNWAY 18-36 HEAVY PA	(40,000)	-	-	-	-	-
1920-0187	TOC AERO PERIMETER AND TAXIWAY	-	-	-	-	-	-
1920-0190	AERODROME SUBDIVISION WORKS	(1,000)	-	-	-	-	-
1920-0200	AERODROME ADMIN CHARGES	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)	(26,000)
1920-0500	TOC AERODROME SECURITY FENCE	(253,000)	-	-	-	-	-
1920-0501	TOC AERODROME TERMINAL TOILETS	(30,000)	-	-	-	-	-
7700-2026	AERODROME TRANSFER TO RESERVE	(50,000)	-	-	-	-	-
7700-2500	AERODROME EQUIPMENT DEPCN	-	-	-	-	-	-
7700-2504	AERODROME BLDG DEPCN	(9,000)	(9,000)	(10,000)	(10,000)	(10,000)	(10,000)
7700-2510	AERODROME RUNWAY DEPCN	(22,000)	(22,000)	(22,000)	(22,000)	(23,000)	(23,000)
7700-2520	AERODROME LAND IMPROVEMENTS DEPCN	-	-	-	-	-	-
AERODROMECAPEXP AERODROME CAPITAL WORKS EXPENDITURE		-	-	-	-	-	-
AERODROMES REVENUE		251,000	26,000	26,000	26,000	26,000	26,000
7700-1500	AERODROME SUNDRY INCOME TOC	14,000	1,000	1,000	1,000	1,000	1,000
7700-1502	AERODROME USER FEES INCOME	27,000	25,000	25,000	25,000	25,000	25,000
7700-1600	AERODROME MBFC CONTRIBUTION	-	-	-	-	-	-
7700-1827	AERODROME - SALE OF LAND	54,000	-	-	-	-	-
7700-1828	AERODROME - SALE OF LAND (MARGIN)	30,000	-	-	-	-	-
7700-1829	AERODROME - GST MARGIN REFUND	-	-	-	-	-	-
7700-1926	AERODROME TRANSFER FROM RESERVE	-	-	-	-	-	-
7700-1951	AERODROME CAPITAL GRANT	-	-	-	-	-	-
7700-1952	TOC AERODROME SECURITY FENCE RAPI	126,000	-	-	-	-	-
AERODROMEAPINC AERODROME CAPITAL WORKS INCOME		-	-	-	-	-	-
22 Total		(257,000)	(114,000)	(116,000)	(117,000)	(119,000)	(120,000)
#							
CAR PARKING							
CAR PARKING EXPENSE		(1,086,000)	(28,000)	(8,000)	(8,000)	(8,000)	(7,000)
1924-0500	BGN APEX PARK CARPARK LRCIP2	(200,000)	-	-	-	-	-
7750-2504	PARKING AREAS - DEPRECIATION EXPENSE	(8,000)	(8,000)	(8,000)	(8,000)	(8,000)	(7,000)

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GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	1924-0510 LAND ACQUISITIONS TOCUMWAL	(818,000)	-	-	-	-	-
	1924-0511 TOC CAR PARK DEMOLITION WORKS	(60,000)	-	-	-	-	-
	1924-0512 TOC CAR PARK PRECINCT PLAN	-	(20,000)	-	-	-	-
	CAR PARKING REVENUE	103,000	100,000	-	-	-	-
	7750-1501 SECT.94 CONTRIB CAR PARK BAROOGA	-	-	-	-	-	-
	7750-1502 SECT.94 CONTRIB CAR PARK BERRIGAN	-	-	-	-	-	-
	7750-1503 SECT.94 CONTRIB CAR PARK FINLEY	3,000	-	-	-	-	-
	7750-1504 SECT. 94 CONTRIB CAR PARK TOCUMWAL	-	-	-	-	-	-
	7750-1951 APEX PARK CARPARK LRCIP2	100,000	100,000	-	-	-	-
22.1 Total		(983,000)	72,000	(8,000)	(8,000)	(8,000)	(7,000)
#							
RMS							
	RMS EXPENSE	(1,226,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
	0015-0226 MR226 NANGUNIA ST & HUGHES ST	(6,000)	-	-	-	-	-
	0015-0356 MR356 BERRIGAN - OAKLANDS RD	(94,000)	-	-	-	-	-
	0015-0363 MR363 BERRIGAN - BAROOGA RD	(107,000)	-	-	-	-	-
	0015-0550 MR550 TOCUMWAL - MULWALA RD	(76,000)	-	-	-	-	-
	0015-0564 MR564 BERRIGAN - JERILDERIE RD	(16,000)	-	-	-	-	-
	0015-0999 RTA MR BLOCK GRANT BUDGET ONLY	(427,000)	-	-	-	-	-
	1956-1000 RTA REGIONAL ROAD REPAIR BUDGET	-	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)	(1,215,000)
	1956-1012 MR550 REHAB/WIDEN 80.226 - 81.22	-	-	-	-	-	-
	1956-1019 MR564 4047-4714	-	-	-	-	-	-
	1956-1020 MR363 REHAB WIDEN 10504-11454	-	-	-	-	-	-
	1956-1021 MR564 REHAB 12.25-14.48	-	-	-	-	-	-
	1956-1017 MR363 REHAB 8.937-9.93	-	-	-	-	-	-
	1956-1022 MR363 REHAB 0.0-2.0	(500,000)	-	-	-	-	-
	RMS REVENUE	1,226,000	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
	7810-1950 RMS - M&I PROGRAM - BLOCK GRANT	1,040,000	-	-	-	-	-
	7830-1950 RMS REHABILITATION WORKS FUNDING	186,000	-	-	-	-	-
	RMSCAPINCOME - PART 7810-1950 BLOCK GRANT	-	1,215,000	1,215,000	1,215,000	1,215,000	1,215,000
23 Total		-	-	-	-	-	-
#							
CARAVAN PARKS							
	CARAVAN PARKS EXPENSE	(24,000)	(18,000)	(18,000)	(18,000)	(18,000)	(19,000)
	2011-0105 TOC CARAVAN PARK OPERATING EXP	(6,000)	-	-	-	-	-
	2011-0108 TOC CARAVAN PARK INSURANCE EXP	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(4,000)
	2011-0120 BGN CARAVAN PARK OPERATING EXP	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	2011-0125 BGN CARAVAN PARK - INSURANCE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	2011-0126 BGN CARAVAN PARK DONATIONS EXP	-	-	-	-	-	-
	2011-0135 BGN CARAVAN PARK BLDG MTCE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	2011-0500 BGN -CARAVAN PARK RESEAL ROADS	-	-	-	-	-	-
	2011-0501 BGN - CARAVAN PARK AMENTITIES	-	-	-	-	-	-
	8200-2504 CARAVAN PARK DEPCN	(10,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	CARAVANCAPEXP CARAVAN CAPITAL EXPENSE	-	-	-	-	-	-
	CARAVAN PARKS REVENUE	38,000	35,000	35,000	35,000	35,000	35,000
	8200-1890 TOC CARAVAN PARK LEASE	38,000	35,000	35,000	35,000	35,000	35,000
	8200-1895 BGN CARAVAN PARK LEASE	-	-	-	-	-	-
24 Total		14,000	17,000	17,000	17,000	17,000	16,000
#							
TOURISM & AREA PROMOTION							
	TOURISM & AREA PROMOTION EXPENSE	(186,000)	(175,000)	(101,000)	(101,000)	(101,000)	(102,000)
	2012-0120 TOC TOURISM INFO OPERATING EXP	-	-	-	-	-	-
	2012-0122 TOC TOURISM INFO BLDG MTCE	-	-	-	-	-	-
	2012-0124 TOC TOURISM INFO - INSURANCE	-	-	-	-	-	-
	2012-0130 GRIFFITH & LEETON MARKETING CAMPAIGN	-	(75,000)	-	-	-	-
	2012-0196 TOURISM STRATEGIC PLAN	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
	2012-0197 REGIONAL TOURISM CONTRIBUTION - MRTB	(15,000)	(15,000)	(16,000)	(16,000)	(16,000)	(17,000)
	2012-0198 TOURISM INITIATIVES	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)	(11,000)
	2012-0199 TOURISM ADMIN CHARGES	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
	2012-0200 TOURISM EVENTS GRANTS	(5,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	2012-0210 FINLEY CBD REFURBISHMENT DC2	(59,000)	-	-	-	-	-
	2012-0220 BERRIGAN CBD REFURBISHMENT DC2	(16,000)	-	-	-	-	-
	2012-0250 EVENT MARKETING TOOLS	(5,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	2012-0251 SPORTS EVENT PROGRAM	-	-	-	-	-	-
	2012-0300 TOC TOURISM INFO CENTRE	(12,000)	-	-	-	-	-
	8300-2026 TOURISM EVENTS TRANSFER TO RESERVE	-	-	-	-	-	-
	8300-2504 TOURISM INFO DEPCN	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
	TOURISMCAPEXP TOURISM CAPITAL EXPENDITURE	-	-	-	-	-	-
	TOURISM & AREA PROMOTION REVENUE	164,000	-	-	-	-	-
	8300-1653 TOWN CBD REFURBISHMENT CONTRIBUTIONS	9,000	-	-	-	-	-
	8300-1655 GRIFFITH & LEETON MARKETING CAMPAIGN	5,000	-	-	-	-	-
	8300-1890 TOC TOURISM INFO - RENT	-	-	-	-	-	-
	8300-1926 TOURISM EVENTS TRANSFER FROM RESERVE	-	-	-	-	-	-
	8300-1952 TOWN CBD REFURBISHMENTS DC2	150,000	-	-	-	-	-
	8350-1500 TOC INFO CENTRE INCOME	-	-	-	-	-	-
	8350-1501 TOC INFO CNTR GST FREE INCOME	-	-	-	-	-	-
	TOURISMCAPINC TOURISM CAPITAL INCOME	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
25	Total	(22,000)	(175,000)	(101,000)	(101,000)	(101,000)	(102,000)
#							
BUSINESS DEVELOPMENT							
BUSINESS DEVELOPMENT EXPENSE		(1,899,000)	(513,000)	(532,000)	(531,000)	(551,000)	(551,000)
1213-0108	FRUIT FLY MITIGATION STRATEGY	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
2013-0122	MURRAY DARLING BASIN SPEAK UP	(2,000)	-	-	-	-	-
2013-0123	SMALL BUSINESS WEEK	-	-	-	-	-	-
2013-0125	SOUTHERN RIVERINA IRRIGATORS	(10,000)	-	-	-	-	-
2013-0150	ECONOMIC BENEFIT ASSESMENT	-	-	-	-	-	-
2013-0205	ECONOMIC DEVELOPMENT OFFICER	(144,000)	(127,000)	(131,000)	(135,000)	(139,000)	(143,000)
2013-0208	EDO - TRAVEL COSTS	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
2013-0210	ECONOMIC DEVEL. STAFF TRAINING/CONFERENCES	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2013-0220	ECON DEV. WEBSITE SUBSCRIPTION ID DATA	(24,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
2013-0240	ECON. DEV. OFFICER OFFICE EXPENSES	(1,000)	-	-	-	-	-
2013-0241	ECON. DEV. OFFICER - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
2013-0932	JERSEY ST PRECINCT - Electrics BBRF3	(298,000)	-	-	-	-	-
2015-0105	INDUSTRIAL & BUSINESS DEVELOPMENT	(25,000)	(25,000)	(26,000)	(26,000)	(26,000)	(27,000)
2015-0106	STUDENT ACCOMMODATION SPONSORSHIP	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
2015-0107	CONTRIBUTION TO RAMROC	(17,000)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
2015-0108	TAFE BOOK SCHOLORSHIP	(2,000)	-	-	-	-	-
2015-0165	BUSINESS & ENVIRONMENT AWARDS	(19,000)	(20,000)	(20,000)	(21,000)	(21,000)	(22,000)
2015-0180	BUSINESS DEVELOPMENT ADMIN CHA	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)
2015-0181	NSW RURAL DOCTORS NETWORK BURS	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
2015-0185	NSW SMALL BUSINESS MONTH GRANT	(1,000)	-	-	-	-	-
2015-0188	REGIONAL CAREERS FORUM	(15,000)	(7,000)	(7,000)	(7,000)	(7,000)	(7,000)
2015-0189	COBRAM & DIS FOODBANK DONATION	(10,000)	-	(10,000)	-	(10,000)	-
2015-0200	FIN GOLF CLUB IRRIGATION DC2	(202,000)	-	-	-	-	-
2015-0205	BGN BOWLS MACHINERY SHED DC2	(45,000)	-	-	-	-	-
2015-0210	BGN AGED CARE GENERATOR DC2	(63,000)	-	-	-	-	-
2015-0529	FIN SUBDIVISION - LEWIS CR	(719,000)	-	-	-	-	-
2016-0120	RISK MANAGEMENT - TRAINING	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
2016-0205	RISK MANAGEMENT - SALARIES	(155,000)	(150,000)	(154,000)	(158,000)	(163,000)	(167,000)
2016-0241	RISK MANAGEMENT - TELEPHONE	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
2016-0242	RISK MANAGEMENT - VEHICLE	(21,000)	(22,000)	(22,000)	(22,000)	(23,000)	(23,000)
8400-2027	ECONOMIC DEVELOPMENT TRANSFER TO RESERVE	-	-	-	-	-	-
BUSINESS DEVELOPMENT REVENUE		1,707,000	32,000	84,000	84,000	84,000	85,000
8400-1503	FHS-CAREERS FORUM REVENUE	-	-	-	-	-	-
8400-1505	BUSINESS & ENVIRONMENT AWARD DONATION	2,000	2,000	2,000	2,000	2,000	2,000
8400-1506	BUSINESS & ENVIRONMENT AWARD INCOME	5,000	5,000	5,000	5,000	5,000	6,000
8400-1507	TOCUMWAL INTER-MODEL CONTRIBUTIONS	-	-	-	-	-	-
8400-1508	BUSINESS DEVELOPMENT WORKSHOP	-	-	-	-	-	-
8400-1927	ECONOMIC DEVELOPMENT TRANSFER FROM RESERVE	1,288,000	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	8400-1950 BUILDING BETTER REGIONS JERSEY GRANT BBRF	89,000	-	-	-	-	-
	8400-1951 NSW SMALL BUSINESS MONTH GRANT	2,000	-	-	-	-	-
	8400-1952 BUSINESS DEVELOPMENT DC2	321,000	-	-	-	-	-
	8400-1826 TOC FORESHORE RESTAURANT RENT	-	-	52,000	52,000	52,000	52,000
	8400-1827 THAM TOC HIST AERODROME MUSEUM RENT	-	25,000	25,000	25,000	25,000	25,000
	26 Total	(192,000)	(481,000)	(448,000)	(447,000)	(467,000)	(466,000)
#							
	BENDIGO BANK						
	BENDIGO BANK EXPENSE	(53,000)	(54,000)	(55,000)	(56,000)	(57,000)	(59,000)
	2017-0120 BENDIGO BANK AGENCY TRAINING	-	-	-	-	-	-
	2017-0205 BENDIGO BANK AGENCY	(53,000)	(54,000)	(55,000)	(56,000)	(57,000)	(59,000)
	BENDIGO BANK REVENUE	71,000	64,000	64,000	65,000	66,000	67,000
	8850-1330 BENDIGO BANK AGENCY COMMISSIONS	71,000	64,000	64,000	65,000	66,000	67,000
	8850-1800 BENDIGO BANK SUNDRY INCOME	-	-	-	-	-	-
	26.1 Total	18,000	10,000	9,000	9,000	9,000	8,000
#							
	SALEYARDS						
	SALEYARDS EXPENSE	(1,195,000)	(120,000)	(120,000)	(121,000)	(122,000)	(124,000)
	2014-0115 SALEYARD OTHER OPERATING EXPEN	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	2014-0120 SALEYARD EQUIP MTCE	-	-	-	-	-	-
	2014-0122 SALEYARD - INSURANCE	(11,000)	(12,000)	(11,000)	(11,000)	(11,000)	(12,000)
	2014-0130 SALEYARD BLDG MTCE	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	2014-0145 SALEYARD ADMIN CHARGES	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
	2014-0500 SALEYARDS FACILITY UPGRADE	(1,078,000)	-	-	-	-	-
	2014-0538 PUMP REPLACEMENT	(5,000)	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
	8600-2026 SALEYARDS TRANSFER TO RESERVE	-	-	-	-	-	-
	8600-2502 SALEYARD OFFICE EQUIP DEPCN	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	8600-2504 SALEYARD DEPCN	(93,000)	(94,000)	(95,000)	(96,000)	(97,000)	(98,000)
	SALEYARDCAPEXP SALEYARDS CAPITAL EXPENDITURE	-	-	-	-	-	-
	SALEYARDS REVENUE	377,000	106,000	107,000	108,000	109,000	110,000
	8600-1826 FINLEY SALEYARDS RENTAL INCOME	-	10,000	10,000	10,000	10,000	10,000
	8600-1926 SALEYARD TRANSFER FROM RESERVE	-	-	-	-	-	-
	8600-1950 FINLEY SALEYARDS HVSP	282,000	-	-	-	-	-
	8600-4310 SALEYARD DEPCN CONTRA	95,000	96,000	97,000	98,000	99,000	100,000
	SALEYARDCAPINC SALEYARDS CAPITAL INCOME	-	-	-	-	-	-
	27 Total	(818,000)	(14,000)	(13,000)	(13,000)	(13,000)	(14,000)

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
GRAND TOTAL		554,000	175,000	43,000	59,000	15,000	(56,000)
0							
#							
REAL ESTATE DEVELOPMENT							
REAL ESTATE DEVELOPMENT EXPENSE		(4,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
1200-2026	WORKS TRANSFER TO RESERVE	-	-	-	-	-	-
2015-0140	REAL ESTATE DEVELOPMENT- LEGAL	-	-	-	-	-	-
2015-0141	COMMERCIAL LAND - AGENTS FEES	-	-	-	-	-	-
2015-0145	REAL ESTATE DEVELOPMENT - RATE	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
BUSINESSDEVCAPEXP	BUSINESS DEVELOPMENT CAPITAL WORKS EXPENDITURE	-	-	-	-	-	-
REAL ESTATE DEVELOPMENT REVENUE		16,000	17,000	17,000	18,000	18,000	19,000
1200-1926	WORKS TRANSFER FROM RESERVE	-	-	-	-	-	-
8710-1200	REAL ESTATE - GAIN ON DISPOSAL	-	-	-	-	-	-
8710-1826	RENTAL - OTHER REAL ESTATE INC. GST	16,000	17,000	17,000	18,000	18,000	19,000
8710-1895	COMMERCIAL - NEWELL HWAY TOC DISPOSAL	-	-	-	-	-	-
8720-1701	LCLI LOAN 392 INTEREST SUBSIDY	-	-	-	-	-	-
8720-1750	LCLI EXT LOAN 392 PROCEEDS	-	-	-	-	-	-
8720-1894	FINLEY ST SUBDIVISION - DISPOSAL	-	-	-	-	-	-
8720-1895	FINLEY ST SUBDIVISION - RATE ADJUST.	-	-	-	-	-	-
8720-1926	REAL ESTATE DEVT - TFR TO RESERVE	-	-	-	-	-	-
8720-3800	INVENTORY - HELD FOR SALE	-	-	-	-	-	-
8720-3800	TOC HIGHWAY BLOCK DISPOSAL PROCEEDS	-	-	-	-	-	-
BUSINESSDEVCAPIINC	BUSINESS DEVELOPMENT CAPITAL WORKS INCOME	-	-	-	-	-	-
28 Total		12,000	12,000	12,000	13,000	13,000	14,000
#							
PRIVATE WORKS							
PRIVATE WORKS EXPENSE		(99,000)	(55,000)	(57,000)	(58,000)	(59,000)	(61,000)
2019-0155	WRITE OFF BAD DEBTS - P/WORKS	(3,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
2020-0000	S/DR TECH SERV (BUDGET)	(87,000)	(43,000)	(44,000)	(44,000)	(45,000)	(46,000)
2030-0000	S/DR - CORP SERV (BUDGET)	(9,000)	(10,000)	(11,000)	(12,000)	(12,000)	(13,000)
PRIVATE WORKS REVENUE		101,000	60,000	61,000	62,000	63,000	65,000
8900-1501	PRIVATE WORKS TECH SERVICES INCOME	58,000	49,000	50,000	51,000	52,000	54,000
8900-1504	PRIVATE WORKS INCOME - SIGNS	-	-	-	-	-	-
8900-1505	PRIVATE WORKS TECH SERVICES GST FREE	35,000	3,000	3,000	3,000	3,000	3,000
8900-1511	PRIVATE WORKS CORP SERVICES INCOME	7,000	7,000	7,000	7,000	7,000	7,000
8900-1515	PRIVATE WORKS CORP SERVICES GST FREE	1,000	1,000	1,000	1,000	1,000	1,000
8990-1530	PRIVATE WORKS RIVERINA GROUP CONF	-	-	-	-	-	-
29 Total		2,000	5,000	4,000	4,000	4,000	4,000
#							
RATE							

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
0							
	RATE REVENUE	5,424,000	5,480,000	5,593,000	5,705,000	5,822,000	5,939,000
	9100-1000 ORDINARY RATES - FARMLAND	1,959,000	2,022,000	2,063,000	2,104,000	2,146,000	2,189,000
	9100-1001 ORDINARY RATES - RESIDENTIAL RURAL	375,000	377,000	385,000	392,000	400,000	408,000
	9100-1002 ORDINARY RATES - RESIDENTIAL BGA	597,000	600,000	612,000	624,000	637,000	649,000
	9100-1003 ORDINARY RATES - RESIDENTIAL BGN	350,000	362,000	369,000	376,000	384,000	392,000
	9100-1004 ORDINARY RATES - RESIDENTIAL FIN	710,000	734,000	749,000	764,000	779,000	795,000
	9100-1005 ORDINARY RATES - RESIDENTIAL TOC	832,000	812,000	829,000	845,000	862,000	879,000
	9100-1006 ORDINARY RATES - BUSINESS BGA	96,000	102,000	104,000	106,000	108,000	110,000
	9100-1007 ORDINARY RATES - BUSINESS BGN	81,000	83,000	85,000	86,000	88,000	90,000
	9100-1008 ORDINARY RATES - BUSINESS FIN	216,000	173,000	176,000	180,000	184,000	187,000
	9100-1009 ORDINARY RATES - BUSINESS TOC	199,000	207,000	211,000	215,000	219,000	224,000
	9100-1010 ORDINARY RATES - RESIDENTIAL	48,000	57,000	58,000	60,000	61,000	62,000
	9100-1080 LESS ORDINARY RATES WRITTEN OFF	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(6,000)
	9100-1082 LESS ORDINARY RATES D/DEBT EXPENSE	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
	9100-1083 LESS:FARMLAND RATE CAPPING WRITE OFF	-	-	-	-	-	-
	9100-1085 LESS SMALL BALANCES WRITTEN OFF	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
	9100-1095 LESS ORDINARY RATE PENSION REBATE	(175,000)	(186,000)	(186,000)	(186,000)	(186,000)	(186,000)
	9100-1500 INTEREST EXTRA CHARGES ON RATES	42,000	43,000	44,000	45,000	46,000	47,000
	9300-1950 ORDINARY RATES PENSION SUBSIDY	102,000	102,000	102,000	102,000	102,000	102,000
	30 Total	5,424,000	5,480,000	5,593,000	5,705,000	5,822,000	5,939,000
#							
	FINANCIAL ASSISTANCE GRANT						
	FINANCIAL ASSISTANCE GRANT	1,703,000	3,605,000	3,677,000	3,751,000	3,826,000	3,902,000
	9200-1950 FINANCAL ASSISTANCE GRANT (FAG)	1,703,000	3,605,000	3,677,000	3,751,000	3,826,000	3,902,000
	31 Total	1,703,000	3,605,000	3,677,000	3,751,000	3,826,000	3,902,000
#							
	INTEREST ON INVESTMENTS						
	INTEREST ON INVESTMENTS	346,000	345,000	350,000	350,000	350,000	350,000
	9400-1840 INTEREST - AT CALL ACCOUNT	-	-	-	-	-	-
	9400-1842 INTEREST - TERM DEPOSITS	330,000	345,000	350,000	350,000	350,000	350,000
	9400-1843 INTEREST - OTHER	16,000	-	-	-	-	-
	32 Total	346,000	345,000	350,000	350,000	350,000	350,000
#							
	DEPRECIATION CONTRA						
	DEPRECIATION CONTRA	3,909,000	3,944,000	3,983,000	4,024,000	4,062,000	4,104,000
	DEPNCONTRA ACCUMULATED DEPCN GL/JC CONTRA A/C	3,909,000	3,944,000	3,983,000	4,024,000	4,062,000	4,104,000
	EIDPCNCONTRA EI DEPRECIATION CONTRA	-	-	-	-	-	-
	HACCDEPNCONTRA HACC DEPRECIATION CONTRA	-	-	-	-	-	-

FL	Job / GL and Description	REVISED MAR 20- 21 BUDGET	2021/22 REVISED BUDGET FORECAST	2022/23 REVISED BUDGET FORECAST	2023/24 REVISED BUDGET FORECAST	2024/25 REVISED BUDGET FORECAST	2025/26 REVISED BUDGET FORECAST
	GRAND TOTAL	554,000	175,000	43,000	59,000	15,000	(56,000)
	0						
	33 Total	3,909,000	3,944,000	3,983,000	4,024,000	4,062,000	4,104,000
	#						
	BALANCE BROUGHT FORWARD						
	BALANCE BROUGHT FORWARD	5,912,000	554,000	175,000	43,000	59,000	15,000
	BALANCE BROUGHT FORWARD	5,912,000	554,000	175,000	43,000	59,000	15,000
	99 Total	5,912,000	554,000	175,000	43,000	59,000	15,000
	#						
	WORKING CAPITAL CONTRA						
	WORKING CAPITAL CONTRA REVENUE	1,000,000	-	-	-	-	-
	DEFICITCONTRA DEFICIT WORKING CAPITAL CONTRA	1,000,000	-	-	-	-	-
	34 Total	1,000,000	-	-	-	-	-
	#						
	BIOSECURITY						
	BIOSECURITY EXPENSE	(249,000)	(192,000)	(192,000)	(192,000)	(192,000)	(192,000)
	1214-0100 EXCLUDE PREVENT INVASIVE SPECIES	(90,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
	1214-0105 CONTRIB CENTRAL MURRAY COUNTY	-	-	-	-	-	-
	1214-0195 NOXIOUS PLANTS INSURANCE	(1,000)	-	-	-	-	-
	1214-0200 ERRADICATE CONTAIN INVASIVE SPECIES	(1,000)	-	-	-	-	-
	1214-0300 Reduce Impact Invasive Species	(139,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
	1214-0400 Capacity Building	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
	1214-0600 Noxious Weeds Depot Finley	(1,000)	-	-	-	-	-
	2010-0001 P/W - MURRAY RIVER COUNCIL	-	-	-	-	-	-
	2010-0002 P/W - EDWARD RIVER COUNCIL	-	-	-	-	-	-
	2010-0003 P/W - LLS KHAKI WEED PROGRAM	-	-	-	-	-	-
	2010-0004 P/W - YACTAC NOXIOUS WEEDS	-	-	-	-	-	-
	2010-0005 P/W - BUSHLANDS ON THE MURRAY	-	-	-	-	-	-
	2010-0000 S/DR NOXIOUS WEEDS	-	-	-	-	-	-
	BIOSECURITY REVENUE	124,000	62,000	62,000	62,000	62,000	62,000
	2800-1500 WEEDS ACTION PLAN GRANT	124,000	62,000	62,000	62,000	62,000	62,000
	8900-1521 Private Works Noxious Weeds Income	-	-	-	-	-	-
	8900-1525 Private Works Noxious Weeds GST Free	-	-	-	-	-	-
	10.1 Total	(125,000)	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
	Grand Total	554,000	175,000	43,000	59,000	15,000	(56,000)

2021-22 SPORTS TOURISM PROGRAM

BERRIGAN SHIRE BUDGET PROPOSAL June 2021

Appendix 3.1-F



In October 2017, Cobram Barooga Business and Tourism launched our Sports Events Strategy.

The aim of that strategy was to support economic development and tourism through growing Sports Events in the Cobram Barooga region. Focusing on leveraging events to increase accommodation bookings, retail, food and beverage and tourism businesses.

At that time, we were not undertaking any activity in this space.

Our target was that by the fourth year, 2021-22 we would be hosting, supporting or facilitating 10 events and bringing more than \$3m into our local economy.

And here we are, now about to enter our fourth year, with an almost fully written off COVID year in there and we have attracted 9 major events, that will bring around 3,000 people to our region, staying for around 44 days and generating \$3.12m in economic activity.

As we pointed out at the time of introducing our strategy, the events industry, while beneficial, is competitive, with most event owners recognising the value of their events and most regions understanding this too and being more than happy to contribute reasonable amounts to attract and secure major events.

We are quite unique here in Cobram Barooga. Often a program like this would be the domain of bigger areas, or regional cities and ran by local government, certainly not pulled together by a small volunteer committee. We think we are punching well above our weight. For example, in their draft 2021-22 budget:

- Wangaratta identifies \$375,000 for attractions and events
0.54% of their Budgeted Operating Expenditure of \$68,918,000
- Greater Shepparton \$2.1m
1.47% of their Budgeted Operating Expenditure of \$142,670,000
- Griffith City Council \$269,000
0.59% of their Budgeted Operating Expenditure of \$45,673,501

Our volunteer committee is committed to working for a more a liveable Cobram Barooga, and broader Berrigan Shire Region, but we need Council's support and partnership if we are to maintain this proven, measurable program.

This year it will cost \$115,000 to deliver our events program.

Previously, Council has kindly supported our programs as well as other excellent events and activities in the municipality.

Many of the events will be delivered in the Berrigan Shire and we know at various times we will have visitors staying in other towns. The cricket for example will be played in Barooga, Berrigan, Tocumwal and Finley.

Following (and attached) is a detailed account of the committed 2021-22 Program including the estimated economic impact created with support of Council's Economic Development Team using the id.Community Program. Based on this, we estimate the Total impact on the Berrigan economy (focussing on events in Berrigan Shire) to be around \$1.4m

To assist us in delivering this years program we are seeking Council support via funding of \$20,000. This represents 0.09% of Councils Draft Budget Operational Expenditure of \$21,381,570

CBBT are requesting \$60,000 from the Moira Shire, the higher amount reflecting the higher cost and profile of the Volleyball. This represents around 0.12% of Moira's Draft Budget Operational Expenditure of \$48,586,000.

With this support, CBBT is confident it can generate the balance of the program through other sponsors and partners.

With the support of our key partners, including Council we can deliver a strong and sustainable program, benefiting our regional community, for many years to come.

Regards

Nicky Goldsworthy

Chair

Cobram Barooga Business and Tourism

.idcommunity | demographic resources

The following event impact assessments are based on an average domestic daily visitor spend of \$151 per person. The figure is supplied by Murray Regional Tourism.

The summaries have used competitor numbers and assumed entourage. There is no assessment of spectator numbers.

The model does not assess the impact/benefit of television coverage for the region.

.id delivers online economic profiles to councils across Australia. These are delivered in public websites, branded [economy.id](#), for anyone to access. The sites bring together economic data from multiple sources to tell the story of a local economy and how it is changing. This information is designed to be used by council staff, local businesses, investors, community groups, students and the general public.

You can be confident about the quality of the information in the economic profiles as it is derived from official sources, includes the most robust economic modeling and is analysed and presented by experts. Each data source is maintained with the latest series so you can be sure you are using the most up to date information.

Click on the links below to access local economic data in its most compelling form including Gross Regional Product, local jobs, local businesses, employment, unemployment, population, building approvals, industry structure, journey to work and much more.

	Output	Value Added	Total
Vic Uni	332,072	123,223	455,295
Beach Volleyball	415,366	160,914	576,280
Moira Sub Total	747,438	284,137	1,031,575
Legends Darts	447,021	165,877	612,898
Vic Country Golf	64,424	24,958	89,382
Murray River Junior Masters Golf	149,023	57,732	206,755
GA Womens Championships	198,359	76,845	275,204
Berrigan Sub Total	858,827	325,412	1,184,239
NSWPSSA Cricket	284,823	110,341	395,164
Tri-State Games	415,366	160,914	576,280
Both Councils - Sub Total	700,189	271,255	971,444
2021-22 Events Program Total	2,306,454	880,804	3,187,258

Berrigan (Berrigan and 25% Both)	1,033,874	393,226	1,427,100
Moira (Moira and 75% Both)	1,272,580	487,578	1,760,158



VIC UNIVERSITY MIXED ULTIMATE GAMES

- 23rd – 26th October 2021
- Participants 130
- Accompanying 130
- **Total Visitors 260**
- Days 7
- Venue Apex Park - Cobram
- Direct Impact \$236,235
- Total Output \$455,000
- Event Cost Estimate \$6,500

NSW PSSA GIRLS CRICKET CHAMPIONSHIPS

- 11rd – 14th October 2021
- Participants 210
- Accompanying 210
- **Total Visitors 420**
- Days 4
- Venue Various
- Direct Impact \$202,944
- Total Output \$395,164
- Event Cost Estimate \$2,500

Played at ovals across Berrigan and Moira

LEGENDS DARTS CHAMPIONSHIPS

- 23rd – 30th October 2021
- Participants 250
- Accompanying 100
- **Total Visitors 350**
- Days 7
- Venue Bridges Barooga
- Direct Impact \$318,009
- Total Output \$612,898
- Event Cost Estimate \$5,000

TRI STATE GAMES

• 7th – 12 th November 2021	
• Participants	250
• Accompanying	100
• Total Visitors	350
• Days	7
• Venue	Various
• Direct Impact	\$295,960
• Total Output	\$576,280
• Event Cost Estimate	\$20,000

Events at Yarrawonga Pool, Cobram Stadium, Apex Park and Show Grounds and Barooga Recreation Reserve with functions in Barooga

AUSTRALIAN BEACH VOLLEYBALL TOUR

• 4th – 9th February 2022	
• Participants	150
• Accompanying	100
• Total Visitors	350
• Days	7
• Venue	Thompsons Beach
• Direct Impact	\$295,960
• Total Output	\$576,280
• Event Cost Estimate	\$70,000

Live Broadcast SBS and On Demand. Livestream matches average over 1,000 views, High Social media engagement



VICTORIAN COUNTRY GOLF CHAMPIONSHIPS

• TBC – May 2022	
• Participants	100
• Accompanying	90
• Total	190
• Days	2
• Venue	CBGC
• Direct Impact	\$45,904
• Total Output	\$89,382
• Event Cost Estimate	\$5,000

MURRAY RIVER JUNIOR MASTERS

- TBC – June-July 2022
- Participants 150
- Accompanying 143
- **Total Visitors 293**
- Days 3
- Venue CBGC
- Direct Impact \$106,183
- Total Output \$206,755
- Event Cost Estimate \$5,000



GOLF AUSTRALIA VIC WOMENS GETAWAY

- TBC – June-July 2022
- Participants 200
- Accompanying 190
- **Total Visitors 390**
- Days 3
- Venue CBGC
- Direct Impact \$141,336
- Total Output \$275,204
- Event Cost Estimate \$5,000



Operational Plan 2020/2021
Quarterly Review
June 2021

Contents






Reading this report	4
1: Sustainable Natural and Built Landscapes	6
1.1: Support sustainable use of our natural resources and built landscapes	6
1.1.1: Coordinate strategic land-use planning	6
1.1.2: Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework	7
1.1.3: Enhance the visual amenity, heritage and liveability of our communities	7
1.2: Retain the diversity and preserve the health of our natural landscapes and wildlife	9
1.2.1: Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife	9
1.3: Connect and protect our communities	10
1.3.1: Coordinate flood levee, Council road network and stormwater asset management and planning.....	10
1.3.2: Manage landfill, recycling and waste disposal	11
2: Good Government	12
2.1: Berrigan Shire 2027 objectives and strategic actions facilitate effective governance by Council of Council operations and reporting.....	12
2.1.1: Council operations, partnerships and coordination of resources contribute toward implementation of Berrigan Shire 2027	12
2.1.2: Meet legislative requirements for Council elections, local government, and integrated planning and reporting.....	13
2.1.3: Council operations and financial management support ethical, transparent and accountable corporate governance	14
2.2: Strengthen strategic relationships and partnerships with community, business and government	17
2.2.1: Participate in networks that promote regional and cross-border collaboration, planning and service delivery.....	17
3: Supported and Engaged Communities	18
3.1: Create safe, friendly and accessible communities	18
3.1.1: Build communities that are home to more families and young people	18
3.1.2: Facilitate all age healthy lifestyles and ageing in place	19
3.1.3: Strengthen the inclusiveness and accessibility of our community	20
3.1.4: Coordinate and facilitate the delivery of potable water, public health and safety services	21
3.2: Support community engagement through life-long learning, culture and recreation	22
3.2.1: Provide opportunities for life-long learning, cultural expression and recreation.....	22
3.2.2: Facilitate and partner with local communities in the development of township plans	25
4: Diverse and Resilient Business	26

4.1: Strengthen and diversify the local economy through Investment in local jobs creation, retention and innovation.....	26
4.1.1: Partner with government and industry to promote strategic investment in the development of economic assets and infrastructure needed to create jobs	26
4.1.2: Support local enterprise through local economic and industry development initiatives and projects	30
4.2: Diversify and promote local tourism	32
4.2.1: Implement the Berrigan Shire Tourism Strategy.....	32
4.2.2: Partner regional Tourism Boards.....	34
4.3: Connect local, regional and national road, rail and aviation infrastructure	35
4.3.1: Develop and promote Berrigan Shire regional transport and freight infrastructure.....	35

Reading this report

In accordance with the following key the traffic light review format provides a visual update on the status of Council's Annual Operational Plan and Council's progress toward full implementation of its Delivery Program.

Key

				
Complete	On Target	Not on Target	Past Due	No Status / Deferred

Additional information in the Delivery Program and Operational Plan Performance Review and Progress Report includes:

1. A Year to Date (YTD) assessment by the responsible Council Officer of progress toward completion and or the achievement of the set target
2. Comments from the Responsible Council Officer highlighting service achievements and or the challenges relevant to the Council operation and action being reported and its status

The following tables (Table 1 and Table 2) provide a summary by strategic outcome of Council's progress and performance as at 30 June 2021. Table 1 lists the actions which are past due or not on target with actions previously reported as deferred identified with an asterisk. There are no new actions noted as past due or not on target.

Table 1 Operational Plan Actions Not on Target or Past Due/Deferred or No Status

OP Code	Action
1.1.1.4	Commence review of Local Environment Plan*
1.2.1.2	Participation in roadside vegetation projects*
1.2.1.3	Undertake tree assessments and establish a tree register*
1.2.1.5	Undertake a review of the plans of management for Crown Lands controlled by Council or Council Committees of Management*
2.1.2.3	Implement Berrigan Shire Council's Improvement Plan*
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan*
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Finley and Berrigan*





The following table provides a summary by strategic outcome and the year to date status of Council's 2020/21 Annual Operational Plan.

	Completed	On target	Not on target	Past Due	Deferred / Not due to start	Total
Sustainable natural and built landscapes	7	9	2	-	2	20
Good government	13	2	-	-	2	17
Supported and engaged communities	9	4	-	-	-	13
Diverse and resilient business	14	1	-	-	1	16
Total Actions	43	16	2	-	5	66


1: Sustainable Natural and Built Landscapes

1.1: Support sustainable use of our natural resources and built landscapes



1.1.1: Coordinate strategic land-use planning


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.1.1	Implement the Berrigan Shire Local Strategic Planning Statement	Development Manager		100%		
1.1.1.2	Increase community awareness regarding development application process	Development Manager	Improved satisfaction rating - Resident and Business Satisfaction Survey	75%		additional advertising for upcoming Planning Portal
1.1.1.3	Process and approve / refuse development applications in accordance with relevant legislation, codes and policies	Development Manager		50%		
1.1.1.4	Commence review of Local Environment Plan	Development Manager	by June 2021	0%		Resourcing issues Currently with staff shortages.

1.1.2: Coordinate and develop Community Participation Plans in accordance with relevant legislation and the Council's Community Engagement Framework

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.2.1	Implement the Council's Community Engagement and Community Participation Plan	Development Manager	Increase in opportunities for community comment on new Development	90%		

1.1.3: Enhance the visual amenity, heritage and liveability of our communities

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.1.3.1	Continue Annual Heritage Grants Program	Development Manager	100% projects/works funded are completed	85%		works completed by recipients. just to be acquitted
			100% projects/works funded are completed			
			The allocation of grants results in increased conservation of heritage items			
1.1.3.2	Continue rolling program of works - town entrances	Director Technical Services	Scheduled Program of Works - town entrances included in Annual Capital Works Program is completed on time and within resources	100%		Tree planting progressing.
			Scheduled Program of Works - town entrances included in			

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
			Annual Capital Works Program is completed on time and within resources			
1.1.3.3	Implement the Tocumwal Foreshore Master Plan	Director Technical Services	April 2019	100%		The Building works as part of this project have been scheduled, the cost is above the initial budget and the time frame to deliver this project is anticipated to be exceeded.





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


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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.2.1.1	Deliver weed control services	Director Technical Services	Weed infestation within the Shire is eradicated and / or manageable	100%		Berrigan Shire Council is delivering the Weed Action Plan as agreed with the Department of Primary Industry.
1.2.1.2	Participation in roadside vegetation enhancement projects	Development Manager	Quarterly survey of sites	0%		
1.2.1.3	Undertake tree assessments and establish a tree register	Enterprise Risk Manager		40%		Currently occurring as a result of customer request.
1.2.1.4	Monitor and undertake as required the control and management of pests	Development Manager		50%		
1.2.1.5	Undertak a review of the plans of management for Crown Lands controlled by Council or Council Committees of Management	Development Manager		10%		



1.3: Connect and protect our communities

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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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	Director Technical Services	Asset Plans are reviewed by due date. Review of Asset Management Plans is informed by community feedback / expectations re: service levels	100%		all asset management plans have reviewed
1.3.1.2	Design, construct and maintain stormwater systems that safely capture and remove water	Director Technical Services	On an ongoing basis 95% of service levels set out in the Storm Water Asset Management Plan are met	100%		Maintenance of system up to date. Capital works programmed.
1.3.1.3	Ensure sewer network is safe and functional	Director Technical Services	Revenue Policy targets met Project Milestones met	100%		Sewer network maintained in operational and functional state.
1.3.1.4	Continue remediation Tocomwal Foreshore Levee	Director Technical Services	Annual inspection is undertaken and scheduled maintenance completed	100%		Tree clearing and graveling work programmed. Further investigation being carried out in the section of levee that is known to be keyed into sand. Flood study in progress

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.1.5	Maintain the safety of Council roads and walkways	Director Technical Services	On an ongoing basis 95% of service levels set out in the Asset Management Plan are met	100%		Roads maintained and improved in accordance with budget.
			Increase in active engagements social media			
			Weekly publication			

1.3.2: Manage landfill, recycling and waste disposal

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
1.3.2.1	Implement the Berrigan Shire Council Waste Plan	Environmental Engineer	100% of Diversion targets set out in Berrigan Waste Management Plan are met	100%		
1.3.2.2	Deliver township garbage collection and street cleaning services	Environmental Engineer	Garbage is collected within agreed timeframes and budgets	100%		





2: Good Government

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



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





OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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		100%		Work has been undertaken to promote and support the engagement of residents - limited to no community-based projects have been commenced due to uncertainty re COVID19 restrictions. Online engagement has been extensive.





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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.2.1	Provide facilities and support including financial to the elected Council	General Manager	Self-reported increase in Council skills and knowledge	75%		
			Publication of audio Files			
2.1.2.2	Implement and further develop the Berrigan Shire Integrated Management System	Enterprise Risk Manager	<p>Actions included in Delivery Program Review</p> <p>Inspections undertaken in accordance with IMS requirements</p> <p>Quarterly Report</p>	80%		All SWMS reviewed and reissued; Documentation gradually being included under system.
2.1.2.3	Implement Berrigan Shire Council's Improvement Plan	General Manager		100%		
2.1.2.4	Manage human resource and workforce development activities through the implementation of the Workforce Development Plan 2017 - 2022	Enterprise Risk Manager		70%		

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



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.1	Coordinate Council investments, financial management, financial operations and processing	Finance Manager		100%		Interim audit to commence on 21st June, assets being closed off at 31st May to allow Council to update the asset ledgers in a timely manner. Reviewing Councils investment portfolio and allocating Term Deposits to individual funds. The Finance Team are putting in processes to ensure Financial Statements and Audit are signed off prior to the due date.
2.1.3.2	Monitor and respond to change in the Financial Governance, Regulatory and Reporting Frameworks	Director Corporate Services		100%		New Model Code of Conduct adopted and rolled out to staff. Compliance with responsibilities under the Government Information (Public Access) Act, the Public Disclosures Act and the Privacy and Personal Information Protection Act ongoing. 2021 local government election preparations underway.

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.3	Deliver responsive customer service	Finance Manager		100%		Council's customer service and communication functions are working well. The Bendigo Bank agency has been on limited hours for the most part of this Financial Year and has just gone to full day opening hours in May, the disruption on Customer Service staff has been minimal thus far.
2.1.3.4	Conduct service review and develop the Corporate Services Strategic Plan	Director Corporate Services		0%		Deferred until 2021/22
2.1.3.5	Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 - 2021	Enterprise Risk Manager	Implemented	95%		Actions being implemented. Difficulties encountered with attracting qualified staff.
			Material value of volunteer effort identified			
			Annual Report on Actions			
			Increase compared to 2016 result in the % of staff reporting greater recognition			
2.1.3.6	Provide Information technology and associated support for Council operations	Director Corporate Services		100%		Cybersecurity strategy adopted. Plan for server replacement under development. Technical support to staff and Councillors ongoing

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
2.1.3.7	Coordinate the delivery and management of Shire records and communications	Director Corporate Services	Conduct survey to establish benchmarks	100%		"Magiq" rollout complete with ongoing review. Communications Strategy adopted and being implemented Website redevelopment well underway
2.1.3.8	Maintain and sustainably redevelop existing infrastructure and community assets	Director Corporate Services	Adopted by Council	100%		Barooga Recreation Reserve Strategic Plan has been adopted. Hayes Park redevelopment complete, new air conditioning installed at Tocumwal War Memorial Hall, Railway Park upgrade underway. Development of the new Foundry Park is underway.
2.1.3.9	Coordinate and manage maintenance and renewal of Council plant and equipment	Director Technical Services		100%		Plant maintained as required and renewed in accordance with Plant Replacement Program.
2.1.3.10	Coordinate the ongoing review and development of Council and Operational Policies and procedures	Director Corporate Services		100%		Progressing. The 12 month extension of the Council term to September 2021 will create some timing issues for policy review later in the financial year. Where possible, reviews will be postponed until the next Council term.

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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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	Improved efficiency Regional response to issues	100%		
2.2.1.2	Actively lobby all levels of government and industry re: Murray Darling Basin Plan	General Manager		100%		


3: Supported and Engaged Communities

3.1: Create safe, friendly and accessible communities


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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.1.1	Support and promote the healthy development and wellbeing of children and young people	Director Corporate Services	<p>Reports to Council provide feedback on participant survey results Kids Fest; Youth Week</p> <p>Annual Report to council re: Volunteer Hours / Management facilities: Pools, Toy Library &</p>	100%		New playground facilities at Collie Park and Apex Park, new park with playground facilities underway at Finley, CWA Park upgrade funding secured.
3.1.1.2	Implement Children and Families Strategy 2019 - 2023	Strategic and Social Planning Coordinator	One new project or partnership initiated per annum	100%		The delivery of Youth Week Event with Outback Theatre for Young People was the single project implemented this quarter.






3.1.2: Facilitate all age healthy lifestyles and ageing in place

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.2.1	Provide recreation facilities which support an active lifestyle and ageing in place	Strategic and Social Planning Coordinator	Master Plan for each reserve by June 2022	100%		The Council adopted at the May meeting the Barooga Recreation Reserve Strategy and authorized the calling of EOI for the development of Master Plan for the precinct. In addition to service planning a number of recreation and active lifestyle projects have been completed this quarter using Stronger Country Communities, Drought Funding and NSW Create Funding e.g: installation of LED Lights at all Recreation Reserves, Construction of the Tocumwal Aviation Museum, WAAAF Creek Walk.

3.1.3: Strengthen the inclusiveness and accessibility of our community


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.3.1	Implement the Active Ageing and Disability Inclusion Plan	Strategic and Social Planning Coordinator	Participant numbers are maintained and or increased	95%		Finley Dementia Friends project has resumed face to face meetings - new projects supported by the Council include marketing and promotion of Dementia Friends Cafes in each town. The Access at a Glance Project has not reconvened impacted by COVID 19 and change of personnel with key community partner.
			Participants/ Survey Respondents report high levels of satisfaction with the activity			


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


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.1.4.1	Ensure potable water and sewer network is safe and functional	Environmental Engineer	Supporting Operational Plan actions are undertaken and the outcome reported	100%		
3.1.4.2	Monitor, control and report upon environmental contaminants and public health hazards - water, fire, refuse, buildings and air	Development Manager		50%		
3.1.4.3	Coordinate and facilitate local emergency management committee	Director Technical Services	Adopted by Local Emergency Management Committee	100%		Meetings facilitated as programmed
3.1.4.4	Develop and maintain local cemeteries and associated infrastructure	Director Corporate Services	Annual Report	100%		Ongoing. Working to address community concerns regarding upkeep of monumental sections
3.1.4.5	Control and promote responsible ownership of companion animals	Development Manager		50%		

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


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

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.1.1	Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018	Library Manager	<p>Door count increases 10% Customer survey 80% satisfied with library service</p> <p>Door count increases 10% 2012/13 to 2016/17 Customer survey 80% satisfied with library service</p> <p>Completed on time and within budget</p>	100%		<p>a) Stocktake commenced but on hold due to LMS fix necessary.</p> <p>b) NSS Attracted 179 children with 32 adults across all branches (author Karen Turner special guest reader at Finley Library)</p> <p>c) Book Launch; 'Woodstock' 17th June</p> <p>d) All staff attended Zoom Meeting with Margaret Blacklaw re 'Mental Health Awareness'</p> <p>e) 'Macrame Workshop' offered to Teens and Seniors for Youth & Seniors Week. 6 attendees.</p> <p>f) Partnered with CWA to host and teach 6 teens boys</p>

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
			Borrowings decline by less than 5% 2017/18 to 2020/21			- (created macrame pot holders as part of CWA street kid program - facilitated by Berrigan Library) g)Holiday program: 'Build and Decorate Bird Houses'
3.2.1.2	Strengthen community engagement and participation in Council activities	Strategic and Social Planning Coordinator		100%		Liaised with the Communications Officer on the development of the Communication Strategy - this Strategy provides guidance on the role of communications function in the context of the Council's Community

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
						Engagement Framework. Actions included in the Strategy are now designed to strengthen community engagement and participation via strengthened presence and role for visual communication.
3.2.1.3	Financially contribute to and support South West Arts programs and activities	Director Corporate Services	Three cultural activities implemented in partnership with South West Arts per year Three cultural activities implemented in partnership with South West Arts per year	100%		Partnership is ongoing


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


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
3.2.2.1	Coordinate and align community projects and activities with township masterplans	Strategic and Social Planning Coordinator	75% 75%	95%		Completed this quarter has been the first projected to be implemented from the Tocumwal WAAAF Creek Walk Master Plan. The installation of interpretative signage and sculpture at the trail head - a project undertaken in conjunction with the Tocumwal Rotary Club.


4: Diverse and Resilient Business

4.1: Strengthen and diversify the local economy through Investment in local jobs creation, retention and innovation

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


OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.1	Implement Berrigan Shire Economic Development Plan 2017 - 2021	Economic Development Officer		95%		<p>The Berrigan Shire Economic Development Strategy guides all projects that are implemented by the Economic Development Unit.</p> <ul style="list-style-type: none"> * Implementation of the Tourism Strategy. Launch and distribution of the new Visitor Guide and liaison with Murray Regional Tourism. * The Tourism Marketing campaign targeting Griffith and Leeton. TV Commercial development * Qld Fruit Fly project * Promotion of the Tocumwal Aerodrome Subdivision via social media * Business support groups - Berrigan Shire Business and Industry Facebook Group * Berrigan Shire Business Awards * Finley High School Youth Futures Expo - Postponed to August 2021 due Victorian COVID19 lockdown.



OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.2	Develop industry profiles informed by strategic analysis of local conditions and relative competitive advantages	Economic Development Officer	<p>Social and Health Services Profile published December 2019</p> <p>Social and Health Services Profile published December 2019</p>	100%		<p>The Council is working in close partnership with the Tocumwal Aviation Museum to promote the WW2 aviation history of Tocumwal and to see a new tourism product emerge for Tocumwal. The installation of the WAAAF Creek walk interpretation continues to reinforce Tocumwals' aviation connection</p> <p>The Council continues to implement the Tocumwal Foreshore Masterplan with the building nearing completion and a funding application has been submitted to complete the "wetside" of the project. The marketing of the building to secure quality tenants has commenced.</p> <p>The Council has supported and encouraged Barooga Sporties in the development of the new mini-golf and golf simulator projects.</p>

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.3	Support collaborative planning, shared resourcing in local industry promotion of business and infrastructure development projects	Economic Development Officer		100%		<p>The Mayor, GM and EIDL meet bi-monthly with the Presidents of the local business chambers. This is an opportunity to have open discussion about local business issues. The Council partnered with Tocumwal Rotary Club to upgrade the WAAAF Creek Walk with interpretive signage and a trailhead installation. This project adds to the momentum that is building around Tocumwal's unique place in WW2 and general aviation history.</p> <p>The Council has provided a number of letters of support to businesses who are applying for various State and Federal Government funding opportunities including Sporties Barooga for the new golf entertainment precinct.</p>

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.1.4	Continue the development and marketing Tocomwal Aerodrome Industrial Precinct	Economic Development Officer		100%		The social media page that was established as the sales mechanism for the land at the Airpark is continuing to promote activity at the park. New images are posted as often as a newsworthy story is available and the page still regularly reaches in excess of 600 people.


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




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.2.1	Promote the development of business support groups / networks within the Shire	Economic Development Officer	Annual Report	100%		Business and Industry Facebook group is keeping local businesses informed on relevant State and Federal government support that is being made available. Video interviews with local business owners have also been posted regularly to give an overview of what is being experienced by the diverse business across the Shire. A business reference group was developed in January 2021 to discuss and formalise a COVID19 Recovery Response. This group was responsible for the design and funding of the 2021 Griffith and Leeton tourism promotional campaign.

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.1.2.2	Convene regular meetings of industry support groups and business networks in the Shire	Economic Development Officer		100%		The Chamber President group continues to meet on a bi-monthly basis to bring local business and industry issues to the attention of Council. A new reference group has formed to develop a local business response to COVID19 recovery.
4.1.2.3	Upgrade Finley Saleyards	Director Corporate Services		100%		Council has been awarded a \$281,500 grant under the Heavy Vehicle Safety and Productivity Program to undertake the upgrade. The power design has been approved and quotes for the work are being sought. New 24-hr toilet facility will be installed 04/21. Tender specification development underway


4.2: Diversify and promote local tourism

4.2.1: Implement the Berrigan Shire Tourism Strategy

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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	Increase Visits to Tocumwal Foreshore	100%		<p>The Tocumwal Foreshore redevelopment is continuing with new building now under construction.</p> <p>The Tocumwal Aviation Museum is under construction preparing for opening in April 2021.</p> <p>The WAAAF Creek Walk project is complete and will add further interest to the WW2 Aviation history of Tocumwal.</p> <p>Although not infrastructure related the Council has driven a tourism marketing campaign into southern NSW in an effort to increase the regions visibility and appeal to markets within a 2 hour drive time.</p>




OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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	Report Annually Report Annually All Eligible Programs	100%		Funding is being sort to complete the Tocumwal Amphitheatre and fishing platform The WW2 History of Tocumwal is recognised by the Ports of the Murray project. The housing of THAM within the larger Tocumwal Aviation Museum concept will see Tocumwal take it's place in Ports of the Murray.
4.2.1.3	Provide support to event proponents and organisers	Economic Development Officer		100%		The Event funding program has recommenced welcoming back the PGA Associates Championships in May. Further events planned into 2021/22 have received funding approval and they include the Tocumwal Air Show and the Left handed Golfer Championships.
4.2.1.4	Facilitate local industry review and update of digital content and marketing	Economic Development Officer		100%		


4.2.2: Partner regional Tourism Boards

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
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		100%		The Council actively participates in the Murray Regional Tourism Board activities. Two local businesses accessed the MRT and DRM new product forum and have also been successful in accessing the mentor program. One local business was assisted through an MRTB program to apply for funding that could assist in upgrading a 3 star motel to a 4 star motel. The Tourism Managers along the Murray continue to meet at least monthly online during the COVID19 pandemic and returned to a face to face meeting in May. The MRTB has played a crucial role advocating for the tourism industry that has been the hardest hit by the restrictions and specifically the border closure.

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

4.3.1: Develop and promote Berrigan Shire regional transport and freight infrastructure

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.3.1.1	Continue to advocate for the development of hardstand and serviced truck parking Tocumwal, Finley and Berrigan	Economic Development Officer	The investment case is developed	0%		
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	Funding is committed by Victorian and Commonwealth Governments	100%		The Council remains committed to upgrading of facilities associated with the Tocumwal Rail line and will actively advocate for improvements that will benefit Tocumwal now that Federal funding has been committed to the Shepparton line.
4.3.1.3	Participate actively in efforts to upgrade Newell Highway and Midland Murray Valley highways particularly the Shepparton bypass.	Economic Development Officer	Funding is committed by Victorian and Commonwealth Governments	100%		The Council continues to participate when meetings are called for the Newell Highway promotions committee and taskforce.

OP Action Code	OP Action	Responsible	What will be the result	YTD Progress	Status	Comments
4.3.1.4	Operate the Tocomwal Aerodrome	Director Technical Services	Aerodrome maintains registration Annual Report Presented to Council on Aerodrome Operations	100%		Aerodrome maintained and operated in accordance with CASA requirements.

