



LEETON
SHIRE COUNCIL

SEPARATE ATTACHMENTS FOR
ORDINARY COUNCIL MEETING
27 April 2022
7.00PM

Content	Page No
<u>CORPORATE MATTERS</u>	
8.8. ENDORSEMENT OF THE DRAFT DELIVERY PROGRAM 2022-2025 AND DRAFT RESOURCING STRATEGY	4
Attachment 1: DRAFT Delivery Program 2022-2025	4
Attachment 2: DRAFT Long Term Financial Plan 2022-2032	48
Attachment 3: DRAFT Strategic Asset Management Plan 2022-2032 116	
Attachment 4: DRAFT Workforce Management Strategy 2022-2025 139	
8.9. ENDORSEMENT OF THE DRAFT OPERATIONAL PLAN FOR 2022/23 (INCLUDING THE DRAFT BUDGET FOR 2022/23) AND DRAFT REVENUE POLICY (INCLUDING FEES AND CHARGES) FOR 2022/23	161
Attachment 1: DRAFT Operational Plan 2022/23.....	161
Attachment 2: DRAFT Budget 2022/23 including Capital Works Program 213	
Attachment 3: DRAFT Revenue Policy including Proposed Fees and Charges 2022/23	227

CORPORATE MATTERS



LEETON
SHIRE COUNCIL



DRAFT
DELIVERY PROGRAM
2022-2025

Acknowledgement of Traditional Owners

Leeton Shire Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land encompassed by Leeton Shire.

Council also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect to other Aboriginal and Torres Strait Islander people who live in Leeton Shire.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

Contents

1. Message from the Mayor and General Manager.....	4
2. Leeton Shire Council.....	6
Our Councillors	6
Our Organisational Structure	7
Our Financial Forecasts	8
Income Statements.....	8
Capital Works Programs	9
Our Financial Sustainability	10
Council's Financial Sustainability Challenges and Need for Long Term Planning.....	10
How Serious is Council's Financial Situation?	10
So Why Do We Need to Act Now?	11
Next Steps: Refine the Plans, Start the Conversation with the Community.....	11
Council's Financial Sustainability Objectives.....	13
3. The Integrated Planning and Reporting Framework.....	14
Key Planning Documents	15
The Community Strategic Plan	15
The Delivery Program	15
The Operational Plan	16
The Resourcing Strategy	16
Other Council Strategies and Plans	16
Reporting Documents.....	16
Progress Reports.....	16
Annual Report.....	17
State of the Shire Report.....	17
4. About the Delivery Program	18
<i>Liveable Leeton 2035</i> Focus Areas and Outcomes.....	20
Functional Areas and Responsibilities.....	21
5. Delivery Program Activity Tables.....	22
1. Community Services and Community Development.....	23
2. Museum, Arts and Cultural Services	26
3. Parks, Streetscapes and Sporting Facilities	28
4. Economic Development.....	30
5. Planning, Building and Public Health	33
6. Roads and Drainage	35
7. Water and Sewer Services.....	37
8. Environmental Sustainability and Emergency Services	39
9. Governance and Administration.....	41

1. Message from the Mayor and General Manager

On behalf of Leeton Shire Council, we are pleased to present the Delivery Program 2022–2025.

The Delivery Program is a statement of Council's commitment to the community and sets out what Council intends to achieve over its term in office. Its overall purpose is to program the strategies and activities Leeton Shire Council will undertake to deliver the aspirational goals of the community, as set out in the *Liveable Leeton 2035* Community Strategic Plan.

The Delivery Program 2022–2025 is informed and constrained by the resources we have available. as outlined in the Long Term Financial Plan 2022–2032, the Strategic Asset Management Plan 2022–2032 and the Workforce Management Strategy 2022–2025 which has been developed to assist delivery of the program. These three documents make up our Resourcing Strategy.

While we have a bright future ahead and lots of important projects to complete, we need to alert to some challenges we are facing. Council's 2023 Budget for general fund (excluding water and sewerage, accounted for separately) is a deficit of just under \$4 million (excluding capital grants). This follows a \$5.7 million deficit in 2021 (which included several one-off items) and the \$5 million deficit in the current budget review for 2022.

The Long Term Financial Plan highlights that if Council doesn't take action to address the situation, it will continue to post annual operating deficits of more than \$3.5 million into the future. While Council may not run out of cash in the next 10 years if it cuts its capital works programs, it will drain its cash reserves paying for day-to-day operations, which is unsustainable.

While we need to be alert to these issues, please don't be alarmed. We are not alone in having to solve the problem of expenditure outgrowing income. According to the Australian Local Government Association, local government expenditure has increased markedly over the past 25–30 years in line with a corresponding increase in roles and responsibilities. That expenditure has not been matched by an equal increase in revenue. In 2019/20, 60 out of 128 councils reported an operating deficit (Office of Local Government).

Leeton Shire Council has been aware of its financial sustainability challenges since as far back as 2014/15 and had planned, in its Long Term Financial Plan adopted by the previous Council elected in 2016, to investigate a special rate variation (SRV) to address the issue but held off on implementing the plan because of drought and then COVID-19.

In this Delivery Program, Council has established four financial sustainability objectives. These are intended to serve as 'guard rails' to keep Council 'on track' on its journey to addressing its financial sustainability challenges over Council's term in office:

- responsible and sustainable spending
- responsible and sustainable infrastructure investment
- adequate cash reserves and use of borrowings
- exploring options to improve financial sustainability.

Over the next few months, Council will be engaging with the community about these challenges and options to address them.

At this stage, Council is of the view that the path that is most likely to be seen as acceptable to the community and to address its challenges will be a 'middle ground' option that strikes a balance between:

- reducing expenses, ideally via productivity and efficiency gains (often difficult to achieve) and via targeted reductions in community services (more achievable), and
- increasing income via fees and charges, setting up a Council owned business or, more likely, via a Special Rate Variation (increasing rates above the 'rate peg').

We will also be continuing to refine the Long Term Financial Plan and pursuing opportunities to improve via a program of internal service reviews.

Council will then consider a revised and updated Long Term Financial Plan and Delivery Program setting out a sustainable path for the future by November this year, at which time the community will again have an opportunity to provide input.

In the meantime, we urge you to read the 'Improving Council's Financial Sustainability' section of this document and our Long Term Financial Plan 2022–2032 to gain a more in-depth understanding of our financial situation and options we have to address it.

Despite our focus on improving our financial sustainability, we will be conducting business as usual, albeit on a somewhat reduced scale in some areas.

In recognition of our concerns regarding resourcing, the capital works program we will be undertaking during the coming year is primarily one of completion and consolidation. Our major focus will be on completing the:

- Roxy Community Theatre Redevelopment
- Leeton Regional Aquatic Centre waterslide
- CBD Enhancement Stage 3 – Chelmsford Town Square
- expansion of our fully accessible public toilet facilities network (upgrades to facilities in Sycamore Street, and new facilities in Wamoon and Wattle Hill).

Other 'business as usual' capital works projects – such as our sealed road network reseal, rehabilitation and heavy patching program – will continue.

Key strategic projects scheduled for 2022/23 include continuing to:

- progress the WRConnect Freight Intermodal project
- extend Leeton Early Learning Centre
- expand the Vance Industrial Estate.

In our role as one of the leaders in this community, we will continue to advocate for enhancements to local health service provision and for sensible water policy that ensures our local agricultural industries thrive. We will also maintain our efforts to ensure Leeton lives up to its reputation as a community that welcomes new settlers, migrants and refugees.

We have much to do during this Council's term and hope you will join us in striving to achieve the goals set by the community in the *Liveable Leeton 2035* Community Strategic Plan. As individuals and as organisations we all have a role to play.



Cr Tony Reneker
MAYOR



Mrs Jackie Kruger
GENERAL MANAGER

2. Leeton Shire Council

Our Councillors



Cr Tony Reneker
Mayor
Elected to Council 2016

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Cr Michael Kidd
Deputy Mayor
Elected to Council 2004–2008
Elected to Council 2012

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Cr Tony Ciccio
Elected to Council 2016

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Cr Matt Holt
Elected to Council 2021

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Cr Krystal Maytom
Elected to Council 2021

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Cr Tracey Morris
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Sandra Nardi
Elected to Council 2016

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Cr Paul Smith
Elected to Council 2016

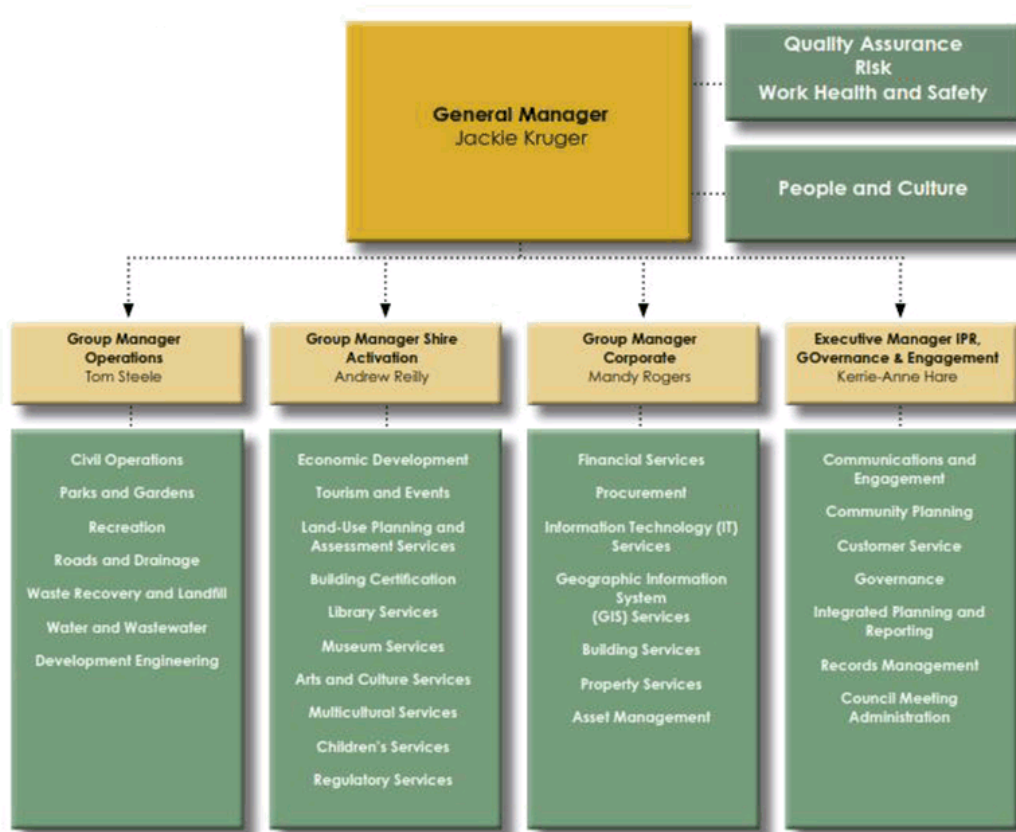
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Cr George Weston
Deputy Mayor
Elected to Council 1995

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Our Organisational Structure



Our Financial Forecasts

Income Statements

GENERAL FUND INCOME STATEMENT	2023	2024	2025
Rates & Annual Charges	9,921	10,516	11,163
User Charges & Fees	4,867	4,989	5,113
Interest and investment revenue	419	273	251
Other Revenues	476	488	500
Grants & Contributions: Operating	6,140	6,294	6,451
Grants & Contributions: Capital Purposes *	510	523	2,536
Other income	302	310	317
Total Income from Continuing Operations	22,635	23,392	26,331
TOTAL INCOME (ex. Capital)	22,125	22,869	23,796
Employee Benefits & On-Costs	9,601	9,649	9,697
Materials & Contracts/Services	9,144	9,167	9,190
Borrowing Costs	189	117	107
Depreciation & Amortisation	6,047	6,168	6,291
Other expenses	481	493	505
Net loss on sale of assets	650		
TOTAL EXPENSES: Continuing Operations	26,112	25,594	25,791
Net Operating Result for the Year	(3,477)	(2,202)	541
OPERATING SURPLUS/DEFICIT exc. Capital	(3,987)	(2,724)	(1,995)

WATER FUND INCOME STATEMENT	2023	2024	2025
Rates & Annual Charges	1,540	1,579	1,618
User Charges & Fees	3,247	3,239	3,320
Interest and investment revenue	166	429	503
Other Revenues	56	100	103
Grants & Contributions: Operating	-	-	-
Grants & Contributions: Capital Purposes	54	60	62
Other income			-
Total Income from Continuing Operations	5,063	5,407	5,605
TOTAL INCOME (ex. Capital)	5,009	5,347	5,544
Employee Benefits & On-Costs	1,673	1,715	1,758
Materials & Contracts/Services	1,597	1,432	1,468
Borrowing Costs			-
Depreciation & Amortisation	1,468	1,497	1,535
Other expenses	-	-	-
TOTAL EXPENSES: Continuing Operations	4,738	4,644	4,760
Net Operating Result for the Year	271	702	784
OPERATING SURPLUS/DEFICIT exc. Capital	271	702	784

SEWER FUND INCOME STATEMENT	2023	2024	2025
Rates & Annual Charges	2,679	2,762	2,831
User Charges & Fees	394	404	414
Interest and investment revenue	111	172	163
Other Revenues	6	6	6
Grants & Contributions: Operating			
Grants & Contributions: Capital Purposes	250	256	263
Other income			
Total Income from Continuing Operations	3,440	3,601	3,677
TOTAL INCOME (ex. Capital)	3,190	3,344	3,414
Employee Benefits & On-Costs	1,158	1,237	1,217
Materials & Contracts/Services	907	827	848
Borrowing Costs			
Depreciation & Amortisation	1,055	1,133	1,156
Other expenses			
TOTAL EXPENSES: Continuing Operations	3,120	3,197	3,220
Net Operating Result for the Year	320	403	457
OPERATING SURPLUS/DEFICIT exc. Capital	70	147	194

Capital Works Programs

General Fund Capital Works Program	2023	2024	2025
Local sealed roads reseals + patching	760	871	893
Local sealed road pavements	1,775	1,128	1,156
Local rd upgrades (safety, heavy vehicles)	150	154	158
Local unsealed roads gravel resheeting	370	461	473
Regional roads (Whitton-Darlington Pt)	90	205	210
Footpath renewals + upgrades	80	154	158
Other road assets (kerb and gutter, bridges, medians, guardrail, etc.)	316	103	105
Earthworks & sub-base (non-depreciable)		-	-
TRANSPORT	3,541	3,075	3,152
General buildings (unplanned) if required		-	-
Sports (inc. stadium, golf, racecourse)	175	-	210
Parks and playgrounds	200	128	168
Swimming pools		-	84
Public toilets		31	32
Public halls + community bldgs + aged	150	21	-
Cultural (Roxy, Leeton & Whitton Museums, Library, Visitor Info)	3,154	82	263
Caravan parks	690	-	-
Leeton Early Learning Centre (Childrens)		-	-
Admin Buildings, Depots, Pound	146	-	-
BUILDINGS & OPEN SPACE FACILITIES	4,515	261	756
Urban stormwater drainage	130	103	105
URBAN STORMWATER DRAINAGE	130	103	105
Heavy plant	680	538	546
Light vehicles and cars	300	210	210
PLANT AND FLEET	980	748	756
PCs and monitors	45	46	47
Network infrastructure	100	113	116
Software (some is operational)		256	263
Other office equipment	170	-	-
INFO COMMS TECH / OFFICE EQUIP.	315	415	426
Waste management	77	-	578
WASTE MANAGEMENT	77	-	578
TOTAL GENERAL FUND	9,558	4,602	5,773

Water Fund Capital Works Program	2023	2024	2025
Water treatment	579	-	-
Service reservoirs and storage dams	680	-	-
Pipelines, valves, hydrants	450	707	725
Other (e.g. telemetry, solar)	200	-	-
TOTAL WATER FUND	1,909	707	725

Sewer Fund Capital Works Program	2023	2024	2025
Sewerage mains, manholes and vents	175	195	200
Sewage pumping stations	200	-	263
Sewage treatment plants	584	-	-
Other (e.g. telemetry, solar)	188	-	-
TOTAL SEWER FUND	1,147	195	462

Our Financial Sustainability

Leeton Shire Council started highlighting **financial sustainability challenges** in its 'general fund' (excluding water and sewer, accounted for as separate businesses) as far back as 2015 in a 'Council Improvement Proposal' it prepared for the Fit for the Future program.

Council subsequently flagged the possibility of seeking a **Special Rate Variation** to increase its income above the 'rate peg' – in order to adequately fund asset renewals and meet benchmarks set by NSW Government – in its Long Term Financial Plan adopted in 2016. This did not eventuate largely due to two years of drought which impacted our agriculturally based community, followed by COVID-19.

Over the past 4 years, Council has made several decisions to **increase service levels**, which comes with increased expenses. These decisions have been to address:

- **community priorities** (economic development, cultural and recreational facilities, road maintenance, customer service),
- **corporate risks, regulation and compliance** (project management, work health and safety, governance, records, people management, procurement, IT/cybersecurity, children's services, environmental, internal audit and continuous improvement).

Over this same period, both state and federal governments have offered unprecedented levels of **grants for community projects**. Council has pursued these in order to achieve community priorities (eg the Leeton Regional Aquatic Centre, Leeton Museum and Art Gallery, Roxy Community Theatre and CBD upgrades), mindful that this level of investment is unlikely to be repeated in the coming decade. This has increased the level of activity and met community expectations generally but also added to depreciation and ongoing operational expenses.

Council's financial performance has also been impacted by:

- large increases in **depreciation and landfill rehabilitation provisions** to reflect the long term costs of infrastructure and waste management more accurately
- reductions in **interest** revenues due to lower interest rates and lower cash reserves
- reductions in income from the sale of **investment water**
- **cost shifting** from other levels of government (eg Council is now responsible for managing a significant amount of Crown Land previously managed by the NSW Government.)

Council's Financial Sustainability Challenges and Need for Long Term Planning

While concerns about Council's financial sustainability were evident in its 2021 annual financial statements, several 'one off' items distorted the figures. Subsequent operating deficits – \$5 million in the 2022 budget review, \$4 million in the 2023 (draft) budget – reinforce the reality of the financial sustainability challenges and need for action to address these.

The first step has been to develop a clearer picture of where Council is headed. That is the focus of the Long Term Financial Plan and the Strategic Asset Management Plan that accompanies it. It is vital to recognise that while these plans are an important step forward, the process of developing them has highlighted there is a lot of work left to do.

How Serious is Council's Financial Situation?

At this point in time, Council needs to be alert but not alarmed about the financial sustainability of its general fund.

The 'Head in the Sand' scenario in section 7.1 of the Long Term Financial Plan suggests Council isn't under immediate threat, provided it pulls back on the development of further new assets. Council could continue a similar path and still retain a minimal level of cash reserves in 10 years.

It is important to note that the financial sustainability challenges only relate to Council's general fund. Council's water supply and sewerage businesses are accounted for separately and, at this stage, are assessed as being financially sustainable.

So Why Do We Need to Act Now?

There are two problems with 'putting our head in the sand' and continuing a similar path. Firstly, delaying actions is likely to lead to future decisions being more urgent and difficult. If, instead, Council starts a gradual change process now, informed by meaningful community engagement, it has the best chance of minimising negative impacts on the community.

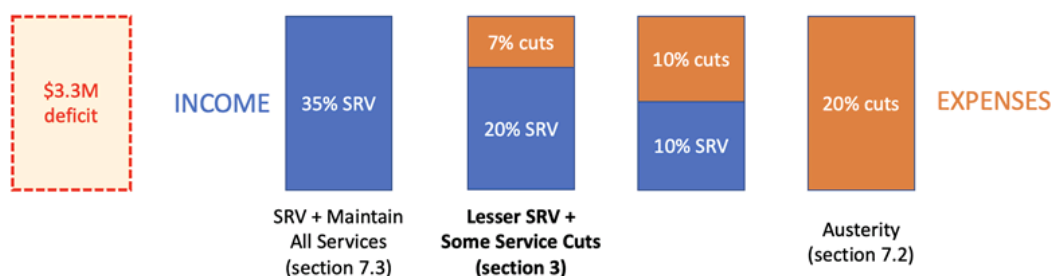
Secondly, while Council isn't in any immediate danger of running short of cash, it can only keep going on a similar path by drawing on reserves to pay for its day to day operations. Spending more than we earn, failing to put anything aside for the future, is not only unsustainable, it is also contrary to the principles of intergenerational equity.

Next Steps: Refine the Plans, Start the Conversation with the Community

As noted above, while the Long Term Financial Plan and accompanying Strategic Asset Management Plan are an important step forward, there is still work to do to refine them.

However, Council recognises it needs to start a conversation with the community about its financial sustainability challenges and potential solutions as *there is no 'right answer'*.

Council's draft 2023 budget is a deficit of around \$3.3M excluding one off items. Addressing this will need to involve some combination of increasing income and reducing expenses (scenarios identified are explored in the Long Term Financial Plan):



At this stage, Council is of the view that the path that is most likely to be seen as acceptable to the community *and* to address Council's financial sustainability challenges will be a 'middle ground' option that strikes a balance between:

- reducing expenses, ideally via productivity and efficiency gains (often difficult to achieve) and via targeted reductions in community services (more achievable), and
- increasing income via fees & charges, setting up a Council owned business or, more likely, via a Special Rate Variation (increasing rates above the 'rate peg').

That is why the 'Lesser SRV + Some Service Cuts' scenario has been adopted as the 'base case' in the Long Term Financial Plan, and has informed the financial forecasts in

this Delivery Program (see above Income Statement, on page 8). Council doesn't consider 'putting its head in the sand' (the scenario referred to earlier, in section 7.1 of the Long Term Financial Plan), staying on a similar path, is a responsible way forward.

The figure below explains the 'Lesser SRV + Some Service Cuts' Scenario in more detail:



It is suggested these strategies for getting back to black would be implemented over 4 years from 2024 to minimise impacts on the community. This would also allow time to pursue productivity and efficiency gains (avoiding cuts to services as far as possible) while ensuring rate increases are more gradual and affordable for ratepayers.

To ensure rates are collected as fairly as possible across the various rating categories (residential, farming and commercial) Council would also review its rating structure prior to introducing any Special Rate Variation (SRV). The table below provides an indication of what a 20% Special Rate Variation (4.7% p.a. for 4 years on top of a 2.5% rate peg) would equate to in dollar terms for the typical ratepayer in each category.

Rating category	Typical land value ¹	Typical rates in 2022/23 ²	2023/24 rate increases			20% total SRV over 4 years ³
			2.5% rate peg	+ 4.7% SRV	= 7.2% total	
Residential	\$65,000	\$979	\$25	\$46	\$71	\$196
Farmland	\$245,000	\$2,660	\$67	\$125	\$192	\$532
Business	\$80,000	\$1,065	\$27	\$50	\$77	\$213

1. Median ('middle') land value based on 2019 valuations from NSW Valuer General.
2. Based on 0.7% rate peg + 1.1% additional special variation (subject to IPART approval).
3. Based on 20% (4 x 4.7%) increase on top of 2022/23 rates (doesn't include increases from the rate peg).

In summary, it is important to emphasise that Council still has work to do. This is only the start of its journey toward financial sustainability.

Over the coming months, Council will:

- refine the Long Term Financial Plan and Strategic Asset Management Plan
- engage with the community about its financial sustainability challenges and options to address these, and
- explore opportunities to improve its operations (and so limit the need for rate increases and/or service cuts) via a program of internal service reviews.

Council will then consider a revised and updated Long Term Financial Plan and Delivery Program setting out a sustainable path for the future by November this year, at which time the community will again have an opportunity to provide input.

Council's Financial Sustainability Objectives

Council has identified four financial sustainability objectives (below) that will serve as 'guard rails' to help keep Council 'on track'. Council will be reporting on its performance against these in its annual report.

Leeton Shire Council Financial Sustainability Objectives (April 2022)

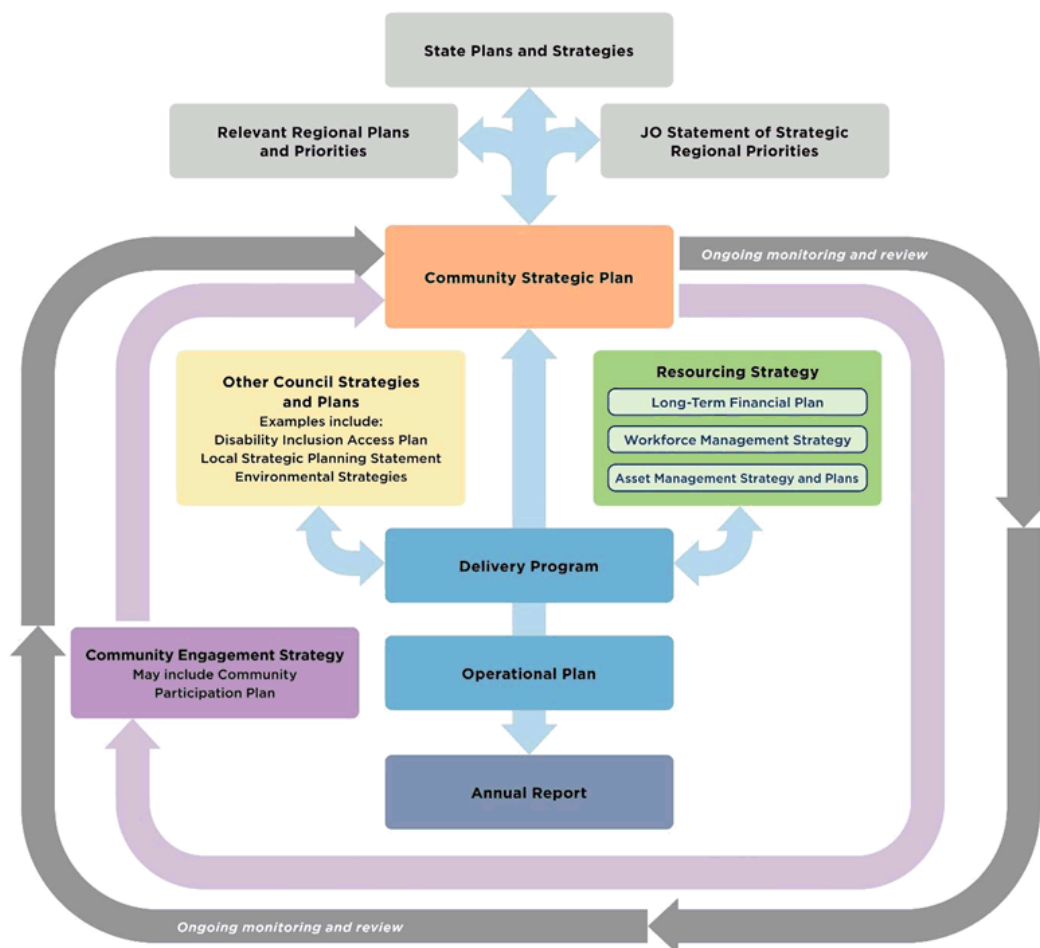
Objective	Details
1 Responsible and sustainable spending	Council will work toward aligning general revenues and expenses by: <ul style="list-style-type: none"> exploring options to be more sustainable (objective 4 below) then, formulating a revised Long Term Financial Plan (LTFP) that documents how Council plans to achieve this.
2 Responsible and sustainable infrastructure investment	Council will: <ul style="list-style-type: none"> allocate funds to infrastructure and other assets in accordance with recommendations in the Strategic Asset Management Plan (SAMP) with a focus on managing risk and renewing existing assets identify priorities for new and upgraded assets, and opportunities to dispose of underutilised assets, in the SAMP not prioritise funds for further new or upgraded assets over essential renewals except where new assets address unacceptable risks only build additional new or upgraded assets if the LTFP shows this is affordable pursue grants wherever possible to minimise Council's investment, but not vary its priorities significantly simply to obtain a grant pursue continuous improvement in the management of its assets and infrastructure, guided by actions in the SAMP.
3 Adequate cash reserves and use of borrowings	Council will maintain an appropriate level of cash reserves by: <ul style="list-style-type: none"> responsible and sustainable spending (objective 1), responsible and sustainable infrastructure investment (objective 2) using borrowings (debt) to overcome shortfalls in available funds to undertake necessary works when they are required.
4 Explore options to improve financial sustainability	Explore options, internally and externally, to improve financial sustainability in general fund by achieving a balanced budget as discussed in section 3.5. <ul style="list-style-type: none"> Internally, identify opportunities to improve efficiency and productivity (reduce expenses) via a program of service reviews as well as reviewing accuracy of current depreciation expenses. Externally, engage the community about their service priorities and willingness to pay (in general fund): reducing current services (to reduce expenses), increasing user fees and charges and/or ordinary rates via a special rate variation (to increase revenues).

The Long Term Financial Plan outlines how Council is performing against objectives 1 to 3 in general, water and sewer funds now, and also includes forecasts of performance into the future based on several scenarios.

3. The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework acknowledges most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, education and employment, and reliable infrastructure.

The difference lies in how each community responds to these needs. The framework has been developed with the understanding that council plans and policies should not exist in isolation – they are interconnected. It allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.



Key Planning Documents

The Community Strategic Plan

The Community Strategic Plan is the key document in the framework.

It is developed by Council in conjunction with and on behalf of the community. It is not a Council Plan. It is a community plan. Its purpose is to identify the community's main priorities and aspirations for the future, and to outline outcomes (or objectives) and strategies to achieve them.

The Community Strategic Plan is organised under five key focus areas that reflect the community's vision and values. It answers the questions:

- Where are we at today?
- Where do we want to be in 10+ years' time?
- How will we get there?
- Who may be able to help?
- How will we know that we're on track or that we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

The Community Strategic Plan guides all remaining strategies and plans. It is a 10+ year plan but it is reviewed every four years in line with the Local Government election cycle.

The Delivery Program

As the primary reference point for all activities undertaken by a council during its term of office, the Delivery Program is another key component of the Integrated Planning and Reporting framework.

The Delivery Program is Council's statement of commitment to the community regarding what Council will do during its term of office to bring the community closer to achieving its long-term goals using the resources identified in the Resourcing Strategy. It turns the community's strategic goals into actions.

The Operational Plan outlines the actions Council will undertake in the next 12 months to achieve the strategies of the Delivery Program. Our objectives, strategies and actions are mapped to the quadruple bottom line, indicating how Council's projects will contribute to resolving the social, environmental, economic and civic leadership/governance issues facing our community

Delivery Programs usually cover 4 years to coincide with the length of the Council term. As a consequence of COVID-19, the local government elections were delayed and the term of the current Council has been reduced to compensate. For that reason, this delivery program will cover the period 1 July 2022 to 30 June 2025.

The Delivery Program and Operational Plan are reviewed annually to ensure Council's long-term planning is consistent with the current and future needs of the community.

The Operational Plan

The annual Operational Plan supports the Delivery Program. It is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan (CSP) and Delivery Program. It outlines the actions – projects, programs and activities – Council will undertake in the coming year to achieve the Delivery Program strategies. The Operational Plan also details how Council will fund these actions.

The Resourcing Strategy

The Resourcing Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. It includes the:

- Long Term Financial Plan, which outlines the future finances of Council's operations taking into consideration key elements such as rate movements, service provides a framework within which we can assess our revenue building capacity to meet the activities and level of service. It provides an opportunity for early identification of financial issues and any likely impacts in the longer term. It also indicates whether or not we can remain financially sustainable into the
- future. levels to our community, major infrastructure, asset replacement and renewals as well as loans, cash reserves and the Revenue and Pricing Policy.
- Workforce Management Strategy, which aims to ensure Council's workforce has the right skills at the right time and in the right quantities to ensure sustainable service delivery.
- Asset Management Strategy, which provides tools to assist Council's decision making on infrastructure funding needs, the impacts of budget decisions into the future and the resourcing requirements needed to meet agreed levels of service delivery. Individual Asset Management Plans underpin the Asset Management Strategy. Leeton Shire Council has chosen to combine these Asset Management Plans and its Asset Management Strategy in to one document: a Strategic Asset Management Plan.

The Resourcing Strategy documents are reviewed every four years in line with the Local Government election cycle.

Other Council Strategies and Plans

Council's other strategic plans – such as its Disability Inclusion Action Plan (DIAP), its Local Strategic Planning Statement (LSPS) and its Ageing Well Strategy – all link to the Delivery Program and are delivered within the confines of the Resourcing Strategy. They all have the overall goal of delivering the aspirations of the community as expressed in the Community Strategic Plan.

Reporting Documents

Progress Reports

Quarterly reports to Council's Senior Management Team track Council's performance against the targets identified in the Operational Plan. These reports include performance against service delivery activities and performance measures.

Six-monthly performance to Council and the community track Council's performance against the targets identified in the Delivery Program.

Annual Report

The Annual Report provides an overview of Council's performance and activities during the financial year and includes the audited financial statements for the year. The activities and actions reported are based on targets identified in the Delivery program and Operational Plan.

State of the Shire Report

The State of the Shire Report (formerly the End of Term Report) provides an overview of Council's and the communities progress toward the implementation of the Community Strategic Plan during the identified term. It is included as a subsection of the Annual Report in the year of an ordinary Council election and is presented at the second meeting of the newly elected Council.

4. About the Delivery Program

The Delivery Program 2022–2025 has been developed to achieve the goals of the **Liveable Leeton 2035** Community Strategic Plan. It is guided by the Leeton Shire Community's vision, values, guiding principles, goals and priorities, as outlined under the headings below.

Community Vision

We are a healthy, safe and connected community that respects people and the environment, enjoying active lives in a strong local economy under pinned by quality, accessible infrastructure, reliable water supplies and strong leadership.

Community Values

What our community values most about Leeton Shire is the:

- Sense of community and friendly people
- Rural country town lifestyle
- Peace and quiet.

Guiding Principles

Our community wants a community guided by the following social justice principles:

- **Access** – available resources are distributed fairly across our community
- **Equity** – everyone has access to goods and services, regardless of ability, age, gender, sexuality, ethnicity etc
- **Participation** – individuals and groups are empowered to take part in making the decisions that affect their lives
- **Diversity** – cultural, religious and other differences are valued and respected
- **Rights** – the civil, economic, political, cultural, and legal rights of individuals, governments and organisations are respected and protected.

Community Goals

Our community's goals are to:

- Work together in Leeton Shire as a community informed and engaged in its future
- Enhance and protect the natural environment of Leeton Shire
- Sustain Leeton Shire as a caring and supportive community
- Evolve Leeton Shire's culturally rich and vibrant community
- Progress Leeton Shire as a prosperous community for all
- Position Leeton Shire as a liveable place where we can all continue to enjoy a high quality of life.

Community Priorities

Our community's priorities, in order of importance, are:

- Services and facilities, especially health care
- The natural environment
- Infrastructure and development
- Community safety
- Roads and transport.

Council's Role and Services

Council's role is to:

Over the life of this delivery program Council aims to:

- prioritise the things our community has said we should prioritise
- focus on the services of most importance to our community
- maintain our community's high levels of satisfaction with the services with which they are most satisfied.

Our community's priorities for Council, the services of most importance to them and the services with which they are most satisfied are listed under their respective headings below.

Community Priorities for Council

Our community believes Council's priorities should be:

- Maintaining and upgrading local roads
- Improved health care facilities/availability of medical professionals and specialists
- Economic Development – support for local businesses (including farming) to boost the economy/increase businesses in the area and employment opportunities.

Council Services of Most Importance

Our community has said that the Council services of most importance to them are:

- Water supply and services
- Public safety
- Local sealed town roads
- Waste management (including recycling and landfill)
- Economic development
- Street lighting
- Local sealed rural roads.

Council Services of Highest Satisfaction

Our community has said that the services they are most satisfied with are:

- Library services
- Tourism/Visitor Information Centre
- Community and heritage buildings
- Ovals, sportsgrounds and sporting facilities
- Cultural opportunities and services, such as the Roxy Community Theatre
- Theatre, museums and public art.

Liveable Leeton 2035 Focus Areas and Outcomes

The Delivery Program 2022–2025 is aimed at delivering the Leeton Shire community's desired outcomes, as expressed by the community in the *Liveable Leeton 2035* Community Strategic Plan.

The Community Strategic Plan is broken into five **focus areas** and for each focus area there is a set of **outcomes** (see below). Each focus area has a code (eg Cc) and each outcome has a corresponding code (eg Cc1).

These codes have been used in the Delivery Program to establish a clear link between activities to be undertaken and the outcomes that will be progressed as a result.

FOCUS AREA 1. A connected, inclusive and enriched community (Cc)

- Cc1. We are friendly, inclusive and connected
- Cc2. We value and celebrate our local history, culture and diversity
- Cc3. We are rich in arts and culture
- Cc4. We have access to a range of local educational opportunities for students of all ages and abilities

FOCUS AREA 2. A safe, active and healthy community (Sc)

- Sc1. Our community is safe to live in and move about
- Sc2. We participate in active sports and leisure
- Sc3. We have access to health and support services that cater for all our needs
- Sc4. We have supported accommodation that meets the needs of all community members

FOCUS AREA 3. A thriving regional economy (Ec)

- Ec1. Our local businesses are prospering
- Ec2. We attract and retain new businesses and residents, and our population is growing
- Ec3. We have the infrastructure we need to support our economy
- Ec4. We have the skills and knowledge to undertake the work available
- Ec5. We have access to a range of housing options that suit the needs of short- and long-term residents
- Ec6. We have diverse employment opportunities
- Ec7. We are a popular tourist destination

FOCUS AREA 4. A quality environment (En)

- En1. We enjoy a protected natural environment and quality agricultural land
- En2. We live sustainably, use our resources responsibly and have adapted to climate change
- En3. Our built environment is attractive and serviceable
- En4. We balance the needs of our natural and built environments

FOCUS AREA 5. Strong Leadership and civic participation (L)

- L1. We are well informed and engaged in decision-making
- L2. Our leaders speak out for the good our community
- L3. We work together to achieve our goals
- L4. We are active community members who recognise we all have a role to play
- L5. Our Council operates efficiently and effectively
- L6. We demonstrate leadership in the face of disaster.

Functional Areas and Responsibilities

Functional Areas

To enable Council to more accurately track the expenditure associated with delivering on its commitments, the activities outlined in this Delivery Program have been grouped according to functional areas. This will give Council and the Leeton Shire community a clearer picture of how much is being spent to deliver the community's desired outcomes.

There are nine functional areas functional areas:

1. Community Services and Community Development
2. Museum, Arts and Cultural Services
3. Parks, Streetscapes and Sporting Facilities
4. Economic Development
5. Planning, Building and Public Health
6. Roads and Drainage
7. Water and Sewer Services
8. Environmental Sustainability and Emergency Services
9. Governance and Administration.

These functional areas will carry over into the Operational Plan 2022/23.

Responsibilities

Although there is some crossover and teams across the organisation work together to carry out activities, overarching responsibility for each functional area rests with the General Manager, the Group Managers and the Executive Manager IPR, Governance and Engagement. The Group responsibility for each individual functional area is noted in the table below.

Senior Manager	Functional Area(s)
Group Manger Operations	Parks, Streetscapes and Sporting Facilities Roads and Drainage Water and Sewer Services Environmental Sustainability and Emergency Services
Group Manager Activation	Economic Development Museum, Arts and Cultural Services Planning, Building and Public Health
Croup Manager Corporate	Governance and Administration
Executive Manager IPR, Governance and Engagement	Governance and Administration Community Services and Community Development

5. Delivery Program Activity Tables

The tables on the following pages outline the activities Council will undertake during the period 2022–2025.

The following colours will be used to differentiate between the nine functional areas.

This colour coding will carry through into the Operational Plan 2022/23.

1. Community Services and Community Development
2. Museum, Arts and Cultural Services
3. Parks, Streetscapes and Sporting Facilities
4. Economic Development
5. Planning, Building and Public Health
6. Roads and Drainage
7. Water and Sewer Services
8. Environmental Sustainability and Emergency Services
9. Governance and Administration

Key to Symbols

✓ Achieved	↑ Increased	↓ Reduced
▬ Stable	⌘ Dollars	

1. Community Services and Community Development

As your Council we understand that you, our residents, would like us to invest time and resources into community services and community development.

You told us that the number one thing you value about living in Leeton Shire is its sense of community and friendly people. You said your goals were to sustain Leeton Shire as a caring and supportive community and to progress Leeton Shire as a prosperous community for all. We understand well that Leeton residents want to welcome and embrace new residents from other cultures, and celebrate our rich multicultural heritage.

Of course, it's you, our residents, who give Leeton Shire its friendly people and sense of community but Council can help by providing you with opportunities to connect, participate and learn. We applaud all the groups who do great work in our community and will continue to work closely with them all.

You also told us you are concerned that your access to a range of quality health services is declining. Your message that you want our help to rectify this situation has come through loud and clear and is being actively followed up.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

Responsible Group:
 IPR, Governance and Engagement

**Cost –
 Capex:
 Opex:**

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
1.1	Operate a library in Leeton, delivering books to Whitton and Yanco, and offering a delivery service to residents whose disabilities prevent them from leaving home	Cc1 Cc4 Ec4	2022/23 2023/24 2024/25	Library Membership	↑
	<i>Note: From July 2022 Council will be a member of the Riverina Regional Libraries</i>			CUC Student numbers	↑
1.2	Operate Children's Services , including <ul style="list-style-type: none"> a long day care service (Monday to Friday) at the Leeton Early Learning Centre out of school hours care (after school) vacation care 	Cc4 Ec6 L4	2022/23 2023/24 2024/25	Fully accredited service	✓
				Utilisation of Children's Services	↑
				LELC extension completed	✓
1.3	Provide CCTV and free Wi-Fi services in the CBD of Leeton and in all major Council facilities	Cc1 Cc4 Ec3	2022/23 2023/24 2024/25	Wi-Fi access	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
				Make CCTV available to reduce crime	✓
1.4	Promote and supporting volunteering , both in Council and in the community	Cc1 L3 L4	2022/23 2023/24 2024/25	Golf club, VIC and LMAG volunteer numbers	↑
1.5	Offer advice, active support and grants to community groups , including: <ul style="list-style-type: none"> a community grants program annual donations to the Town Band, Men's Shed and Eisteddfod Society annual school prizes low or subsidised leases / licences for community groups payroll services for grant funded staff at Leeton Connect, Leeton Multicultural Support Group and Jumpstart 	Cc1 Cc2 Cc3 Cc4 Sc3 L3	2022/23 2023/24 2024/25	Grant and donations delivered and used well	✓
				MPC tenancy full	✓
1.6	Support a range of local community events , including NAIDOC Week, International Women's Day, Grandparents Day, Australia Day, Light Up Leeton, Harmony Day, Fiesta La Leeton, Reconciliation Day, Sorry Day	Cc1 Cc2	2022/23 2023/24 2024/25	Participation rates	↑
1.7	Promote community inclusion and wellbeing – including healthy lifestyles, safety at home, disability inclusion and ageing in place <i>Note: Council has a Disability Inclusion Action Plan And an aging well strategy</i>	Cc1 Sc1 Sc3	2022/23 2023/24 2024/25	DIAP revision completed 22/23	✓
				DIAP implementation on track	✓
				Ageing Well Strategy implementation on track	✓
1.8	Support and promote multiculturalism and social cohesion , including our local Aboriginal community and new migrants <i>Note:</i> <ul style="list-style-type: none"> Council is migrant and refugee friendly council, a member of welcoming cities and is a participant in the NSW GROW program Council seeks to further strengthen its relationship Leeton and District Aboriginal Lands Council 	Cc1 Cc2 Cc3 L3	2022/23 2023/24 2024/25	Reconciliation Action Plan developed 23/24	✓
				Inaugural Fiesta La Leeton held	✓
				Welcoming Cities Strategy Implemented as per action plan	✓
				Number of new citizens	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
1.9	Provide halls for communities to meet , with the support of local hall committees in Whitton, Murrami and Yanco	Cc1	2022/23 2023/24 2024/25	Utilisation rates	↑
1.10	Foster youth leadership and engagement through setting up a Leeton Youth Council	Cc1	2022/23 2023/24 2024/25	With experience, presentations or submissions to Council	↑
1.11	Facilitate town improvement planning in Whitton, Yanco and Wattle Hill, in collaboration with local residents	Ec5	2022/23 2023/24 2024/25	Town Improvement Plans finalized 22/23	✓
				Town Improvement Plans implemented as per action plan	✓
1.12	Provide social and temporary housing – Eventide Homes and student doctor accommodation	Ec5	2022/23 2023/24 2024/25	Eventide Homes occupancy full	✓
1.13	Advocate for: <ul style="list-style-type: none"> improved health services including hospital, ambulance, mental health/drug and alcohol and attracting new GP VMOs to live and work in Leeton appropriate policing capability and capacity for Leeton Shire 	Sc3 Ec1 Ec6	2022/23 2023/24 2024/25	Integrated Health Services Strategy for Leeton adopted 22/23	✓
				Integrated Health Services Strategy implemented as per action plan	✓

2. Museum, Arts and Cultural Services

As your Council we understand that you, our residents, would like us to invest time and resources into the arts, heritage and other cultural services.

Responsible Group:
Shire Activation

You said that cultural services, such as the provision of the Leeton Museum and Gallery and the Roxy Community Theatre, are among the Council services with which you are most satisfied. You also said you want more – only 67% of you feel there is a good range of cultural and artistic activities in Leeton Shire.

Cost –
Capex:
Opex:

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
2.1	Operate the Leeton Museum and Art Gallery including: <ul style="list-style-type: none"> Supporting Penny Paniz Acquisitive Arts Competition Expanding the exhibition space upstairs, including addition of a lift Collection management 	CC3 CC2 CC1	2022/23 2023/24 2024/25	Number of visitors	↑
				Number of local exhibitions	
				Number of procured exhibitions and associated grants	
				Number of new permanent exhibitions developed and associated grants	
2.2	Support the Whitton and Yanco Museums and Committees, including with collection management	CC2 L1 CC4	2022/23 2023/24 2024/25	Number of training sessions delivered to volunteers	↑
				Number of visitors	
2.3	Maintain strong working relationships with: <ul style="list-style-type: none"> Western Riverina Arts, including being an active member of the Board Leeton Family and Local History Society, including systems support for collection management 	CC2 L1	2022/23 2023/24 2024/25	Number of WRA programs accessed by Leeton Shire residents	↑
				Percentage of LF&LHS collection recorded digitally	
2.4	Deliver a Program of Public Art , including <ul style="list-style-type: none"> Visual art Performing Art Poetry Days at Henry Lawson Cottage 	CC4 CC2	2022/23 2023/24 2024/25	Delivery of virtual silo art on Chelmsford Water Tower 22/23	✓
				Number of street/public performers	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
				Number of patrons to Henry Lawson poetry days	
2.5	Operate the Roxy Theatre , including <ul style="list-style-type: none"> • Completing the facility redevelopment • Setting up RIPA (Roxy Institute of Performing Arts) • Collaborating with NIDA (National Institute of Dramatic Arts) 	CC3 L3	2022/23 2023/24 2024/25	Redeveloped theatre officially opened 22/23	✓
				Audience patronage	↑
				Student patronage	

3. Parks, Streetscapes and Sporting Facilities

As your Council we understand that you, our residents, would like us to invest time and resources into parks, streetscapes and sporting facilities.

You told us that, in general, you are happy with the sporting facilities in Leeton Shire and want us to maintain our levels of service in this field. You would also like us to look at extending the stadium and to consider investigating options and costs for expanding the indoor stadium for basketball and netball.

You said that you like the improvements we are making to streetscapes in Leeton and Whitton but you would like to see more improvements because you know that attractive towns attract more residents and visitors. You also told us you like the results of the façade painting project and want us to continue that project.

You also enjoy our parks and gardens and appreciate the work we do to maintain them. Even though they cost money, everyone supports continued plantings of colourful annuals in our main street roundabouts.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

Responsible Group:
Operations

Cost – Capex:
Opex:

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
3.1	Provide attractive town entrances, streetscapes and town centres , including completing the beautification works at the Leeton traffic lights (dairy corner) <i>The aim is to undertake roads and nature strip beautification annually</i>	En3	2022/23 2023/24 2024/25	Successful summer and winter flower displays in Leeton CBD	✓
				All dead or dangerous trees replaced	✓
				New tree plantings	↑
				Nuisance weed complaints / CRMs attended to quickly	↑
				Beautification project completed	✓
3.2	Provide quality parks, ovals, sporting fields and public toilets <i>The aim is to:</i> <ul style="list-style-type: none"> - Complete public toilets at Sycamore Street carpark, Wamoon playground and Gossamer Park and Gogeldrie Weir Recreation Reserve by 2023 - Provide a new carpark for golf club house development - Upgrade the 12th green at golf course - Upgrade the maintenance shed at the golf course - Develop dog parks in Leeton and Yanco by 2023 	Sc2 En3	2022/23 2023/24 2024/25	Utilisation of sporting ovals	=
				Public toilet vandalism	↓
				Golf course membership	=
3.3		Cc1 Sc2	2022/23 2023/24	Playground upgrades	✓

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
	Provide safe, accessible, interesting and fun playgrounds and exercise spaces across the Shire including: <ul style="list-style-type: none"> children's playgrounds in Leeton, Whitton, Yanco, Wamoon and Murrami, including upgraded playgrounds in McCaughey Park upgrade and various wetpour rubber surfacing splashpad in Yanco (summer months) skateparks in Leeton and Whitton exercise park at Rotary Park in Leeton sporting walk of fame in Leeton The aim is to: <ul style="list-style-type: none"> Maintain and upgrade playgrounds in accordance with councils playground strategy Install a new playground at Gogeldrie Weir Recreation reserve Improve safety at the Leeton skate park Improve soft fall for various playgrounds Investigate Gossamer Park splashpad 	En3	2024/25	completed as scheduled	
				Sporting Walk of Fame inductees extended	✓
3.4	Provide safe, accessible and fun sports and outdoor entertainment facilities , including <ul style="list-style-type: none"> an indoor stadium in Leeton tennis courts in Leeton stage at Mountford Park in Leeton hydration stations on shared footpath / cycleway in Leeton The aim is to Investigate an extension to the indoor stadium for basketball and netball by 2023	Cc1 Sc2 En3	2022/23 2023/24 2024/25	Utilisation of indoor stadium	↑
				Utilisation of tennis courts	↑
3.5	Provide safe, accessible and fun swimming pools in Leeton and Whitton The aim is to: <ul style="list-style-type: none"> Complete the Leeton Aquatic Centre remedial works by end 2022 Complete the installation of the water slide by end 2022 Investigate the renewal of the Whitton pool by 2025 	Cc1 Sc2	2022/23 2023/24 2024/25	Leeton pool remedial works completed 22/23	✓
			2022/23 2023/24 2024/25	Leeton pool waterslide installed and officially opened 22/23	✓
			2022/23 2023/24 2024/25	Number of swimmers at both facilities	↑
3.6	Provide cemeteries and burial support services in Leeton and Whitton The aim is to: <ul style="list-style-type: none"> Maintain and beautify the cemeteries annually Prepare a masterplan for extension of the Leeton cemetery 	En3	2022/23 2023/24 2024/25	Leeton Cemetery Masterplan completed	✓

4. Economic Development					
<p>As your Council we understand that you, our residents, would like us to invest time and resources into community services and community development.</p> <p>You flagged economic development as being one of the priorities you believe Council should focus on over the next few years. You said that you wanted Council to support existing local businesses and promote Leeton Shire to attract new businesses.</p> <p>You said that you see boosting the economy as being crucial to ensuring that our Shire continues to flourish. You understand that economic prosperity is vital to growing our population and a growing population is needed if we are to increase our access to improved infrastructure and services.</p> <p>You said you needed access more skilled and unskilled workers, and you raised the shortage of housing as a limiting factor in attracting employees and new businesses to the Shire.</p> <p>You are very happy with the Visitor Information Centre but you would like to see more visitors visit our Shire.</p> <p>During the period 2022 to 2025, our promise to you is that we will undertake the following economic development activities.</p>					<p>Responsible Group: Shire Activation</p> <p>Cost – Capex: Opex:</p>
DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
4.1	Implement local and regional economic development strategies	Ec2 Ec3	2022/23 2023/24 2024/25	Leeton ED Strategy implementation	✓
				Western Riverina Economic Development Strategy updated 22/23 and implementation commenced	✓
4.2	Develop land at Vance Industrial Estate and WR Connect Freight Intermodal - ideally break even to Council in the long term <i>Note: WRConnect is part of the Inland Rail Improvement Interface Program and is currently at gate 4 of 5 gates. Advocacy required for NSW Government investment in a rail loop at Wumbulgal</i>	Ec3 L3	2022/23 2023/24 2024/25	Confirmed government investment	\$
				# lots sold at Vance Estate	\$
4.3	Develop land for housing at Brobenah Road, Leeton (former caravan park) and Benerambah Street, Whitton – ideally break even to Council in the long term	Ec L5	2022/23 2023/24 2024/25	# lots sold	\$
				# houses built	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
	<i>Note: Council adopted a housing strategy in 2022</i>				
4.4	Continue to enhance the CBD of Leeton	Ec1	2022/23	Chelmsford Place Town Square opened	✓
				At least \$60K more investment in CBD facades in Leeton	✓
4.5	Continue to invest in the Narrandera – Leeton Airport Shared Service <i>Note: Both councils will collaborate on developing a strategic plan for the airport by 2025</i>	Ec3 L3	2022/23 2023/24 2024/25	# of passengers	↑
4.6	Grow jobs in Leeton by <ul style="list-style-type: none"> • Supporting local businesses <ul style="list-style-type: none"> ○ to expand ○ to meet their workforce needs ○ to build capacity and capability • Attracting new businesses to Leeton Shire 	Ec1 Ec2	2022/23 2023/24 2024/25	# new jobs	↑
				# job vacancies	↓
				Participation rates in local business programs	↑
				Confirmed government investment	\$
4.7	Develop new business units for <ul style="list-style-type: none"> • Council owned quarry – profit making goal • Gogeldrie Weir Riverside Park – including new cabins - break even goal 	Ec7 L3 L5	2022/23 2023/24 2024/25	Business cases completed 22/23	✓
				Profit earned	↑
				Operating losses	↓
4.8	Support local economy <ul style="list-style-type: none"> • Help promote the Leeton Community Markets • Maintain membership of and promote the Leeton Business Chamber • Maintain membership of Business NSW and advocate for local and regional priorities 	Ec2 L2	2022/23 2023/24 2024/25	# stall holders	↑
				Local membership of Leeton Business Chamber	↑
4.9	Promote and market Leeton as a visitor destination via Murrumbidgee Trails Visitor Guide, Art Deco Way Touring Route and the Leeton Visitor Information Centre	Ec7	2022/23 2023/24 2024/25	# bednights	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
4.10	Host major destinational events , including <ul style="list-style-type: none"> • Art Deco Festival (annual) • SunRice Festival (bi-annual) 	Cc2 Cc3 Ec7	2022/23 2023/24 2024/25	# patrons for each	↑
	Promote important destinational events , including <ul style="list-style-type: none"> • Outback Band Spectacular (\$ and staff) • Leeton Eisteddfod (\$ and staff) • Bidgee Classic (\$) 			Estimated economic return to Leeton Shire	↑

5. Planning, Building and Public Health

As your Council we understand that you, our residents, would like us to invest time and resources into the provision of planning, building and public health services.

Responsible Group:
Shire Activation

You said the natural environment is your second highest priority, and infrastructure and development is your third highest. You would like Council to plan for and manage future development to balance the needs of both the natural and built environments.

**Cost –
Capex:
Opex:**

You told us you would like us to provide improved, more timely planning and building assessment services. We will actively report on our progress and invite anyone planning a development to come and see us well before you start to make your plans. We are also going to update our Local Environmental Plan over this term as we know that some of the zonings and zoning rules are frustrating residents. There will be extensive consultation about this.

You also told us that public safety was high on the list of Council services that are most important to you.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
5.1	Undertake and implement strategic landuse planning , including <ul style="list-style-type: none"> Implementation of Local Strategic Planning Statement (LSPS) Developing a growth strategy for Leeton Shire Council 		2022/23 2023/24 2024/25	DCP adopted 22/23	✓
				Revised LEP adopted 23/24	✓
				LSPS short term actions progressed	✓
5.2	Provide helpful, friendly and timely planning and building assessment services for development applications, including development approvals (DAs); construction certificates (CCs), occupation certificates (OCs), planning certificates (PCs) and complying development certificates (CDCs)	Cc1 Cc4 Ec3	2022/23 2023/24 2024/25	Number of DAs approved	↑
				and avg processing times	↓
				Value of DAs approved	\$
				Number of subdivision CCs approved	↑
				and avg processing times	↓
				Number of building CCs approved	↑
and avg processing times	↓				

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
				Number of CDCs lodged	=
				Number of OCs issued	↑
				Numbers of Planning certificates issued	=
5.3	Collect developer contributions and review developer contribution plans <ul style="list-style-type: none"> Section 7.12 of the NSW EP&A Act (development levies) Section 64 of the NSW LG Act(headworks levies) 	Cc1 L3 L4	2022/23 2023/24 2024/25	Developer contribution plans updated 22/23	✓
				Developer contributions collected – s7.12 and s64	\$
5.4	Provide built heritage services, including access to a heritage advisor and heritage grant funding for private heritage listed properties		2022/23 2023/24 2024/25	Number and total investment in built heritage improvements	\$
5.5	Prepare and issue development engineering guidelines		2022/23	Finalised and issued	✓
5.6	Provide regulatory / ranger services <ul style="list-style-type: none"> Animal control Noise Control Pest Control Overgrown Blocks Non-complying development Graffiti / vandalism management 	Cc1 Cc2 Cc3 L3	2022/23 2023/24 2024/25	Number of animals impounded	↓
				Number of animals re-homed	↑
				Number of orders issued and reasons	↓
				Number of risky non-complying developments	↓
				Number of vandalism incidents reported and remedied	↓
	<i>Note: Leeton's pound requires upgrade in 2023</i>				
5.7	Provide public health services <ul style="list-style-type: none"> Inspections of services, pools, septic systems Education campaigns Mosquito monitoring services 		2022/23 2023/24 2024/25	Number of inspection failures	↓
				Incidence of mosquito borne disease	↓

6. Roads and Drainage

As your Council we understand that you, our residents, would like us to invest time and resources into roads and drainage.

You said that maintaining and upgrading local roads should be one of Council's highest priorities over the next few years. You also rated local sealed town roads and local roads in the top seven Council services of most importance to you.

You also told us drainage is an issue in some area, particularly after heavy rains.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

Responsible Group:
Operations

Cost –
Capex:
Opex:

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
6.1	Provide a network of safe (lit if urban) sealed roads The aim is to: <ul style="list-style-type: none"> - Reseal 17km pa of local roads - Align urban road rehabilitation with water main replacement projects from 2023 - Review the list of road upgrade projects by 2024 - Complete the annual maintenance road program 	Ec3 En3 En4 L5	2022/23 2023/24 2024/25	# km of roads resealed	✓
				# km of roads widened	✓
				# km of roads renewed or extended	✓
6.2	Provide a network of safe gravel roads The aim is to complete the annual maintenance grading program 2 The aim is to reseal 9km pa of gravel roads	En3 En4 L5	2022/23 2023/24 2024/25	# km of roads graded	✓
				# km of roads re-graveled	✓
6.3	Provide bridges, culverts, kerb, guttering, bus stops, street furniture and carparking The aim is to: <ul style="list-style-type: none"> - Complete the annual maintenance carpark program - Achieve an MOU with Murrumbidgee Irrigation Limited regarding bridges and culverts structures by 2024 - 	Sc1 En3 En4 L5	2022/23 2023/24 2024/25	# bridges upgraded or added	✓
				# culverts upgraded or added	✓
				# m of kerb and gutter extended	✓
				# Upgrades to car parking areas	✓

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
6.4	Undertake active transport planning and provide a network of footpaths and cycleways The aim is to: <ul style="list-style-type: none"> - Review the list of footpath extension projects by 2024 - Complete the annual maintenance footpath program 	Sc1 En3 En4 L5	2022/23 2023/24 2024/25	Revised active transport plan adopted 22/23	✓
				# m of footpaths / cycleways extended	✓
				# m of footpaths / cycleways renewed	✓
6.5	Provide road safety programs, including roadside vegetation management, permitting, traffic management and accident assistance The aim is to review the active transport plan by 2023	Sc1 En3 En4 L3	2022/23 2023/24 2024/25	# external parties assisted with traffic management planning for events/ special purposes	✓
				# external parties assisted with traffic management, including accidents	✓
				# and nature of road safety programs delivered	✓
				#kms of vegetation sprayed / slashed	✓
6.6	Undertake “ ordered works ” from TfNSW <ul style="list-style-type: none"> • MR 80 (Irrigation Way) • MR 539 (Whitton Darlington Point Rd) • Signage 	Sc1 En4 L3 L5	2022/23 2023/24 2024/25	\$ value and nature of works undertaken	\$
6.7	Provide safe, efficient drainage systems to cope with normal rainfall The aim is to: <ul style="list-style-type: none"> - Achieve an MOU with Murrumbidgee Irrigation Limited regarding urban drainage structures by 2024 - Do CCTV inspection of 5% of the network to ascertain conditions by 2024 - Complete the annual maintenance drainage program (shifting from reactive maintenance to proactive maintenance) - Review councils storm water management plan 	Sc1 En4 L5 L6	2022/23 2023/24 2024/25	\$ value and nature of works undertaken	\$

7. Water and Sewer Services

As your Council we understand that you, our residents, would like us to invest time and resources into providing them with reliable water and sewerage services.

You told us that the supply of reliable town water is the Council Service of most importance to you. That means it's important to us too.

We are pleased you are happy with the quality of our water and we intend to keep it that way.

Sewerage services weren't rated as highly in importance we know that it's a service that is critical to the health of the community, so we'll maintain our efforts to supply that service to a high level. There are still some urban areas that are unsewered and we need to identify and address these during the term.

As a community you have said you support growth and want to see more housing developed. This can't happen without getting a full understanding of how new houses have to be serviced with water and sewer. There will be a strong focus on sewer and water strategic planning over this term of Council.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

Responsible Group:
Operations

Cost – Capex:
Opex:

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
7.1	Provide potable water services to the urban residents of Leeton Shire Note: <ul style="list-style-type: none"> - Pipelines in older areas are reaching the end of their useful life. - Council has recently implemented automated meter reading (Taggle) - A preventative maintenance program needs to be developed in 2022/23 (move above) - Pending the result of the Integrated Water Cycle Management Plan the Leeton Water Treatment Plant may need upgrade or replacement. Concept study required in 2023/24. - Further work required on water main condition assessment - Further investigation required on water losses through the system - It's been identified that there is significant scope for energy efficiencies 		2022/23	Water to drinking standards delivered 100% of the time	✓
				Avg water use by residents	↓
				Treated water losses	↓
				# burst water mains	↓
7.2	Provide sewer services to the urban residents of Leeton Shire Note: <ul style="list-style-type: none"> - Pipelines in older areas are reaching the end of their useful life. - CCTV inspection required to identify pipes for relining 		2022/23	Effluent discharges meet EPA standards 100% of the time	✓
				# burst sewer mains	↓

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
	<ul style="list-style-type: none"> - Works required to ensure effluent compliance with environmental pollution licence in Leeton - New sewerage system is being developed to deal with public health issues in Wamoon - It's been identified that there is significant scope for energy efficiencies <p>Leeton has an excessive number of pumping stations that need to be rationalised to address septicity and reduce operating costs.</p>			# houses in towns on septic systems	↓
				90 % Wamoon households connected to sewer	✓
7.3	Provide regulatory trade waste services to local business and industry Note: <ul style="list-style-type: none"> - Liquid trade waste discharges continue to add to septicity and cost of treatment concerns, currently compliance sits at approximately 75% 		2022/23	% of tradewaste certified businesses	↑
				# and value of trade waste penalties imposed	↓
7.4	Develop strategic plans to support security of service and growth of the Shire , including <ul style="list-style-type: none"> • Integrated Water Cycle Management Plan • Water Servicing Strategy • Sewer Servicing Strategy 		2022/23	100% complete	✓

8. Environmental Sustainability and Emergency Services

As your Council we understand that you, our residents, would like us to invest time and resources into environmental sustainability and into being prepared for emergencies.

You said that the natural environment is second highest on your list of priorities and that one of the Council services of most importance to you is waste management (including recycling and landfill).

As we brace for climate change you have said that you'd like Council to be environmentally responsible and show leadership when it comes to reducing our carbon footprint. The nice thing is that doing this saves money too. Council will make energy savings a major priority for this term.

We will also respond to your ideas about cooling the urban areas during the hotter months by planting more trees.

The government has mandated the banning of food and organic waste to landfill from 2030 so we are going to have to start to prepare for that too during this term of Council as this will be a major shift in how waste management services are operated in Leeton Shire.

Some of you also pointed out that we needed to adopt more energy efficient practices to reduce our environmental footprint.

During the period 2022 to 2025, our promise to you is that we will undertake the following activities.

Responsible Group:
Operations

Cost – Capex:
Opex:

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
8.1	Deliver recycling and solid waste management services, including <ul style="list-style-type: none"> re-use, recycling, kerbside collection and landfilling planning for food and organic waste services (FOGO) 	En2	2022/23 2023/24 2024/25	Mixed waste to landfill	↓
				Recycling	↑
				Plan for FOGO 22/23	✓
				New kerbside collection contract signed 22/23	✓
8.2	Enhance Leeton Shire's climate resilience <ul style="list-style-type: none"> Implement energy strategy Increase tree canopy across the Shire <p><i>Note: In addition to LED, PLC and small scale solar arrays Council will also investigate a solar farm let at the former Yanco landfill site by 2025</i></p>	En2	2022/23 2023/24 2024/25	Electricity spend	↓
				Carbon footprint	↓
				# new trees planted	↑

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
8.3	Improve Leeton Shire's emergency preparedness <ul style="list-style-type: none"> Undertake flood planning Ensure adequate bushfire protection Participate as Local Emergency Management Centre 	En2 LG	2022/23 2023/24 2024/25	% new houses pa built to cope with 1:100 flood levels	↑
				# and distribution of RFS stations	=
8.4	Deliver noxious weeds management via NSW government endorsed Weeds Action Plan	En1	2022/23 2023/24 2024/25	Noxious weed incursions	↓
8.5	Advocate for <ul style="list-style-type: none"> water security for primary production, including additional on and off river storage in the mid-Murrumbidgee (includes Lake Coolah) biodiversity health and general tidiness at Fivebough Wetlands and Murrumbidgee National Park 	En1 En4	2022/23	Allocations for high and general security water entitlements	↑
				Biodiversity	↑
				Littering / dumping	↓

9. Governance and Administration					
<p>As your Council we understand that you, our residents, would like us to invest time and resources into good governance and smart administration.</p> <p>You said you are happiest with Council when we keep you informed, engage with you when we are planning for the future, consider your opinion when making decisions, and practice sound financial management. We will continue with all our advocacy efforts.</p> <p>Very importantly, we know you are wanting a Council that is efficient and effective and uses ratepayer funds responsibly. This will continue to be a focus and we will be undertaking service reviews to ensure we are getting this right.</p> <p>You have previously told us that you are generally satisfied with Council's administration and Council's commitment is to ensure that we continue to improve in this area. Part of that improvement is ensuring we have smart online systems in place so that you can do your dealings with Council outside of normal hours.</p> <p>During the period 2022 to 2025, our promise to you is that we will undertake the following activities.</p>				<p>Responsible Group: Corporate IPR, Governance and Engagement</p>	
				<p>Cost – Capex: Opex:</p>	
DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
9.1	Provide enhanced customer service including expanding the capacity for digital services	L5	2022/23 2023/24 2024/25	Number of customer requests responded to within customer guarantee period	↑
				Number of residents satisfied with the administration in the community survey	=
9.2	Undertake authentic and timely community engagement where community input genuinely shapes Council decisions	L1	2022/23 2023/24 2024/25	Number of residents registered on Have Your Say	↑
				Number of Public submissions	↑
9.3	Provide respected and effective representation, leadership and advocacy	L2	2022/23 2023/24 2024/25	Councillors have completed more than 80% of their training plans	✓
				Monthly Mayoral / Councillor columns in the Irrigator	✓

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
				Number of and diversity of candidates at election time	↑
				Motions to ALGA, LGNSW and Country Mayors are supported	✓
				Residents satisfied with the elected council in the community survey	=
				Effective Council committees	✓
	<i>Note: The next council elections will be held in September 2025</i>				
9.4	Nurture strong partnerships with Murray Darling Association, RAMJO, MI Ltd, NSW Government, Commonwealth	L1 L3	2022/23 2023/24 2024/25	Number of and nature of advocacy activity and / or joint initiatives	=
9.5	Foster a valued and committed workforce that is suitably rewarded and goes home safe each day	L5	2022/23 2023/24 2024/25	Staff turnover of 10 to 14% pa	=
			2022/23 2023/24 2024/2	At least 0.1% of employee costs to be spent on training / professional development	✓
				Number of awards entered	↑
				Number of trainees and apprentices	↑
				Workers compensation costs	↓
				Sick leave	↓
	<i>Note: Council has a Workforce Plan 2022/25</i>				
9.6	Deploy reliable and efficient corporate and project governance including audit, risk and improvement	L5	2022/23 2023/24 2024/25	Major projects delivered in full, on time and to budget	✓
				Full compliance with corporate governance legislation / reporting	✓

DP Ref.	Activity	CSP Links	Years	Tracking success	
				Measures	Targets
	Note: <ul style="list-style-type: none"> - Council has implemented a Project Management Office (PMO) - Council has an Audit Risk and Improvement Committee (ARIC) 			Policies and procedures are current and fit for purpose	✓
				Nil code of conduct complaints	✓
9.7	Deploy reliable and efficient corporate management - financial, asset, property, records, information technology, buildings and plant/fleet	L5	2022/23 2023/24 2024/25	Results of SRV options / engagement supported 22/23	✓
				End financial year within budget and in accordance with the adopted LTFP	✓
				Unqualified audit report (except perhaps RFS assets matter)	✓
				Asset management plans completed and adopted	✓
				All Plans of Management completed 22/23	✓
				Leases and licences current and paid in full	✓
				Nil notifiable cybersecurity breaches	✓
9.8	Undertake service reviews (depreciation; staffing levels; water and sewer; open space and recreation) and benchmarking.	L5	2022/23 2023/24 2024/25	Efficiencies found	\$
9.9	Attract grant funding for capital works and operations	L4	2022/23 2023/24 2024/25	Funds raised and their purpose	\$



LEETON
SHIRE COUNCIL



LEETON
SHIRE COUNCIL

DRAFT
LONG TERM FINANCIAL PLAN

April 2022

Contents

1. EXECUTIVE SUMMARY	5
<i>Background</i>	<i>5</i>
<i>Council's financial sustainability challenges and the need for robust long term planning</i>	<i>5</i>
<i>How serious is Council's financial situation?</i>	<i>6</i>
<i>So why do we need to act now?</i>	<i>6</i>
<i>Next steps: refine the plans, start the conversation with the community</i>	<i>6</i>
2. COUNCIL'S OBJECTIVES: SOUND FINANCIAL MANAGEMENT	9
3. GENERAL FUND	11
'LESSER SRV + SOME SERVICE CUTS' SCENARIO	11
3.1 REVENUES	15
<i>Rates, levies and annual charges</i>	<i>15</i>
<i>User fees and charges</i>	<i>16</i>
<i>Interest and investments</i>	<i>17</i>
<i>Other revenues and other income</i>	<i>17</i>
<i>Grants and contributions</i>	<i>17</i>
<i>Dividends from water supply and sewerage businesses</i>	<i>18</i>
3.2 EXPENSES	19
<i>Employee benefits and oncosts</i>	<i>19</i>
<i>Materials and services + other expenses</i>	<i>24</i>
<i>Depreciation</i>	<i>25</i>
<i>Interest on loans</i>	<i>27</i>
3.3 INVESTMENT IN INFRASTRUCTURE AND OTHER ASSETS (+ ASSET SALES)	28
<i>Performance against infrastructure investment benchmarks (asset renewals)</i>	<i>28</i>
<i>Capital grants</i>	<i>29</i>
<i>Asset Sales</i>	<i>30</i>
3.4 RESERVES AND BORROWING	31
<i>Cash reserves</i>	<i>31</i>
<i>Borrowings</i>	<i>33</i>
3.5 OPTIONS TO IMPROVE FINANCIAL SUSTAINABILITY	34
<i>Opportunities to be explored internally (service reviews)</i>	<i>34</i>
<i>Opportunities to be explored externally (community engagement)</i>	<i>34</i>
<i>Revising this LTFP</i>	<i>35</i>
4. WATER FUND	36
4.1 REVENUES	39
<i>Rates and annual charges</i>	<i>39</i>
<i>User fees and charges</i>	<i>39</i>
4.2 EXPENSES	42
<i>Employee costs</i>	<i>42</i>
<i>Materials and services</i>	<i>42</i>
<i>Depreciation</i>	<i>42</i>
4.3 INVESTMENT IN WATER SUPPLY INFRASTRUCTURE ASSETS	43
<i>Performance against infrastructure investment benchmarks (asset renewals)</i>	<i>43</i>
<i>Capital grants</i>	<i>44</i>
4.4 RESERVES AND BORROWING	44
5. SEWER FUND	45
5.1 REVENUES	48
<i>Rates and annual charges</i>	<i>48</i>
<i>User fees and charges</i>	<i>48</i>
5.2 EXPENSES	49
<i>Employee costs</i>	<i>49</i>
<i>Materials and services</i>	<i>49</i>
Leeton Shire Council Long Term Financial Plan 2022-2032	2

<i>Depreciation</i>	49
5.3 INVESTMENT IN SEWERAGE INFRASTRUCTURE ASSETS	50
<i>Performance against infrastructure investment benchmarks (asset renewals)</i>	50
<i>Capital grants</i>	51
5.4 RESERVES AND BORROWING	51
6. SENSITIVITY AND RISK ANALYSIS.....	52
7. ALTERNATIVE SCENARIOS FOR THE GENERAL FUND	54
7.1 HEAD IN THE SAND SCENARIO.....	55
7.2 AUSTERITY SCENARIO.....	58
7.3 SRV + MAINTAIN ALL SERVICES SCENARIO	60
APPENDIX 1: FORECAST FINANCIAL STATEMENTS.....	62

List of Figures and Tables

Figure 1: key income and expense items in 2022/23 general fund budget	11
Figure 2: trends in income, expenses and operating result in general fund 'Lesser SRV + Service Cuts'	12
Figure 3: trends in capital works, grants & cash (reserves) & borrowings in general fund	12
Figure 4: potential combinations of Special Rate Variation & savings to achieve a balanced budget	15
Figure 5: main sources of user fees and charges in general fund	16
Figure 6: trends in Full Time Equivalent staff (FTEs) and employee costs	19
Figure 7: relationship between FTEs (consolidated basis) and population for group 10 and 11 councils	20
Figure 8: trends in employee leave entitlements provision	22
Figure 9: History of capitalised employee costs and capital works program (consolidated basis)	23
Figure 10: History of overtime (consolidated basis)	23
Figure 11: trends in materials and services + other expenses (including one-offs)	24
Figure 12: Why depreciation can be understood as the means of generating cash for work on assets	26
Figure 13: trends in depreciation over time	27
Figure 14: key income and expense items in 2022/23 water fund budget	36
Figure 15: trends in income, expenses and operating result in water fund	36
Figure 16: trends in capital works, grants & cash (reserves) & borrowings in water fund	37
Figure 17: trends in number of connections to Council's water supply as reported over time	39
Figure 18: trends in water supplied (as reported), water purchased, and water fund income	40
Figure 19: trends in water supplied (as reported), water purchased, and water fund income	40
Figure 20: 30 year projection for capital works and cash reserves for water fund	43
Figure 21: key income and expense items in 2022/23 sewer fund budget	45
Figure 22: trends in income, expenses and operating result in sewer fund	45
Figure 23: trends in capital works, grants & cash (reserves) and borrowings in sewer fund	46
Figure 24: trends in number of connections to Council's sewerage system as reported over time	48
Figure 25: 30 year projection for capital works and cash reserves for sewer fund	50
Figure 26: trends in income, expenses and operating result in general fund – Head in Sand Scenario	55
Figure 27: trends in capital, grants and cash & investments – Head in Sand Scenario (same capex)	55
Figure 28: trends in capital, grants & cash – Head in Sand Scenario (reduced capex)	56
Figure 29: trends in income, expenses & cash operating result in general fund – Austerity Scenario	58
Figure 30: trends in capital, grants and cash and investments – Austerity Scenario	58
Figure 31: trends in income, expenses & cash operating result in general fund – 'SRV + Maintain Svcs'	60
Figure 32: trends in capital, grants and cash and investments – 'SRV + Maintain Services' Scenario	61
Table 1: Leeton Shire Council financial sustainability objectives	10
Table 2: Summary of assumptions for operating revenues and expenses (base case)	13
Table 3: assumptions about rate increases	15
Table 4: typical increases for a 4.7% p.a. and 20% Special Rate Variation	15
Table 5: summary of ongoing operating grants and contributions for general fund	18
Table 6: Alignment between financial information in IP&R documents	28
Table 7: 10 year Building and Infrastructure Renewals Ratio calculation for general fund	29
Table 8: Forecast capital grants over 10 years for general fund	29
Table 9: Summary of reserves with external and internal restrictions	31
Table 10: Summary of current borrowings	33
Table 11: Summary of proposed borrowings	33
Table 12: Summary of assumptions for operating revenues and expenses – water fund	38
Table 13: calculation of typical residential water bill and potential savings if charges are reduced	41
Table 14: Calculation of 10 year asset renewal ratio for water fund	43
Table 15: Summary of assumptions for operating revenues and expenses – sewer fund	47
Table 16: Calculation of 10 year asset renewal ratio for sewer fund	50
Table 17: Key parameters for sensitivity or 'risk' analysis	52
Table 18: Summary of assumptions for operating revenues and expenses – Head in Sand Scenario	57
Table 19: Summary of assumptions for operating revenues and expenses – Austerity Scenario	59
Table 20 typical increases for a 5.1% p.a. and 35% Special Rate Variation	

1. Executive Summary

Background

Leeton Shire Council started highlighting **financial sustainability challenges** in its 'general fund' (excluding water and sewer, accounted for as separate businesses) as far back as the 'Council Improvement Proposal' it prepared under the Fit for the Future program in 2015.

Council subsequently flagged the possibility of seeking a **Special Rate Variation** to increase its income above the 'rate peg' – in order to adequately fund asset renewals and meet benchmarks set by NSW Government – in its Long Term Financial Plan adopted in 2016. This did not eventuate largely due to two years of drought which impacted our agriculturally based community, followed by Covid-19.

Over the past 4 years, Council has made several decisions to **increase service levels**, which comes with increased expenses. These decisions have been to address:

- **community priorities** (economic development, cultural and recreational facilities, road maintenance, customer service),
- **corporate risks, regulation and compliance** (project management, work health and safety, governance, records, people management, procurement, IT/cybersecurity, children's services, environmental, internal audit and continuous improvement).

Over this same period, both state and federal governments have offered unprecedented levels of **grants for community projects**. Council has pursued these in order to achieve community priorities (e.g. Leeton Aquatic Centre, Leeton Museum & Gallery, Roxy Theatre, CBD upgrades etc), mindful that this level of investment is unlikely to be repeated in the coming decade. This has increased the level of activity and met community expectations generally but also added to depreciation and ongoing operational expenses.

Council's financial performance has also been impacted by:

- large increases in **depreciation and landfill rehabilitation provisions** to reflect the long term costs of infrastructure and waste management more accurately
- reductions in **interest** revenues due to lower interest rates and lower cash reserves
- reductions in income from the sale of **investment water**
- **cost shifting** from other levels of government (e.g. Council is now responsible for managing a significant amount of Crown Land previously managed by NSW Govt.)

Council's financial sustainability challenges and the need for robust long term planning

While concerns about Council's financial sustainability were evident in its 2021 annual financial statements, several 'one off' items distorted the figures. Subsequent operating deficits – \$5M in the 2022 budget review, \$4M in the 2023 (draft) budget – reinforce the reality of Council's financial sustainability challenges and need for action to address these.

The first step has been to develop a clearer picture of where Council is headed. That is the focus of this Long Term Financial Plan and the Strategic Asset Management Plan that goes hand in hand with it. It is vital to recognise that while these plans are an important step forward, the process of developing them has highlighted there is a lot of work left to do.

How serious is Council’s financial situation?

At this point in time, Council needs to be alert but not alarmed about the financial sustainability of its general fund. The ‘Head in the Sand’ scenario in section 7.1 of this Plan suggests Council isn’t under immediate threat, provided it pulls back on the development of further new assets. Council could continue a similar path and still retain a minimal level of cash reserves in 10 years.

It is also important to note that the financial sustainability challenges only relate to Council’s general fund. Council’s water supply and sewerage businesses are accounted for separately and, at this stage, are assessed as being financially sustainable.

So why do we need to act now?

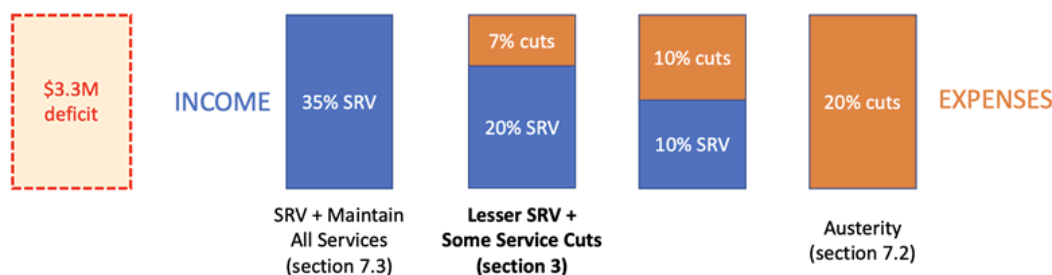
There are two problems with ‘putting our head in the sand’ and continuing a similar path. Firstly, delaying actions is likely to lead to future decisions being more urgent and difficult. If, instead, Council starts a gradual change process now, informed by meaningful community engagement, it has the best chance of *minimising negative impacts on the community*.

Secondly, while Council isn’t in any immediate danger of running short of cash, it can only keep going on a similar path by drawing on reserves to pay for its day to day operations. Spending more than we earn, failing to put anything aside for the future, is not only *unsustainable*, it is also contrary to the principles of *intergenerational equity*.

Next steps: refine the plans, start the conversation with the community

As noted above, while this Long Term Financial Plan and the accompanying Strategic Asset Management Plan are an important step forward, there is still work to do to refine them. However, Council recognises it needs to start the conversation with the community about its financial sustainability challenges and potential solutions as *there is no ‘right answer’*.

Council’s draft 2023 budget is a deficit of around \$3.3M excluding one off items. Addressing this will need to involve some combination of increasing income and reducing expenses:



At this stage, Council is of the view that the path that is most likely to be seen as acceptable to the community *and* to address Council’s financial sustainability challenges will be a ‘middle ground’ option that strikes a balance between:

- reducing expenses, ideally via productivity and efficiency gains (often difficult to achieve) and via targeted reductions in community services (more achievable), and
- increasing income via fees & charges, setting up a Council owned business or, more likely, via a Special Rate Variation (increasing rates above the ‘rate peg’).

That is why the ‘Lesser SRV + Some Service Cuts’ scenario has been adopted as the ‘base case’ in this Long Term Financial Plan: Council doesn’t consider ‘putting its head in the sand’ (the scenario mentioned earlier, in section 7.1 of this Plan) is a responsible way forward. The figure below explains the ‘Lesser SRV + Some Service Cuts’ Scenario in more detail:



As noted, it is suggested these strategies for getting back to black would be implemented over 4 years from 2024 to minimise impacts on the community. This would also allow time to pursue productivity and efficiency gains (avoiding cuts to services as far as possible) while ensuring rate increases are more gradual and affordable for ratepayers.

To ensure rates are collected as fairly as possible across the various rating categories (residential, farming and commercial) Council would also review its rating structure prior to introducing any Special Rate Variation (SRV). The table below provides an indication of what a 20% Special Rate Variation (4.7% p.a. for 4 years on top of a 2.5% rate peg) would equate to in dollar terms for the typical ratepayer in each category.

Rating category	Typical land value ¹	Typical rates in 2022/23 ²	2023/24 rate increases			20% total SRV over 4 years ³
			2.5% rate peg	+ 4.7% SRV	= 7.2% total	
Residential	\$65,000	\$979	\$25	\$46	\$71	\$196
Farmland	\$245,000	\$2,660	\$67	\$125	\$192	\$533
Business	\$80,000	\$1,065	\$27	\$50	\$77	\$213

1. Median (‘middle’) land value based on 2019 valuations from NSW Valuer General.
2. Based on 0.7% rate peg + 1.1% additional special variation (subject to IPART approval).
3. Based on 20% (4 x 4.7%) increase on top of 2022/23 rates (doesn’t include increases from the rate peg).

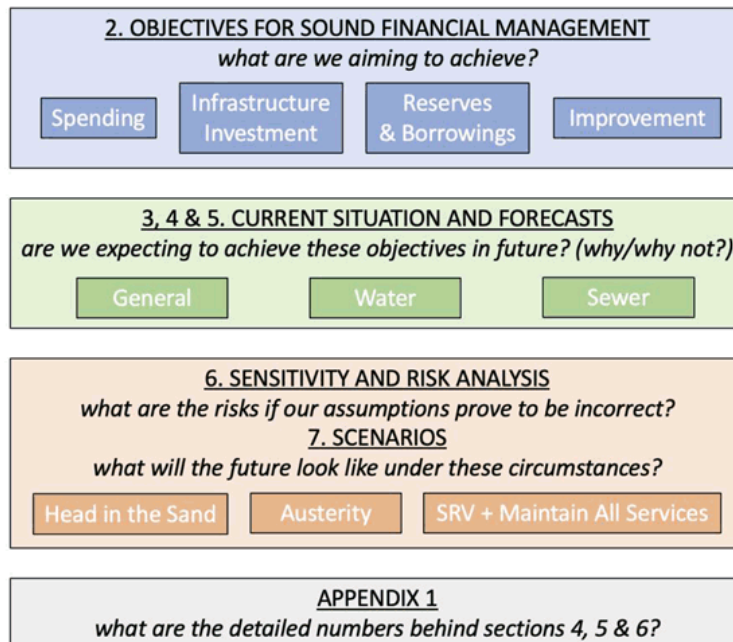
In summary, it is important to emphasise that Council still has work to do. This is only the start of its journey toward financial sustainability.

Over the coming months, Council will:

- refine this LTFP, and the accompanying Strategic Asset Management Plan
- engage with the community about its financial sustainability challenges and options to address these, and
- explore opportunities to improve its operations (and so limit the need for rate increases and/or service cuts) via a program of internal service reviews.

Council will then consider a revised and updated Long Term Financial Plan and Delivery Program setting out a sustainable path for the future by November this year, at which time the community will again have an opportunity to provide input.

Structure of this document:



2. Council's Objectives: Sound Financial Management

The **NSW Local Government Act** section 8B establishes principles of sound financial management as follows:

- a) Council **spending** should be responsible and sustainable, aligning general revenue and expenses
- b) Councils should invest in responsible and sustainable **infrastructure** for the benefit of the local community
- c) Councils should have effective **financial and asset management**, including sound policies and processes for the following:
 - (i) performance management and reporting,
 - (ii) asset maintenance and enhancement,
 - (iii) funding decisions,
 - (iv) risk management practices.
- d) Councils should have regard to achieving **intergenerational equity**, including ensuring the following:
 - (i) policy decisions are made after considering their financial effects on future generations,
 - (ii) the current generation funds the cost of its services (which also means the current generation shouldn't bear costs for benefit of future generations)

Council has recognised its improvement journey begins at point (c).

This LTFP and the Strategic Asset Management Plan (SAMP) that sits alongside it are evidence of Council's commitment to adhering to these principles and signals that progress has commenced.

Council also recognises *the financial challenges it faces haven't arisen overnight... and they won't be solved overnight*. A longer-term strategy is needed if Council is to realise longer-term benefits and be sustainable. That is why the LTFP and SAMP have a 10+ year horizon.

Council has identified four financial sustainability objectives (below) that will serve as 'guard rails' to help keep Council 'on track'. These are also reflected in Council's Delivery Program, so progress will be reported against these in Council's Annual Report.

Leeton Shire Council Financial Sustainability Objectives (April 2022)

	Objective	Details
1	Responsible and sustainable spending	<p>Council will work toward aligning general revenues and expenses by:</p> <ul style="list-style-type: none"> exploring options to be more sustainable (objective 4 below) then, formulating a revised LTFP that documents how Council plans to achieve this. <p><i>Section 3 sets out how Council might reduce its deficit in the general fund and achieve a balanced budget via a mix of increased income/decreased expenses. Section 7.1 shows the implications of continuing the current path. Sections 4 and 5 show water and sewer funds are close to 'balanced' and so appear to be sustainable from this perspective (subject to further analysis).</i></p>
2	Responsible and sustainable infrastructure investment	<p>Council will:</p> <ul style="list-style-type: none"> allocate funds to infrastructure and other assets in accordance with recommendations in the Strategic Asset Management Plan (SAMP) with a focus on managing risk and renewing existing assets identify priorities for new and upgraded assets, and opportunities to dispose of underutilised assets, in the SAMP not prioritise funds for further new or upgraded assets over essential renewals except where new assets address unacceptable risks only build additional new or upgraded assets if the LTFP shows this is affordable pursue grants wherever possible to minimise Council's investment, but not vary its priorities significantly simply to obtain a grant pursue continuous improvement in the management of its assets and infrastructure, guided by actions in the SAMP. <p><i>Sections 3, 4 and 5 show that Council can afford to fund necessary investments in asset renewals, as well as priority upgrades/new assets. Section 7.1 shows implications of not taking action (as in section 3).</i></p>
3	Adequate cash reserves and use of borrowings	<p>Council will maintain an appropriate level of cash reserves by:</p> <ul style="list-style-type: none"> responsible and sustainable spending (objective 1), responsible and sustainable infrastructure investment (objective 2) using borrowings (debt) to overcome shortfalls in available funds to undertake necessary works when they are required. <p><i>Section 3 shows that with remedial action, Council can maintain adequate reserves in the general fund. Section 7.1 shows that without action, it will 'eat into' its reserves considerably over the next 10 years. Sections 4 and 5 show water and sewer can maintain adequate reserves.</i></p>
4	Explore options to improve financial sustainability	<p>Explore options, internally and externally, to improve financial sustainability in general fund by achieving a balanced budget as discussed in section 3.5.</p> <ul style="list-style-type: none"> Internally, identify opportunities to improve efficiency and productivity (reduce expenses) via a program of service reviews as well as reviewing accuracy of current depreciation expenses. Externally, engage the community about their service priorities and willingness to pay (in general fund): reducing current services (to reduce expenses), increasing user fees and charges and/or ordinary rates via a special rate variation (to increase revenues).

Table 1: Leeton Shire Council financial sustainability objectives

3. General Fund

Under the NSW Local Government Act, councils must account for their water supply and sewerage functions as separate businesses. These are in section 4 and 5. The remainder of Council's functions fall under the scope of Council's 'general fund'.

Figure 1 below summarises the main operating revenues and expenses in the Income Statement for Council's 2022/23 budget, which is a projected deficit of \$3.3M excluding \$510,000 for capital grants and contributions (which are not available for operational activities) and \$650,000 for net loss on asset sales (which is a one off amount).

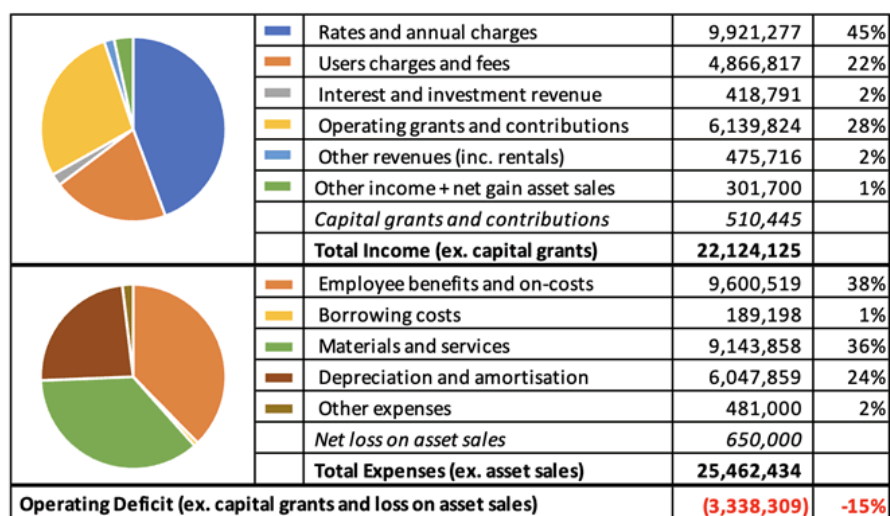


Figure 1: key income and expense items in 2022/23 general fund budget

A deficit of this scale (15% of income) is of serious concern. If Council continues this path, it may run short of cash in 4 or 5 years (see 'Head in the Sand' scenario, section 7.1), or, if it cuts its capital works, at least 'eat into its reserves' considerably over the next 10 years.

'Lesser SRV + Some Service Cuts' Scenario ('Base Case')

Council recognises it must chart a new course for the future. This section details the 'Lesser SRV + Some Service Cuts' Scenario, which is a *potential* way forward, bridging the \$3.3M operating deficit over 4 years primarily via:

- savings of \$1.5M (7%) in employee costs and materials and services, ideally achieved in part via efficiencies, but realistically involving targeted cuts to Council services
- a Special Rate Variation of 20% (generating \$1.65M) in addition to the rate peg.

The figure below summarises Council's financial performance over the long term including:

- actual historic results over the past 5 years,
- current (as at 2nd quarterly budget review) and
- next year budgets and forecast results under this scenario for the next 9 years.

Note that in charts throughout this LTFP, the financial years as shown are the financial year *ending in...* so, for example, the 2022/23 financial year is identified as "2023".

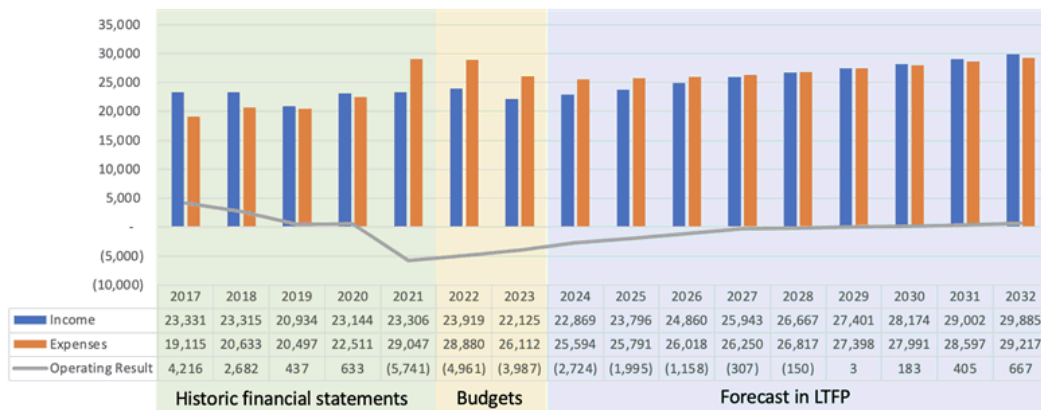


Figure 2: trends in income, expenses and operating result in general fund (base case)

In summary, the ‘story’ this figure is telling for the general fund is:

- Council’s **income** (blue columns) has historically been around **\$23M**
- Council’s **expenses** (orange columns) have overtaken this income, peaking at **\$29M** in 2021 and 2022, although 2021 included significant ‘one off’ expenses¹
- expenses are forecast to scale back to **\$26M** and increase only slightly between 2024 and 2027, but only after factoring in significant measures to realise these savings²
- Consequently, Council also needs to increase income more than the rate peg alone to ‘close the gap’; the forecast increases, which would bring income to **\$26M**, are based on a **Special Rate Variation** of 4.7% p.a. for 4 years (20% total, compounded³)
- If Council implements this plan – reducing expenses and increasing income – it will largely ‘close the gap’ by 2027 (the forecast \$307k deficit is only 1% of income, which is of little concern) and go on to achieve a balanced budget by 2029.

Council’s financial *performance* is only half of the ‘story’. The figure below is the other half: Council’s financial *position* (reserves, borrowings, investment in assets/capital works).⁴

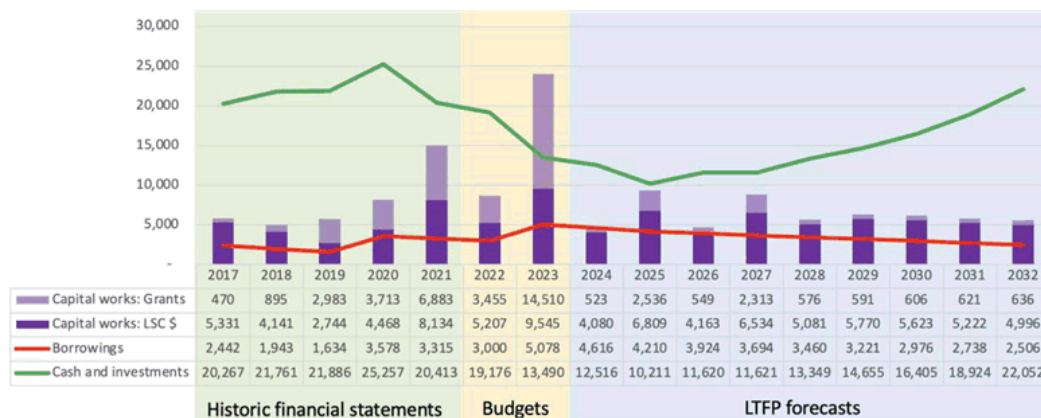


Figure 3: trends in capital works, grants and cash and investments (reserves) and borrowings in general fund

¹ See section 3.2: major ‘one offs’ in 2021 are materials and services and other expenses.

² See section 3.2: reductions are in the areas of employee costs and materials and services.

³ The effect is more than 4.7% x 4 (= 18.8%) as increases in earlier years are compounded by later increases.

⁴ Note: capital works differs from the 2022 and 2023 budgets due to carry overs (see section 3.3).

In summary, the 'story' this figure is telling for the general fund is:

- Council is in the midst of a major **capital works** program (purple columns)⁵ far larger than in recent history, and is also forecasting significant programs in future
- While Council has or is expecting to secure significant **capital grants** (light purple portion of column) it is also drawing heavily on its own funds (dark purple portion)
- Council's **cash reserves** (green line) have decreased from a peak of \$25M in 2020 partly due to funding these capital works, but also partly due to the operating deficit, but are forecast to remain healthy (based on spending assumptions in this scenario)
- Council has relatively low levels of debt (red line) and could draw on reserves rather than borrowing as intended in 2023, but actual results will depend on spending.
- Council's financial position (reserves) will improve over time as the deficit decreases.

The assumptions behind the overall general fund numbers in Figure 2 are summarised in the table below alongside the historic increases in these items in the last few years.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Rate peg averaged 2.2% p.a. Waste charges averaged 5% p.a.	2023: 1.8% p.a. (0.7% rate peg + 1.1% additional special variation); 2024-2027: 7.5% p.a. (2.5% rate peg + 4.7% special rate variation) 2028-2032: 2.5% p.a.
<i>User fees and charges</i>	Varies: \$3.8-6.1M p.a.	\$4.9M in 2023, then 2.5% p.a. for 10 years
<i>Interest</i>	Varies with interest rates and cash reserves	2.2% p.a. in 2024 increasing 0.25% p.a. to 4.2% in 2032. Actual \$ calculated on reserve balance.
<i>Operating grants</i>	Varies: \$5.2-8.5M p.a.	\$6.5M p.a. in 2024 (to exclude one-off grants in 2023) then 2.5% p.a. for remaining 9 years.
<i>Other revenues</i>	Varies: \$0.6-1.2M p.a.	Drop back to \$476k in 2024 then 2.5% p.a.
<i>Other income</i>		\$302k in 2023, then 2.5% p.a.
Expense items		Assumptions
<i>Employee costs</i>	Increased from \$8.1M to \$9.3M (3.4% p.a.) over last 5 years to 2021.	Starting point 2023: \$9.6M (budget, is a 3.3% p.a. on 2021 actuals or 1.6% p.a. x 2 years). Index 0.5% p.a. in 2025-27 (reduce in real terms) Index at 2% p.a. thereafter (= average of award).
<i>Materials and services + other expenses</i>	Ongoing M&S + other expenses were \$8-8.5M p.a. up to 2021, no clear trend, plus some one-offs.	Starting point: \$9.1M (as budgeted, \$0.5-0.6M more than 2020-21 actuals, excluding one offs). Index 0.25% in 2024-5, 0.5% in 2026-7, then 2.5% thereafter.
<i>Borrowing costs</i>	Varied with loans.	Based on proposed loans in Budget.
<i>Depreciation</i>	Increase of \$1.9M (46%) between 2017 and 2023	2% p.a. for 10 years (a reduction in real terms given planned investments in new assets).

Table 2: Summary of assumptions for operating revenues and expenses for the general fund (base case)

⁵ The 2022 capital budget is \$32M (not \$8.7M). These figures anticipate significant rollovers (see section 3.3).

Sections 3.1 and 3.2 discuss each of the above items in detail, identifying issues that:

- have contributed to this year's operating result in the current budget (Figure 1), and
- are forecast to impact operating performance in future (Figure 2), including measures proposed to increase income/decrease expenses to reduce the deficit.

The detailed numbers for each item are in the income statement in Appendix 1.

Sections 3.3 and 3.4 discuss assumptions behind Figure 3 including capital works and grants and cash reserves and borrowings. Further details are also in Appendix 1.

3.1 Revenues

Rates, levies and annual charges

Most of Council’s income (\$7.7M p.a.) is from ordinary (land) rates, with waste management charges (\$2M p.a.) making up the bulk of the rest. Council has a policy of subsidising rates for pensioners over and above the statutory requirement (nominated by and shared with NSW Government). The discretionary subsidy reduces income by around \$185K, made up of \$165k p.a. for rates and another \$25k p.a. for waste charges.

Forecast increases in ordinary rates in the ‘base case’ in this LTFP are as follows:

Year/s	Assumed increase in ordinary rates
2023	2% (0.7% rate peg + 1.1% additional special variation*)
2024-7	7.2% p.a. (2.5% rate peg + 4.7% special rate variation)
2028-32	2.5% p.a. rate peg

*still subject to approval by IPART

Table 3: assumptions about rate increases

The table below summarises rates increases for the typical ratepayer in each rates category if Council was to pursue a Special Rate Variation. It should however be noted that Council has also flagged its intention to review the rating structure so actual impacts may differ once the review is completed and if the splits between the rating categories are altered.

Rating category	Typical land value ¹	Typical rates in 2022/23 ²	2023/24 rate increases			20% total SRV over 4 years ³
			2.5% rate peg	+ 4.7% SRV	= 7.2% total	
Residential	\$65,000	\$981	\$25	\$46	\$71	\$196
Farmland	\$245,000	\$2,666	\$67	\$125	\$192	\$533
Business	\$80,000	\$1,067	\$27	\$50	\$77	\$213

Table 4: typical increases for a 4.7% p.a. and 20% Special Rate Variation

1. Median (‘middle’) land value based on 2019 valuations from NSW Valuer General.
2. Based on 0.7% rate peg + 1.3% additional special variation if approved before June 2022 by IPART.
3. Based on 20% (4 x 4.7%) increase on top of 2022/23 rates (does not include increases from any future rate peg as these are already anticipated / included in the LTFP).

For information, the figure below indicates the potential combinations of savings and increased income by which Council could address the deficit and achieve a balanced budget.

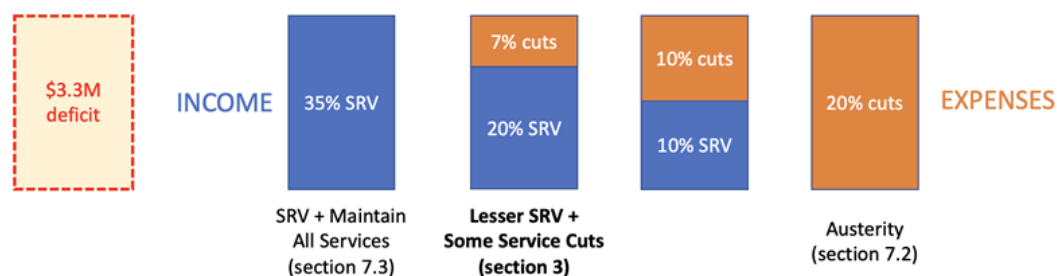


Figure 4: potential combinations of SRV and savings to achieve a balanced budget in the general fund.

Waste management charges are assumed to increase by 2.5% p.a., but this may change, depending on strategic decisions informed by the Waste Strategy Council is preparing. A key issue is the mandate on FOGO (food and garden waste) processing by 2030, which is expected to increase costs. The Waste Strategy will inform future revisions of this LTFP.

User fees and charges

When ‘user fees and charges’ is seen simply as a total amount in the budget (as in Figure 1) it may appear this is an area where Council has an opportunity to increase its income by adopting more of a “user pays” philosophy. In reality the income sources making up this total are a real ‘mixed bag’, and most of them have some degree of constraint to increases.

In the first year 2022/23, Council is proposing to increase user fees and charges by an average of 5%. While it is considered unlikely that Council will make a big impact on its general fund deficit via user fees and charges, Council is assuming a 2.5% average increase over 10 years, however it is anticipated that community engagement (discussed in section 3.5) will explore a slightly larger shift of responsibility onto users of services rather than the general ratepayer.

The figure below summarises the main sources of user fees and charges (based on historical information).



Figure 5: main sources of user fees and charges in general fund

Comments about income streams, and potential constraints on increases:

- LELC currently ‘pays for itself’ in that its income covers its direct expenses plus an amount to cover Council’s administrative support costs. Council considers LELC a business unit that needs to pay its own way without ratepayer subsidy.
- Tipping fees at Council’s landfill are proposed in the 2023 budget. Council recognises its landfill charges are lower than surrounding councils. This will also be further considered in the context of a new Waste Strategy
- The Road Maintenance Council Contract (RMCC) with Transport for NSW for work on state roads is specifically on a ‘cost recovery’ basis (no ‘profit margin’ is permitted, although an allowance for overheads effectively helps Council in terms of economies of scale). Income generally depends on works ordered by TfNSW on Irrigation Way.
- Statutory fees and charges (e.g. development applications, building inspections) are set by NSW Government. Council is not able to increase them further. The revenue generated does not cover the cost of the service.

- Decisions about increasing income from the golf course, cemeteries, pools, stadium and other user groups needs to strike the appropriate balance between equity of access to community facilities and covering the cost of providing those facilities. This will be a matter for Council to consider and assess as part of community engagement, as discussed in section 3.5).

Interest and investments

As can be seen in Figure 3, Council's general fund reserves peaked at \$25M in 2020 and are forecast to dip to around \$10M in 2025 due to a combination of the operating deficit and capital works, but then climb back to \$21M by 2032.

The lower reserve *balance*, together with a drop in the interest *rate* means that Council's income from interest on its investments has decreased three fold in recent years (from \$0.9M p.a. to \$0.3M). This is contributing to the current operating deficit. As Council's reserves rebuild in later years, interest on these will help reduce the deficit.

Interest rates have been assumed to start at 2.2% p.a. in 2024 and increase to 4.2% p.a. 10 years. Actual increases may prove better than this. Reserve balances depend on spending.

Other revenues and other income

Historically, Council has generated \$0.6M to \$1.2M from what is accounted for as 'other revenues' and a variable amount in what is accounted for as 'other income'.

The largest single item of 'other revenues' for many years is sale of investment water (distinct from the town water supply, accounted for in the water fund – see section 5). However, given the variability of the market (returns have varied from \$75k to \$750k in the last 5 years) and water allocations, an average of \$50k p.a. has been assumed in the 'base case' forecasts. Water sales is simply not a reliable income source.

Other revenues also include income from fines, levies, rebates, etc.

'Other income' includes gains from asset sales in some years but the majority is rent from Council properties (around \$300k p.a.). This was previously accounted as 'other revenues' but has now been separated out in the LTFP as 'other income'.

It is assumed that the basic ongoing amounts for both other revenues and other income will increase by 2.5% p.a. for the 10 years.

Grants and contributions

The major *ongoing* grants and contributions for operational purposes, together with assumptions about trends over time, are summarised in the table below.

Source	\$M	Forecasts and comments
Financial Assistance Grants	4.6	Forecast to continue, but could drop or not be indexed (see sensitivity and risk analysis, section 6)
Roads to Recovery	1.0	Forecast to continue, but could drop or not be indexed
Regional Roads	0.4	Block and Repair Grants. Forecast to continue.
Community services operating grants & contributions	0.5	Includes grants/contributions (from users and govt) for child care, libraries, environmental weeds, developer contributions (including donated assets), etc. Limited opportunity to increase. Basically used to fund service delivery, so if grants/contributions ceased so would expenditure on delivery, unless Council funded it internally
TOTAL (approx.)	6.5	

Table 5: summary of ongoing operating grants and contributions for general fund

Council often receives various ‘one off’ grants for specific operational projects, too. These vary considerably, and will generally be associated with additional expenses, so the net impact on Council’s financial performance is negligible.

Historically, total operating grants reached highs of \$8.5M in 2017 and 2021, and a low of \$5.2M in 2019. The 2023 budget figure of \$6.15M has been adopted for forecasting, with a 2.5% p.a. index. The analysis in the table above suggests the actual amount may be higher.

The sensitivity and risk analysis in section 6 explores the implications of an ‘austerity’ approach by other levels of government (i.e. reductions in grants to councils). If governments choose to ‘freeze’ grants that have become a routine part of Council’s operating revenues, this will contribute to further challenging Council’s financial sustainability of its general fund.

Grants and contributions for capital purposes are discussed in section 3.3.

Potential dividends from water supply and sewerage businesses

Under the Local Government Act, councils are permitted to pay a dividend from their utility businesses to their general fund if they have satisfied a list of specified requirements, *and* if those funds have sufficient financial capacity to do so.

If Council was able to pay this dividend, the upper limit is around \$30/assessment for each fund, which works out to around \$130k p.a. for water and \$100k p.a. for sewer.

Sections 4 and 5 show that Council’s water and sewer funds are relatively healthy (more so than the general fund), so there may be scope to pay a dividend. However, Council would also need to satisfy other requirements (e.g. forward planning for renewals and capital works and various policies) before being allowed to pay a dividend.

There are, arguably, a few other issues for Council to consider first in the context of immediate challenges in general fund, e.g., ensuring Council accounts appropriately for the internal services (administration, finance, HR, governance, engineering, etc.) delivered ‘to’ its water and sewer businesses via the allocation of overheads to those businesses. This will be part of the internal service reviews (in section 3.5).

3.2 Expenses

Employee benefits and oncosts

Given that employee benefits and oncosts make up large portion (38%) of overall expenses (Figure 1), savings here will be a key consideration in the strategy to reduce Council's operating deficit, if it wants to avoid relying 'too much' on a Special Rate Variation.

Costs include wages/salaries, leave entitlements, superannuation and related expenses such as worker's compensation insurance, personal protective equipment, and training.

Full-time equivalent employee (FTE) numbers have increased in the past few years because Council has allocated additional resources to a number of functional areas, in response to:

- **community priorities** including:
 - economic development
 - cultural and recreational facilities and programs (Leeton Aquatic Centre, Roxy Theatre, Leeton Museum and Art Gallery, Art Deco Festival)
 - increased road maintenance
 - customer service
- **corporate risks, regulation, compliance and improvement** including:
 - project management
 - work health and safety
 - governance
 - record management
 - people management
 - procurement
 - Smart technology, telemetry, IT and cyber security
 - Children's services (educator to child ratios at Leeton Early Learning Centre)
 - Environmental
 - Internal audit and improvement.

The figure below shows trends in the number of FTEs and employee costs (indexed to 2022 dollars so comparisons are 'apples and apples'). Over the past 5 years, employee costs have increased by \$1.0M or 12% in real terms over and above increases associated with the award and superannuation, equivalent to 2.2% p.a.). This is one of the main contributors to Council's current operating deficit (along with materials and depreciation).

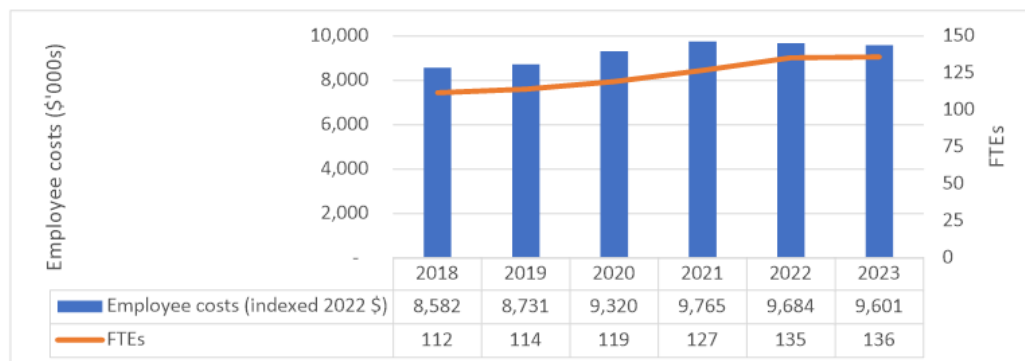


Figure 6: trends in Full Time Equivalent staff (FTEs) and employee costs

Notes:

1. To enable 'apples and apples' comparisons between costs in each year, costs in earlier years have been increased by a percentage equal to the State Award + super guarantee levy increases over intervening period (average 2% p.a. for the Award + 0.5% for super for 2020-2023).
2. This data differs from FTEs reported in financial statements (which is only on a consolidated basis). Both reports (this one, and in financial statements) rely on internal analysis: they are indicative only.
3. 2022 is average of 2021 + 2023 (Quarterly Budget Review has a higher figure for employee budget).

In considering whether Council's staffing numbers are appropriate, Council's FTEs have been compared to other councils of a similar size. The only publicly available data on employee numbers in NSW councils is on a consolidated basis (i.e. including water and sewer funds *in addition to* general fund). Leeton has 21 staff directly employed in the water supply and sewerage area (numbers here have been fairly stable).

The figure below shows the relationship between employee numbers (on a consolidated basis) and population of the local government area. There is a clear link between the two, which is likely explained by the economies of scale realised in larger population centres. The trend line plots FTE numbers for a 'typical' council serving a given population.

As can be seen, Leeton (in red) sits on the trend line. This suggests that, even after the growth in FTEs in recent years, FTEs are comparable to a 'typical' council of Leeton's size. In other words, Council doesn't appear to be 'overstaffed'.

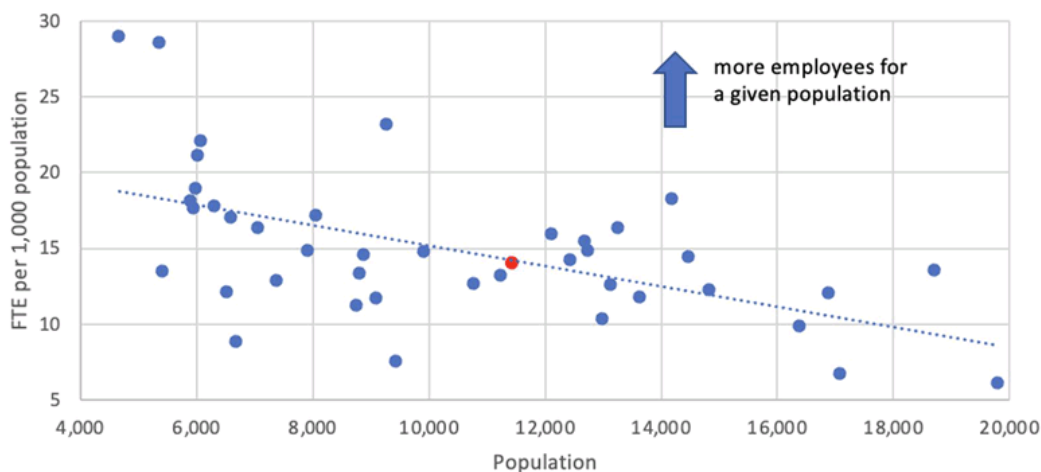


Figure 7: relationship between FTEs (consolidated basis) and population for group 10 and 11 councils
 Data source: OLG, 2020, for group 10 and 11 councils ('large rural' councils under/over 10,000 population).

In making such comparisons, it is important to note that:

- there are some factors that will mean Leeton will naturally need more staff: e.g., Council is responsible for water supply (11 staff) and childcare services (23 staff); these two areas alone represent 20% of total FTEs; Council also staffs its pools and waste centres with its own employees, not contractors and
- other factors that will have the opposite effect (e.g., the small footprint of the Shire and therefore smaller rural road network and few outlying villages to service).

Above all, it is vital to recognise there is no 'right' number of staff. The number of employees Council needs will be determined by the services it provides, their productivity

and efficiency, its resourcing strategy (e.g. mix of staff versus contractors) and the expectations of the community. The key issue for Council is to be clear about current costs and monitor changes over time.

For the purposes of this 'Lesser SRV + Some Service Cuts' scenario, it is assumed that employee costs will:

- start at \$9.6M in 2023 (this is equivalent to 2021 actuals + 1.6% p.a. x 2 years)
- be limited to 0.5% p.a. in 2024-7 and
- increase by 2% p.a. in 2028-32 (equal to average award increases for last 5 years).

Given that employee costs will increase by 2% p.a. with the award, plus 0.5% p.a. each year until 2025 due to the increased superannuation guarantee levy, the 0.5% p.a. index represents a reduction in employee costs in real terms of around \$0.7M p.a. (7%) by 2027 compared to the 'Head in the Sand' scenario in section 7.1.

There are several issues Council needs to bear in mind when contemplating such a program.

Firstly, it is unrealistic to expect savings of this magnitude to be realised via productivity and efficiency gains alone. Council will need to make conscious decisions to reduce expectations for service delivery (informed by community engagement, as discussed in section 3.5), or it will risk burning out its remaining staff who will be left to try to 'do more with less'.

Secondly, Council needs to carefully manage any change in order to avoid discouraging innovation and efficiency/productivity gains. If staff see the consequences of such initiatives being the reduction in FTEs, there may be less motivation to pursue improvements. Staff should be made aware the 'Head in the Sand' scenario is a genuine concern (if Council took this path, it would get to the point where it needs to take drastic action to contain costs).

Thirdly, savings arising from productivity and efficiency gains, or service level reductions, are only 'banked' when resources are reduced (FTEs drop, or other costs reduce, e.g., savings on workers compensation premiums), not when an efficiency gain is realised, and Council re-invests the resources that are freed up in delivering better services.

The challenges associated with these issues are why it is proposed that improvements to Council's financial sustainability are undertaken over a longer period (2024 to 2027).

Given that Council's turnover rate is around 10-11% p.a. it may be possible for Council to realise ('bank') savings via natural attrition (not replacing/redesigning positions when they become vacant), noting that this will require structural changes from time to time as service reductions will need to be specifically targeted, not just introduced in response to vacancies.

It is important to recognise there are a number of factors other than 'raw' employee numbers (FTEs) that will influence changes in employee costs:

- State Award increases (2% in July 2022 and beyond that subject to new Award negotiations)
- Superannuation guarantee levy (+0.5% p.a. until 2025, i.e. 2% p.a. total on current)
- Employees progressing through salary steps
- Re-evaluation of positions (changing pay rates)
- Span of control / structure (number of employees per manager)

- Redundancy and termination payments
- Management of outstanding leave (as discussed below)
- Amount of overtime (as discussed below)
- Training programs
- Investment in safety programs
- Workers' compensation performance (number and severity of injuries, and rehabilitation), which impacts insurance costs (Council is currently at the 'cap' for premiums now and its ageing workforce means this will be an ongoing challenge).

There are several metrics that will be helpful for Council to monitor to support its efforts to contain employee costs.

Firstly, outstanding leave liability (the value of leave owed to staff including long service and annual leave, which is reported in the annual financial statements). Changes over the last 5 years are shown in the figure below. While the 'raw' numbers appeared to indicate liabilities were building up over time, once the increases associated with the award and super guarantee were included, and also the growth in FTEs, there has been far less change. The drop in 2018 is probably due to the high turnover rate (18%), which would have resulted in pay out of leave on exit. The growth in 2021 is understandable due to COVID.

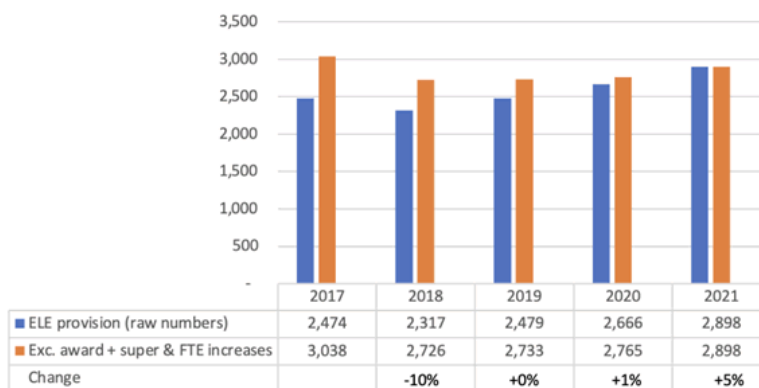


Figure 8: trends in employee leave entitlements provision

Council is actively managing leave, recognising that a growth in employee leave entitlements may be of concern from the perspectives of:

- Health and wellbeing of employees (leave is provided for a reason)
- Additional costs associated with progression through the salary system and award increases (e.g., leave is accrued at a pay rate of \$10/hr and paid out at \$20/hr).

The second metric to monitor over time is the amount of employee costs capitalised. In a perfect world Council will match its resources to its program perfectly, but in reality, there is a movement between operations and capital works depending on resourcing priorities.

The figure below (which is consolidated, including water and sewer, not just general fund) suggests there is a correlation between capitalised labour costs and the capital program.

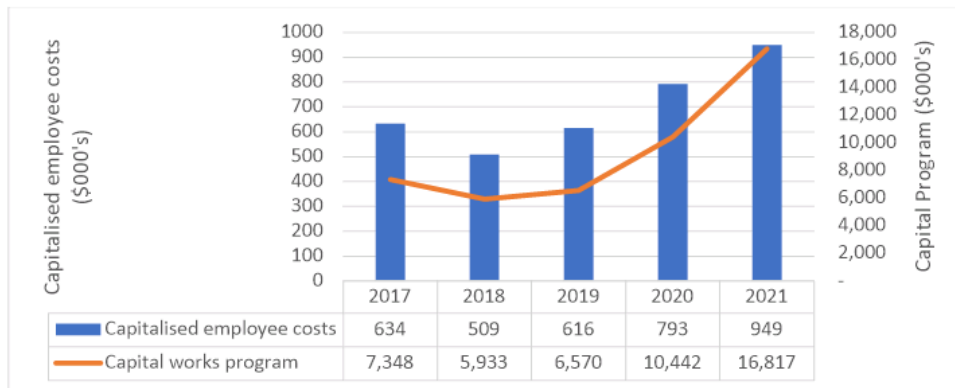


Figure 9: History of capitalised employee costs and capital works program (consolidated basis)

There are opportunities to improve the meaningfulness of this chart: 1. distinguish general fund only, and also within general fund (e.g. focus on roads crews); 2. eliminate the inclusion of capital works undertaken by contractors; 3. include construction works on state roads and other assets not owned by Council (which aren't capitalise).

The key issue here is that Council needs to manage its resources carefully. Specifically, to avoid building up resources to deliver a 'peak' capital works program, but then to have these resources move back to operational areas in a 'quiet' year (increasing costs, working against Council's efforts to reduce expenses). Now that Council has a longer term works program (in the Strategic Asset Management Plan) it can develop a more robust workforce strategy to match its capital works requirements with employee numbers.

An increase or decrease in capitalised costs relative to the capital works program isn't necessary good or bad – instead (like most measures that Council needs to monitor) it should be viewed as a way of better understanding what's going on in the business.

The final item suggested here to be monitored is the amount of overtime paid out each year and/or the hours of overtime worked. Again, the figures are on a consolidated basis, but have been adjusted to 2022 \$ by increasing earlier years to account for award + super increases.

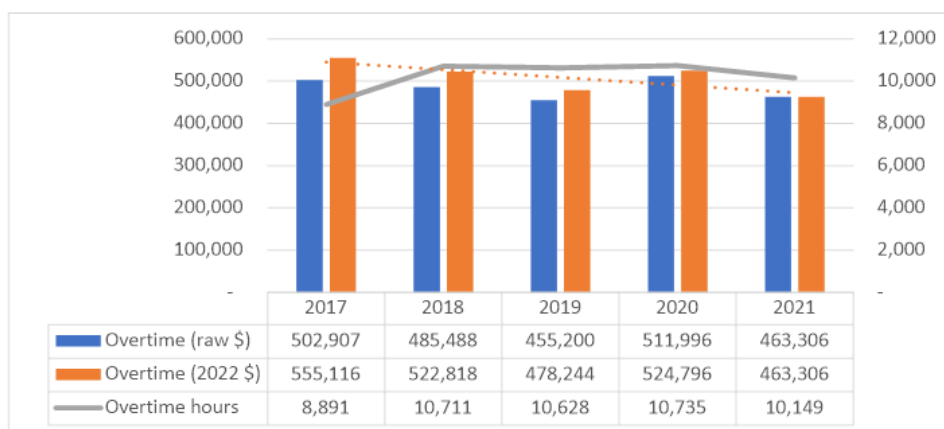


Figure 10: History of overtime (consolidated basis)

While numbers were stable for some time (and COVID related activities, e.g. cleaning, tended to increase it), the hours have started to trend down in the last year. An initiative that Council has introduced during 2022 is an afterhours customer service system which triages customer requests so that only urgent / critical requests are responded to afterhours and routine requests are followed up on working days.

A drop in overtime isn't necessarily a good thing. As with capitalisation, Council needs to avoid resourcing for the peaks. Overtime is a good way to cover the peaks. It also needs to be remembered that while staff get paid extra for overtime, Council doesn't actually pay much more (e.g. superannuation isn't calculated on overtime, only to normal hours).

As with the other metrics, the downward trend in overtime isn't necessarily good or bad, rather it is an opportunity to ask questions.

Materials and services + other expenses

Historic analysis and future forecasts of 'materials and services' are complicated by a change in the code of accounting in 2022. This moved most 'other expenses' to what was 'materials and contracts' and is now 'materials and services'. For simplicity, all such expenses are considered together in this LTFP. Appendix 1 has the details as per the financial statements.

As noted in Figure 1, materials and services + other expenses make up large portion (36% + 2%) of Council's overall expenses. This includes:

- Raw materials and consumables such as bitumen and gravel for road maintenance, materials for repairs and maintenance of facilities (buildings and open spaces)
- Fuel and spares for plant operations
- Electricity, telecommunications, water, sewerage and rates on Council properties as well as streetlighting costs
- Contractors (e.g. waste collection, some road and facilities maintenance, cleaning)
- Consultants, auditors and legal expenses
- Advertising, banking, office expenses
- Subscriptions, licences and permits, and
- Councillor expenses.

Trends in the expenses listed above are shown overall in the figure below (blue columns). 'One off' items in 2020/21 are separately identified so the trend in ongoing items is clearer.

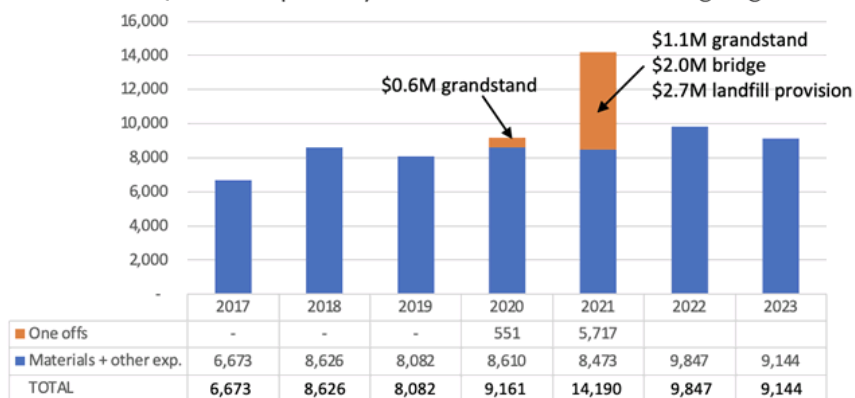


Figure 11: trends in materials and services + other expenses (including one-offs)

As can be seen, once 'one off' items are excluded, 'ongoing' expenses were relatively stable (\$8M to \$8.5M) between 2018 and 2021 but increased by \$1.5M or so in 2022 (to \$9.8M) before dropping back to \$9.1M in the 2023 budget (\$0.5-0.6M more than historic trend). This is one of the main contributors to the deficit (alongside employees and depreciation).

The internal service review process outlined in section 3.5 will examine these changes in more detail in relation to individual functions and also consider the relationship between these expenses and service levels.

Along with employee costs, materials and services is the main area Council can influence to reduce its operating deficit over time. This might be through savings in procurement (joint purchasing, changes to methods), by doing more in-house (without increasing employee costs) and/or by varying service levels (doing less overall).

For this 'Lower SRV + Some Service Cuts' scenario, it is assumed materials and services will:

- Increase by only 0.25% p.a. in 2024-5, 0.5% p.a. in 2026-7 and then
- Increase by 2.5% p.a. for the period 2028-2032.

This is a decrease of close to \$1M (10%) by 2027 compared to the 'Head in the Sand' scenario (section 7.1), which assumes continued increases of 2.5% p.a.

It is important to note, though, that Council can't influence the 'other expenses' in the same way. One of the main items is contributions to other levels of government (RFS, SES and NSW Fire Brigades). These were proposed to increase considerably last year, but the NSW Government reversed its decision to do so in response to lobbying from local government. Note: Council does receive some grants for RFS offsetting these contributions.

The other main item in 'other expenses' is \$30-50k p.a. donations to community groups. This is not considered high for a population of 11,500 residents that has over 200 groups servicing the community across a range of sporting, cultural, health and wellbeing type services.

It is assumed other expenses will increase by 2.5% p.a. over the next 10 years.

Depreciation

Depreciation is sometimes dismissed as unimportant as it isn't a 'cash' expense, but it is fundamental to sound financial management. It represents the 'cost of asset consumption'.

Depreciation is best understood as *the means by which Council generates cash to fund work on infrastructure and other assets in the context of a balanced budget:*

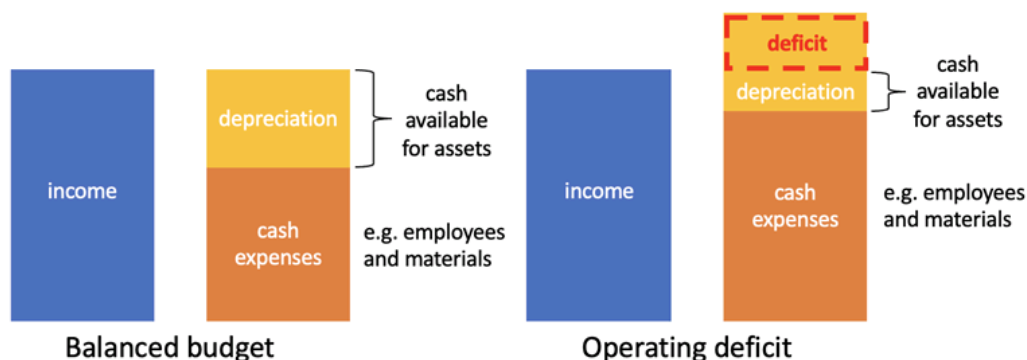


Figure 12: Why depreciation can be understood as the means of generating cash for work on assets

Ongoing operating deficits mean Council will have enough income to cover its cash expenses (employees, materials, etc.) but not its depreciation, so it may struggle to afford to invest what it needs to in its assets (capital works, e.g., renew a road in poor condition).

It is important to note, though, that infrastructure investment needs vary considerably over time (as discussed in section 3.3).

Consequently, cash generated ‘from’ depreciation won’t necessarily be spent in the year Council receives it. Works on Council’s assets are financed in 3 ways:

- *after* the income is received, which means Council will keep it in a **reserve** until it is needed
- *at the same time* as the **income** is received (current year income, including grants)
- *before* the income is received, so Council will need to **borrow** to pay for the works, and then repay the loan as income comes in over time.

The other side of this issue is that Council needs to ensure its depreciation expenses are reasonable (not too high or too low). This will be reviewed as part of the service review process (section 3.5). Reasonable estimates are important in terms of:

- achieving intergenerational equity (so the current generation pays for the cost of its services, including infrastructure – not too much or too little, and future generations also pay their fair share of the costs of built services).
- financial sustainability (so Council is confident it will have sufficient money available when it needs it – either as cash reserves or as the capacity to repay borrowings).

As can be seen in the figure below, depreciation expenses have increased considerably in recent years. The \$1M (20%) jump in 2021 was due to the revaluation of Council’s largest asset class, transport, which make up 82% of general fund assets in terms of replacement value and 57% in terms of depreciation expenses.

The increases budgeted in 2022 and 2023 are largely associated with investments in new or upgraded assets (such as the Leeton Aquatic Centre, Chelmsford Place Town Square and the Roxy Theatre).

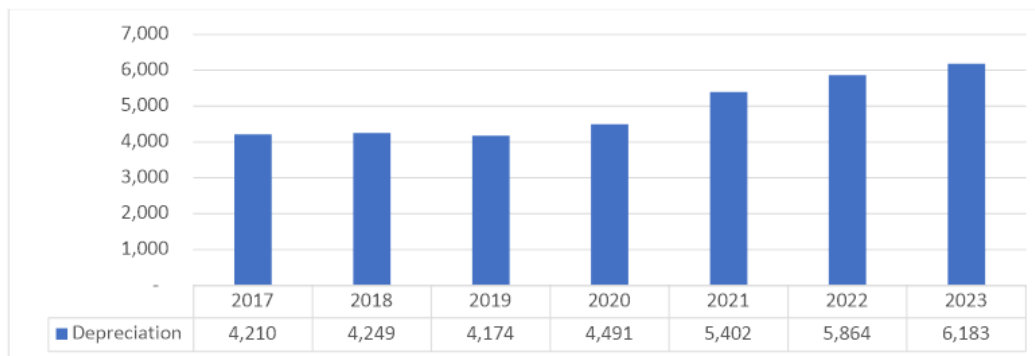


Figure 13: trends in depreciation over time

It is important to note that Council has in recent years started to use external consultants (valuers) to undertake these assessments (of asset values and service lives) in accordance with best practice. Valuers consult council staff when they do their valuations so that local knowledge is considered and the final assessments must be signed off by the NSW Auditor General.

The questions surrounding depreciation are a strong argument for investing adequately in Council's asset management systems so Council is confident of their accuracy. The scale of depreciation is also a good argument to invest adequately in activities to prolong the life of existing assets (especially resealing of sealed roads) as longer life = lower depreciation.

It is only assumed that depreciation will increase by 2% p.a. for the next 10 years. This is likely to prove optimistic, particularly given that:

- Council is planning to build a number of new or upgraded assets and
- Anecdotal evidence is that the index for construction of roads (which make up half of depreciation in the general fund) as well as buildings and drainage (which make up the majority of the remainder) are above inflation generally due to market forces.

Council's ARIC Committee has suggested that depreciation seems to be over-inflated and needs to be reviewed. Depreciation is something that Council needs to monitor over time and also review via the internal service reviews and the revaluation process.

Interest on loans

Council's current and proposed loans, including assumed interest rates (and so the operating expense associated with these), are detailed in section 3.4.

3.3 Investment in Infrastructure and Other Assets (+ Asset Sales)

As noted in section 2, responsible and sustainable infrastructure investment is one of Council’s primary financial sustainability objectives.

The Strategic Asset Management Plan (SAMP) is the primary document to guide Council’s pursuit of this objective, but it is critical that the numbers in the SAMP align with those in this LTFP and Council’s other IP&R documents. The table below explains the level of detail for capital works planning in each document, and how the figures in each are related.

Document	Level of detail provided
Strategic Asset Management Plan	Total capital works program set out in section 3.1. Includes amounts for each <i>asset class</i> (e.g. transport, buildings, plant) and <i>programs</i> within these (e.g. unsealed roads within transport). Major <i>projects</i> may also be identified. Figures are current year \$
Long Term Financial Plan	Total capital works from SAMP shown as ‘capital works’ in Figure 3 above, and in Appendix 1 in the cashflow statement (at ‘purchase of infrastructure, property, plant and equipment). Figures are indexed (so they differ from those in the SAMP).
Delivery Program (financial forecasts)	Similar level of detail to what is in the SAMP, numbers align with years 1-3 of the LTFP. Figures are indexed.
Operational Plan (annual budget)	Total of capital works equals total for year 1 of SAMP. Individual <i>projects</i> within each <i>program</i> identified in the SAMP are identified. Only current year projects are ‘locked in’. Projects for future years may be listed for information but are subject to change. Unfunded projects may be included to guide grant applications.

Table 6: Alignment between financial information in IP&R documents

A significant uncertainty in preparing this LTFP is the amount of works forecast to be carried over from the 2022 financial year to 2023. At this stage, it has been estimated that \$14.9M of the \$23.6M of projects in the 2022 capital works program for general fund will be carried over (i.e. only \$8.7M will be completed). This means the \$14.9M will be added to the \$9.6M budgeted in 2023 (total \$24.5M). It is estimated this includes around \$6M in renewals, with the remainder being upgrades and new assets.

Performance against infrastructure investment benchmarks (asset renewals)

As noted in section 2, OLG prescribes several performance measures councils must report on in their annual financial statements. One of these is the *Building and Asset Renewals Ratio*, which compares asset renewal expenditure to depreciation (the benchmark being > 100%, i.e. councils should spend equal to, or more than depreciation on asset renewals).

Based on the amounts in the SAMP and this LTFP, Council will not meet this ratio over the next 10 years, however, the ratio is not considered an appropriate measure where a council has undertaken robust asset management planning. The calculations for performance against the ratio are shown below.

As noted above, it is estimated there is an additional \$6M in asset renewals to carry over from the 2022 budget. This would increase 10 year renewals to \$54M (renewal ratio 89%).

10 year capital works program (section 3.1 of SAMP)	\$60.1M
Less funds earmarked for new assets and/or upgrades	-\$12.2M
Renewal funding forecast for 10 years	\$47.9M
Depreciation expenses for 10 years (\$6.1M p.a. x 10 years)	\$61M
Building and Infrastructure Asset Renewals Ratio (10 years)	78%

Table 7: 10 year Building and Infrastructure Renewals Ratio calculation for general fund

In section 5 of the SAMP, it is explained why Council considers this OLG benchmark to be inappropriate. In summary, Council should spend *what is required* (as forecast in the SAMP) not an amount equal to depreciation on asset renewals. Doing what is required is most certainly Council's objective (refer section 2). Since Council's assets are in relatively good condition, Council currently only needs to spend an amount less than depreciation.

It is important to recognise, however, that this means Council is likely to need to spend *more* than depreciation in future years as assets currently in good condition deteriorate. For this reason, Council must maintain adequate reserves and/or borrowing capacity. Figure 3 shows this is what is forecast to happen: Council's reserves will drop below \$10M in 2025 (as it invests heavily capital projects, and also due to the operating deficit), but the reserves will build up again to over \$20M in 2032.

So long as depreciation estimates are accurate, Council should expect that it will need to spend those reserves beyond 10 years renewing assets that are in good condition now. If Council *doesn't* build up these reserves over the next 10 years, future generations are likely to be faced with larger rate increases and/or service cuts to pay for the higher level of renewals required at that time. **This is what intergenerational equity is all about.**

Capital grants

Council relies on a range of ongoing grants to help fund its asset-related activities. These ongoing grants are identified in section 3.1 of this LTFP.

Council also relies on specific one-off grants to help fund some projects. These are identified in the 'specific grants' (far left) column of the capital works program in section 3.1 of the SAMP for the full 10 years. The table below explains which projects they relate to. Note that these projects are not yet confirmed by Council as proceeding (indicative only).

Capital works program	Specific grants Confirmed (C) / Unconfirmed (U)	Project
Local road upgrades	\$1.75M (U)	Eurolly Road widening (50%) 2027
Stadium	\$1M (U)	Leeton Stadium expansion (50%) 2027
Caravan Parks	\$1M (U)	Gogeldrie Weir redevelopment (66%) 2026 (additional to work in 2023 budget)

Table 8: Forecast capital grants over 10 years for general fund

These grants are shown at 'capital grants' in the income statement and 'grants and contributions' in the cashflow statement in Appendix 1. If the unconfirmed grants are not secured, the projects they relate to may not proceed unless Council resolves to fund them by other means, at which time this LTFP should be reviewed.

Council will also pursue additional capital grant opportunities as and when they arise, with a focus on asset renewals and priority projects (as noted in the objective in section 2).

Note that the capital grants in 2023 include an additional amount over and above what is in the 2023 budget considering the carry over works from 2022 (as discussed in section 3.3).

Asset Sales

The 2023 capital works program includes \$4M for development of Vance Industrial Estate. It is assumed that Council will sell this off over the period 2025-2032 at a rate of \$500k p.a. (effectively paying back the \$4M investment).

No other asset sales are proposed at this time, although internal service reviews (discussed in section 3.5) will seek opportunities to do so as part of that process.

One possibility of another asset sale is developing Brobenah Dog Park into housing estate and selling off the blocks at a profit. Council will need to invest capital up front for infrastructure to service the blocks.

3.4 Reserves and Borrowing

As noted in section 2, one of Council’s primary financial sustainability objectives is maintaining adequate cash reserves and use borrowings where required to supplement this. The two are closely related:

- Council builds up **cash reserves** when it receives income *ahead of* time compared to expenditure outlays
- Council utilises **borrowings** as a way of overcoming “timing mismatches”⁶ where outlays need to occur *before the time* it receives income to pay for these.

The following sections outline key issues in relation to reserves and borrowing.

Cash reserves

Council had almost \$47M in reserves across the water, sewer and general funds as at 30 June 2021 (as noted in section 3.3, the capital works in the 2022 budget to be carried over is uncertain; this will impact reserves, hence 2021 is adopted as the starting point).

The table below summarises these. There are 3 main types:

- *externally restricted* (legislation restricts what Council can spend these funds on)
- *internally restricted* (Council has resolved to restrict the funds for specific things)
- *unrestricted* (cash available to spend on anything, in accord with Council’s budget)

Reserve type	Details	\$000’s
Total funds (all cash, investments and cash equivalents)		46,982
Externally restricted (water and sewer)	Funds within the water and sewer funds e.g. reserves and headworks developer contributions	-26,569
Externally restricted (general fund)	Funds in the general fund, use restricted by legislation (e.g. domestic waste management, stormwater levy, developer contributions, unexpended grants)	-7,057
Total funds (excluding external restrictions)		13,356
Internal restrictions	Funds in the general fund, use restricted by resolution of council (e.g. employee leave entitlements, plant replacement, infrastructure, buildings, etc.)	-11,417
Total unrestricted funds (available for allocation to any purpose)		1,939

Table 9: Summary of reserves with external and internal restrictions

Council can, by resolution, vary its internal restrictions at any time. **In other words, the \$13,356,000 above is available for Council to allocate to any operational or capital activity.** This is why the *Unrestricted Current Ratio* (one of the performance measures councils are required to report against in their annual financial statements) includes both ‘unrestricted’ and ‘internally restricted’ funds. Effectively, all such funds are ‘unrestricted’.

In the past, like most councils, Leeton Shire Council has used internal restrictions as a substitute for strategic planning. This use dates back to the era of cash accounting and absence of long term planning. For example, Council previously set aside \$2M for

⁶ *Debt is not a Dirty Word*, page 2 (Comrie, 2014).

‘infrastructure replacement’ and last year added \$100k for cemetery expansion as it anticipated it will need these funds in future.

Now that Council has an up-to-date SAMP (albeit in need of further refinement) and LTFP setting out what it *does* need into the future, there is good reason not to use reserves in this way. Doing so confuses the strategic planning framework established in this LTFP and accompanying SAMP.

Instead of putting funds aside in ‘biscuit tins’ for specific purposes, Council needs to focus on forecasting what it intends to *spend* to achieve its objectives, and to ensure it has sufficient *funds* overall to cover these outlays (whether these funds be current year earnings including grants, cash reserves and/or borrowings if reserves are insufficient).

Figure 3 (from above, reproduced here for ease of reference) is a visual representation of this different approach to financial strategic planning:

- outlays for capital works (purple columns), can vary considerably from year to year, and often have grants (light purple top of column) to help fund them
- in addition to Council’s operating performance (from Figure 2), capital works and grants impact Council’s cash reserves (green line)
- Council then uses borrowings (red line) to supplement its cashflow so that its cash reserves don’t dip below a minimum ‘acceptable’ amount if required (as discussed further below)

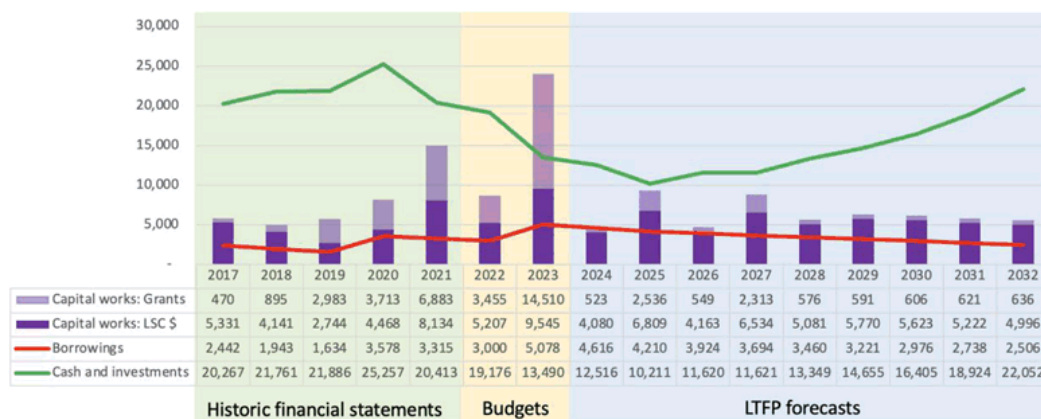


Figure 3: trends in capital works, grants and cash and investments (reserves) and borrowings in general fund

Two issues perhaps need clarifying in the context of this change in the way Council utilises internal reserves. Firstly, councils commonly hold **employee leave entitlements (ELE)** reserves. Council had \$1.3M in its ELE reserve as at 30 June 2021. This is close to what it estimated would be settled in the next 12 months (as reported note C3-4 of the financial statements). But if Council is managing employee leave appropriately (as discussed in section 3.1), then ‘what goes in’ should equal ‘what comes out’ (e.g. an employee accrues 4 weeks annual leave in a year, but they should also be taking 4 weeks leave).

A second issue relates to functions Council wants to treat as a ‘self funding business unit’ (e.g. Council already treats LELC this way and may like to work towards Gogeldrie Weir Riverside Park being a business unit). It is less important to quarantine cash generated from LELC over and above its cash operating expenses (and only permit LELC to draw on this

reserve, or to require it to borrow over and above this) than it is to ensure it achieves at least 'break even' operating performance including depreciation. So long as LELC does so, it is 'paying its own way'. Any re-investment of funds by Council for capital works will be covered by depreciation.

There may be circumstances where Council does need to establish internal reserves for distinct operations, but for all such operations currently, internal reserves are unwarranted. A first step if Council does need/wish to do so is to ensure that these operations keep a distinct set of accounts.

Borrowings

The table below lists existing loans in Council's general fund.⁷

Description	Loan % Rate	Final Payment Date	Principal 1 July 2022	New Loans 2021/22	New Loans 2022/23	Total Loans 2022/23	Annual Repayment	Principal Repayments	Interest Repayments	Principal Outstanding
Community Services										
IRS 1 Loan - Community Multi-Purpose Centre	5.52%	19/09/2022	66,530				68,362	66,530	1,831	0
Roads										
IRS 2 Loan - Petersham Road Works	4.85%	18/08/2023	198,051				138,483	130,418	8,065	67,633
Sporting Grounds and Facilities										
IRS 3 Loan - Leeton Ovals Complex Dressing Shed Development	4.34%	22/07/2024	346,344				124,345	110,560	13,785	235,783
Showground Grandstand	2.59%	30/04/2030	163,903				22,751	18,738	4,013	145,166
Leeton Pool Refurbishment	2.99%	30/04/2040	2,076,106				147,625	90,120	57,505	1,985,986
Existing Loans			2,850,934				501,565	416,367	85,198	2,434,567

Table 10: Summary of current borrowings

As discussed in relation to depreciation (section 3.2) and cash reserves (above) it is best to think of borrowings simply as a means of supplementing a shortfall in cash reserves (i.e., Council should only borrow if it forecasts its cash reserves will drop below the minimum it determines it needs to have sufficient flexibility to overcome shocks). Further risk analysis on the minimum 'comfortable' level is required, but at this stage it is suggested that \$5M of unrestricted and/or internally restricted funds should be sufficient as a minimum.

Current modelling (Figure 3 above) suggests that Council won't drop below the \$5M 'minimum' amount, so borrowing may not be required. *However*, this relies on Council achieving savings and increasing its income. If Council doesn't do so, it may need to borrow to maintain sufficient cash. The 2022/23 budget includes new loans of \$5.2M.

Description	Loan % Rate	Final Payment Date	Principal 1 July 2022	New Loans 2021/22	New Loans 2022/23	Total Loans 2022/23	Annual Repayment	Principal Repayments	Interest Repayments	Principal Outstanding
Economic Development										
Vance Estate Development	4.77%	1/05/2032		1,400,000	0	1,400,000	88,833	57,619	28,000	1,342,381
*Roxy Theatre	4.77%	1/05/2042		1,131,100	1,868,900	3,000,000	190,357	49,667	60,000	2,950,333
LELC	4.77%	1/05/2032		500,000	0	500,000	19,036	12,347	6,000	287,653
Gogelderie Caravan Park Cabins	4.77%	1/05/2032		500,000	500,000	1,000,000	31,726	20,578	10,000	479,422
New Loans			0	3,531,100	2,368,900	5,200,000	329,952	140,212	104,000	5,059,788

Table 11: Summary of proposed borrowings

⁷ The Local Government Regulation requires Council to include a statement of borrowings in the Revenue Policy (part of the Operational Plan) but this information is also included in this LTFP for completeness.

3.5 Options to Improve Financial Sustainability

As noted in section 2, exploring opportunities to improve the financial sustainability of its general fund, both internally and externally, is one of Council's key objectives.

Opportunities to be explored internally (service reviews)

Council will explore opportunities to improve its financial sustainability internally via a program of service reviews. These will focus on:

- each of Council's functions as defined in its Delivery Program,
- specific principal activities within a particular function, and/or
- broader issues relevant to the organisation more generally (where similar issues arise in different functional areas).

Council's Delivery Program identifies the service reviews it currently intends to undertake. It is anticipated there will be additional reviews undertaken over Council's term, and particularly in preparation for community engagement (below) and for a revised LTFP.

Service reviews will examine issues such as:

- internal and external operating environment:
 - legislative obligations and other corporate risks
 - stakeholder needs and expectations
 - Council's role and organisation, alignment with other functions
- finances (trends in income and expenses in the past and forecasts for the future, true cost of service delivery, review of depreciation, capital works needs)
- resourcing (employees, materials and services, use of technology and management systems to support operations)
- performance monitoring, measurement and reporting (including benchmarking opportunities, while taking care to understand differences compared to others)
- relationship between service levels and cost of service delivery (to inform service level options to explore with the community, including asset rationalisation).

Key outcomes of the service review process will include:

- opportunities to improve productivity and efficiency, and to better manage risk
- options to vary levels of service, and the cost and risk implications of these
- options to vary current fees and charges (if any) and issues to consider.

Council will report on the outcomes of service reviews undertaken in its Annual Report, as required by the IP&R Guidelines mandated by OLG.

Opportunities to be explored externally (community engagement)

Council will pursue opportunities to improve productivity and efficiency to improve its financial sustainability. This is the first 'outcome of service reviews' above.

The other 'outcomes' also need to be pursued, but **these will impact the community** either:

- specifically in relation to a **particular service** (via changes to service levels and/or user fees and charges, the second and third dot points in 'outcomes' above) or

- generally, in that *maintaining* current service levels (and, to a lesser extent, current fees and charges) across the board will mean that Council will need to pursue a **Special Rate Variation** to address its deficit.

As such, it is vital that Council meaningfully engages with the community about the options to improve its financial sustainability that will affect them including:

- **their priorities, in terms of the services Council delivers and**
- **their willingness to pay for these either:**
 - **specifically (via user fees and charges) or**
 - **generally (via a Special Rate Variation).**

The Community Engagement Strategy guiding this engagement will be developed soon. Council will be utilising a variety of methods to engage meaningfully including:

- generalised approaches (e.g. surveys, public meetings)
- more in-depth engagement (e.g. a 'community sounding board' who have an opportunity to learn more details, and to provide more robust, informed feedback)
- targeted engagement with specific user groups
- tailored approaches to ensure all voices have an opportunity to be heard.

The scenarios in section 7 are intended to help people picture what the 'extremes' of alternative options might look like:

- the 'Head in the Sand' scenario explains that Council will run short of cash, and need to cut services to maintain its liquidity, if it continues its current path
- the 'Austerity' scenario explains the scale of cuts that would be required to make Council financially sustainable without extra income from a Special Rate Variation
- the 'SRV + Maintain All Services' scenario explains the scale of Special Rate Variation to 'close the gap' without any cuts to services.

As discussed at the start of section 3, this 'Lesser SRV + Some Service Cuts' scenario takes the 'middle ground':

- reductions in operating expenses of 7% (employee costs + materials and services), around \$1.5M p.a. (ideally via productivity and efficiency gains, but realistically, this will include a considerable amount of service cuts) and
- a 20% Special Rate Variation over 4 years, totalling \$1.65M on top of the rate peg.

While it is acknowledged that no one wants to pay more in rates, it is also expected that the community will be unwilling to accept significant service cuts. Council doesn't need to come up with 'the solution' now, but rather to meaningfully engage with the community about Council's current challenges and the community's aspirations for the future.

But Council also needs to reinforce that it has an obligation under the NSW Local Government to adhere to the principles of sound financial management (the 'Head in the Sand' scenario in section 7.1 highlights that avoiding this issue is not an option anyway).

Revising this LTFP

Once Council has explored its opportunities to improve financial sustainability, it intends to revise this LTFP and its Delivery Program covering the remainder of its term in office.

4. Water Fund

Council accounts for its water supply function as a separate business, as required by the NSW Local Government Act and National Competition Policy.

The figure below summarises the main operating revenues and expenses in the Income Statement for Council’s 2022/23 budget, including the projected surplus of \$268,000. This excludes \$54,000 forecast to be received for capital grants and contributions.

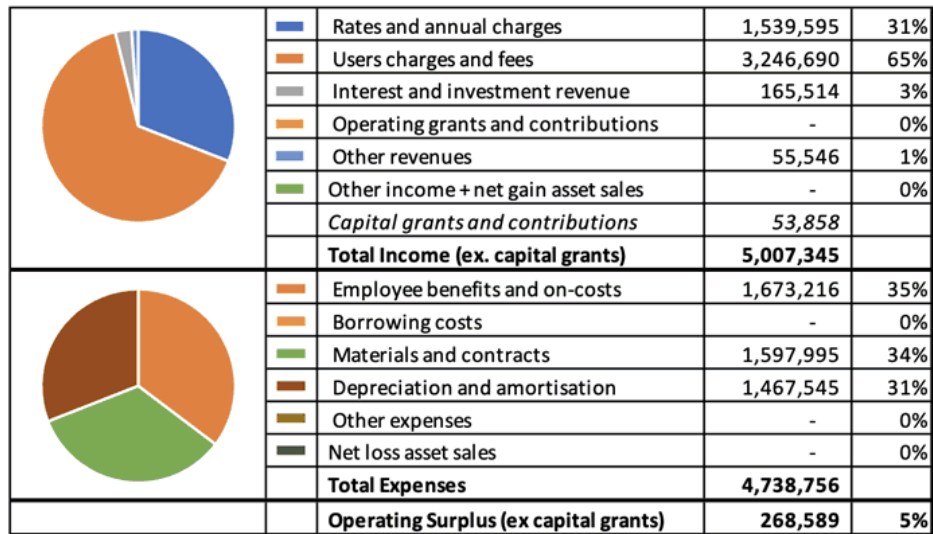


Figure 14: key income and expense items in 2022/23 water fund budget

A surplus of this size (5% of total revenues) should give some confidence the water fund is sustainable. But it is important to put this in perspective with a longer term view in the figure below.

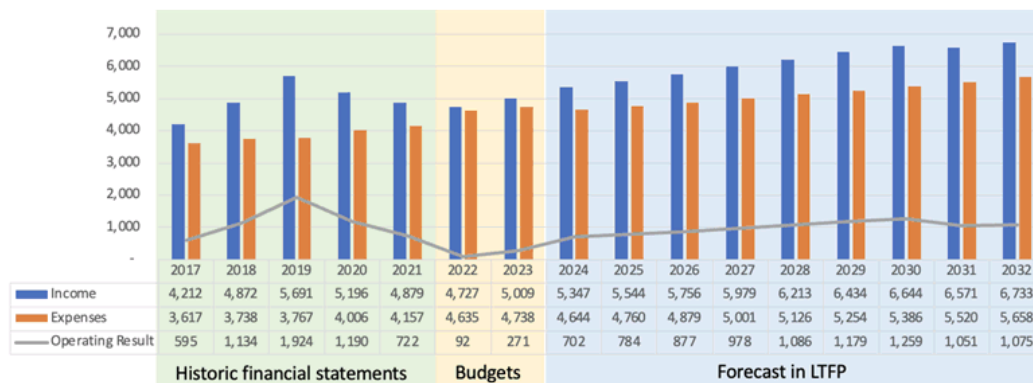


Figure 15: trends in income, expenses and operating result in water fund

In summary, the ‘story’ that can be told with Figure 2 and some historic context is:

- Historically, the water fund performed strongly (often, with 20%+ surplus)
- Council’s **income** (blue columns) increased considerably in 2019 due to higher water usage (contributing factors are likely to include weather, but possibly also the installation of new water meters throughout the Shire, with consumers subsequently choosing to reduce their consumption to reduce their bills)
- Non-residential (commercial) consumption was down in 2019 and 2020, most likely due to lower agricultural production (resulting in lower demand from factories), but is anticipated to increase in 2021 and 2022 (figures to be confirmed)
- Council’s **expenses** (orange columns) have increased consistently over time, although there was a jump in 2021 due to a revised staff roster (due to COVID 19) and in 2022 due to higher depreciation following the revaluation of Council’s assets.
- Financial performance of the water fund will improve over time, building on the current surplus and also generating more income from interest on growing reserves.

Council’s financial *performance* in Figure 2 is only part of the ‘story’. Figure 3 (below) presents the other part of the story: Council’s financial *position* (reserves, borrowings and investment in infrastructure).

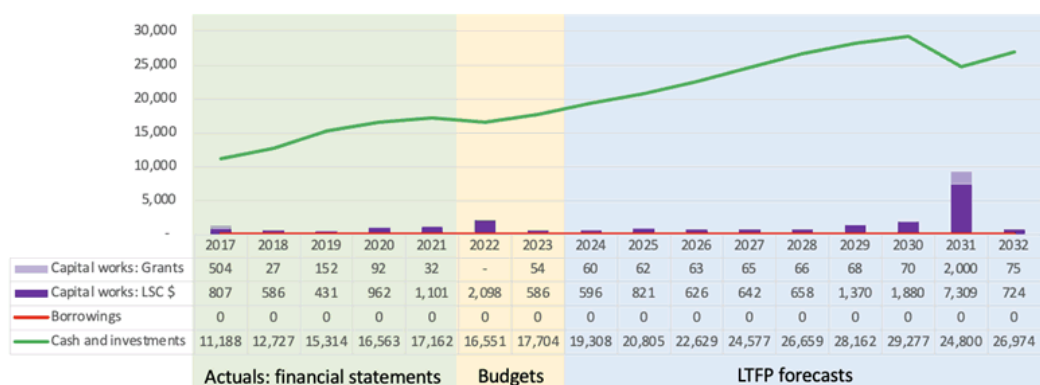


Figure 16: trends in capital works, grants and cash and investments (reserves) and borrowings in water fund

In summary, the ‘story’ that Figure 3 is telling is:

- Council’s **capital works** needs (purple columns) have been fairly low historically and are forecast to remain so over the next 10 years (as discussed in section 4.3).
- Council is building up significant **cash reserves** (green line) because of its operating surpluses and relatively low levels of capital works, although it is also budgeting for a \$2M **capital grant** (light purple column) to help fund the upgrade of Leeton Water Treatment Plant in 2031
- Council doesn’t need any **borrowings** (red line) as it has plenty of cash reserves.

It is important to recognise that 10 years is a short time in the life of most water supply infrastructure assets, and so section 4.3 takes a longer term look at potential capital works needs. In summary, it is forecast that the 30 year capital works program (which exceeds depreciation expenses, but includes some upgrades) can be funded without even needing to

borrow. This suggests that the water fund is financially sustainable, and potentially there is scope to reduce charges.

The assumptions behind the overall numbers in Figure 15 are summarised in the table below alongside the historic increases in these items in the last few years.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Increases in access charges have averaged 2.6% over the past 4 years	2023: budget is 6% higher than 2021 actuals. 2024-2032: 2.5% p.a.
<i>User fees and charges</i>	Increases in usage charges have averaged 3.7% over the past 4 years.	2023: budget is about equal to 2020 actuals, less than the peak in 2019. Depends on usage. 2024: average of 2020+2021 + 3%. 2025-2032: 2.5% p.a.
<i>Interest</i>	Varies with interest rates and cash reserves	2.2% p.a. in 2024 increasing 0.25% p.a. to 4.2% in 2032. Actual \$ calculated on reserve balance.
<i>Operating grants</i>		Note: pensioner subsidies are budgeted for under 'rates' in general fund
<i>Other revenues</i>	Average \$125k p.a.	2023-2032: \$100k p.a. + 2.5% p.a.
Expense items		Assumptions
<i>Employee costs</i>	Were around \$1.7M 2018 to 2020, increased in 2021 to \$1.9M (some one-offs).	Starting point 2023: \$1.7M (as budgeted, close to 2021 actuals). 2024-2032: 2.5% p.a.
<i>Materials and services + other expenses</i>	\$1.2-1.3M p.a.	Starting point: \$1.6M (as budgeted 2023, includes some operational projects - planning) 2024: drops by \$200k. 2025-2032: 2.5% p.a.
<i>Borrowing costs</i>	No debt.	No debt.
<i>Depreciation</i>	Around \$950k p.a.	Jump to \$1.45M after revaluation, then 2.5% p.a.

Table 12: Summary of assumptions for operating revenues and expenses – water fund

Sections 4.1 and 4.2 discuss each of the above items in detail, identifying issues that:

- have contributed to this year's operating result in the current budget (Figure 1), and
- are forecast to impact operating performance in future (Figure 2).

The detailed numbers for each item are in the income statement in Appendix 1.

Sections 4.3 and 4.4 discuss assumptions behind Figure 3 including capital works and grants and cash reserves and borrowings. Further details are also in Appendix 1.

4.1 Revenues

Rates and annual charges

Access charges make up 31% of income for the water fund overall. These only vary with the number and size of connections, and so can be forecast consistently over time. An increase of 2.5% p.a. has been assumed in revenues.

This doesn't allow for any particular increase in the number of connections as further analysis is required to determine this. Figures reported historically show no clear trend (further analysis is required e.g. based on number of DAs and amount of developer contributions received, but also considering Council's land use planning strategies).

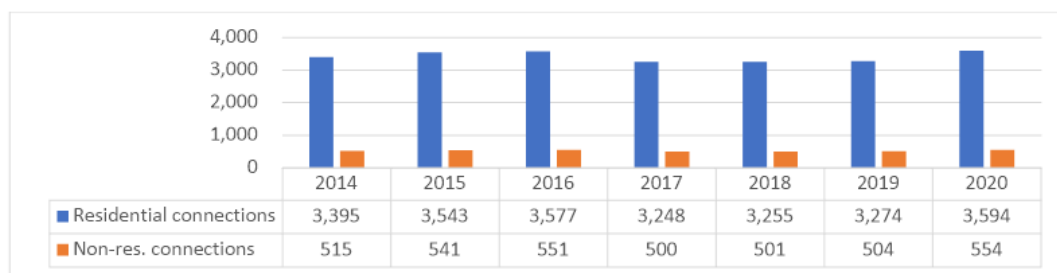


Figure 17: trends in number of connections to Council's water supply as reported over time

Growth in connections over and above the basic current assumption that numbers will remain static will have a positive impact on revenue forecasts.

User fees and charges

User fees and charges make up 65% of revenues in the 2023 budget (68% of direct rates and charges, excluding grants and interest).

The proportion of direct revenues from user charges peaked at 73% in 2019. While this may have been associated with installation of new water meters (the old meters were reading lower than actual consumption), it is also likely to be due to weather. As such, consumption may increase again due to weather. Further analysis on demand is being undertaken as part of the preparation of Council's new Integrated Water Cycle Management Strategy.

Best practice guidelines for management of water supply and sewerage require utilities with over 4,000 connections to set charges so as to raise more than 75% of residential revenues from usage charges (under 4,000 connections, utilities only need to raise 50% from usage). Leeton just exceeds the 4,000 threshold.

The last available data on residential usage distinct from overall revenues (from 2017 and 2018) shows Council hasn't ever quite reached the benchmark (it has been 65-70%).

Shifting more emphasis onto user charges (which vary with usage) and off access charges (which are consistent each year) is risky given that current information on usage is unclear, as shown in the figure below.

Historically, residential and non-residential usage as reported to NSW Government (blue and orange columns) was very consistent from year to year.

But the amount supplied was obviously overstated because:

- the raw water purchased from Murrumbidgee Irrigation (grey line) as actually lower than these amounts – the figures since 2019 make more sense
- the income (green line) varied considerably, and while this would have changed with increases in water charges, the ‘ups and downs’ in revenue aren’t reflected in usage.

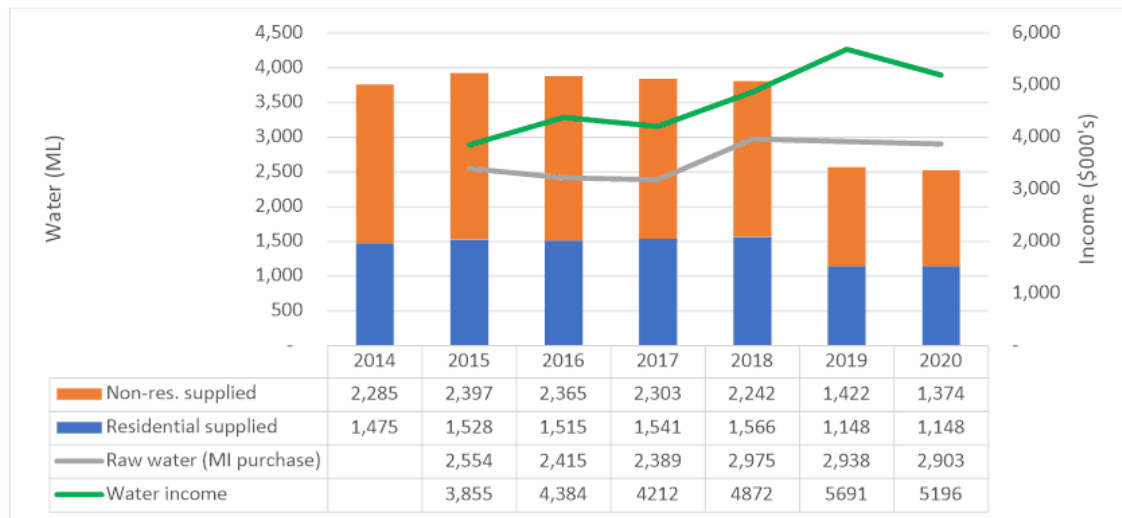


Figure 18: trends in water supplied (as reported), water purchased, and water fund income

This highlights that Council needs to do more work to better understand actual usage in dry, average and wet years for both residential and non-residential customers. This work is currently underway and will inform future revisions of this LTFP. Council is also working to reduce water losses (the difference between the grey line – water from MI – and the column – water supplied to customers – above).

When the historic and forecast revenues (access + usage) are plotted in the figure below, it shows that assumptions currently adopted in this LTFP are conservative given that revenues from usage charges have been higher in the past.

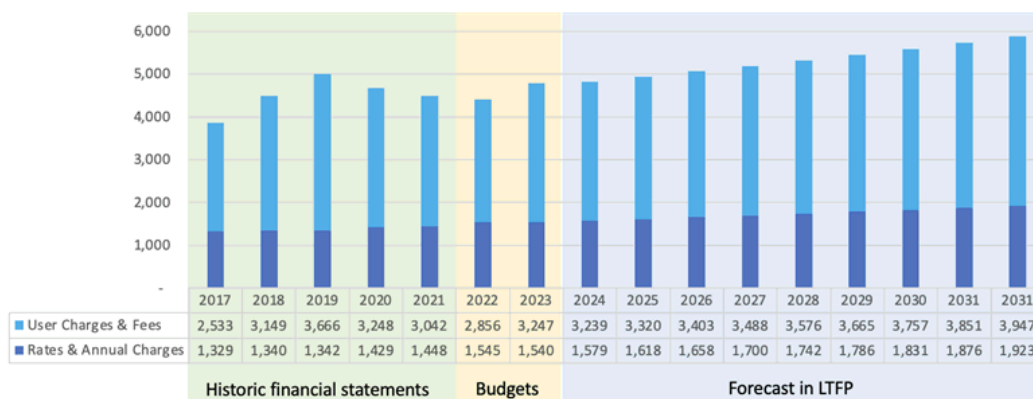


Figure 19: trends in water supplied (as reported), water purchased, and water fund income

A review of actual water usage figures for 2021 and 2022 will help refine these assumptions, as will the strategic analysis and planning work currently underway.

Given that forecasts of financial performance (Figure 15 above) suggest a surplus growing to around \$1M p.a. in 2028, and the actual revenues could be higher (depending on usage), it may be possible to reduce water charges to some extent.

This should be done in the context of a review of the split between access and usage to achieve the benchmark of 75% of revenues from usage, as per the Best Practice Framework (noted above).

But as an indication, a \$500k reduction equates to a 10% reduction in water charges overall. This would equate to a reduction of \$68 in bills:

Access charge	\$294
Usage charge (typical usage was 320kL/residential property in 2020, down from 350kL/property in 2019)	300kL x \$1.18/kL = \$354 20kL x \$1.7/kL = \$34
Typical bill	\$682
Saving of 10%	\$68

Table 13: calculation of typical residential water bill and potential savings if charges are reduced

This is more than the impact of year 1 of the 4.7% Special Rate Variation assumed for general fund, as discussed in section 3.1.

It is important to recognise that there is no link between ordinary rates and water charges. Council is required, under the Local Government Act, to account for its water supply business distinct from its general fund.

4.2 Expenses

Employee costs

Historically, employee costs in water fund have not seen the same level of increases as general fund.

It is important to recognise that attracting and retaining skilled staff in this very important area of Council business has been recognised as a challenge across the industry.

This, and other drivers such as increasing complexity associated with new technology and compliance requirements, as well as the age of existing infrastructure (e.g. Leeton Water Plant itself) could push employee costs higher than what has been forecast.

Materials and services

Materials and services are budgeted to increase by around \$300k p.a. over the 2021 figures. Part of this is associated with operational projects (mostly planning work) and so part of this increase is assumed to drop off from 2024 onwards.

This will need to be monitored as there is an upward pressure on costs associated with increasing compliance and actions to decrease risks / increase reliability.

Council is investing in sustainable power for some sites, which should help offset any increases in electricity over and above normal CPI.

Depreciation

Depreciation jumped by over \$500k (55%) between 2021 and the 2023 budget due to a revaluation of Council's water supply assets and some new assets.

As discussed in section 4.3, the forecast 30 year capital works program is approximately equal to depreciation expenses, so this appears to be reasonable although it is certainly something Council needs to monitor and review over time.

4.3 Investment in Water Supply Infrastructure Assets

As noted in section 2, responsible and sustainable infrastructure investment is one of Council's primary financial sustainability objectives.

Section 3.3 explains why it is critical that financial projections in this LTFP align with other IP&R documents, particularly the SAMP.

Performance against infrastructure investment benchmarks (asset renewals)

Based on the amounts in the SAMP and this LTFP, Council will not meet the *Asset Renewals Ratio* (discussed in section 3.3) over the next 10 years. Calculations for this are below.

10 year capital works program (section 3.1 of SAMP)	\$21.0M
Less funds earmarked for new assets and/or upgrades	-\$8.5M
Renewal funding forecast for 10 years	\$10.6M
Depreciation expenses for 10 years (\$1.45M p.a. + 2% p.a. x 10 years)	\$16.4M
Building and Infrastructure Asset Renewals Ratio (10 years)	58%

Table 14: Calculation of 10 year asset renewal ratio for water fund

As discussed in section 3.3, Council considers the OLG performance benchmark for the renewal ratio to be inappropriate. Renewal needs depend on asset condition and vary considerably over time. *However*, Council does recognise that if its depreciation expenses are reasonable, it should be spending an amount close to depreciation over the long term.

Figure 20 below shows an *indicative* 30 year forecast for capital works and cash reserves. These figures differ from Figure 16 above as they are all in 2022 dollars (no indexation).

Total capital works needs are estimated at \$48.4M, of which all but \$8M (Leeton Water Treatment Plant upgrade + new reservoir at Yanco) are renewals, i.e. the forecast need is \$40.4M in renewals. This equates to 93% of depreciation expenses (\$1.45M x 30 years).

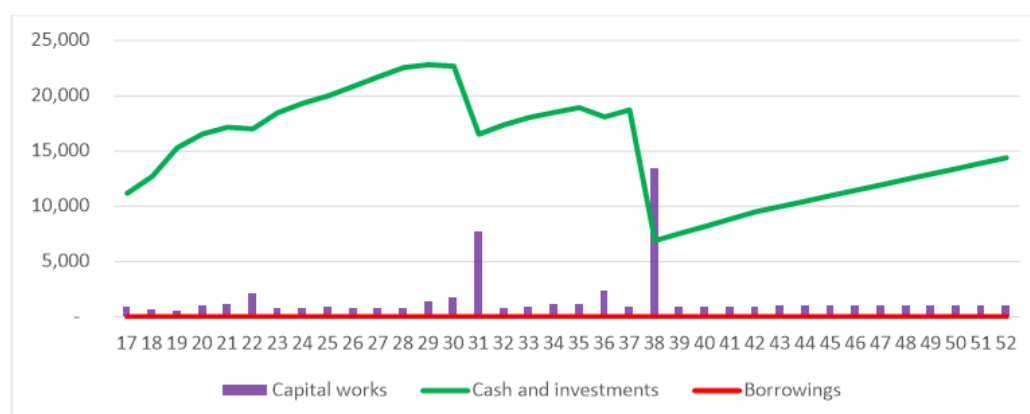


Figure 20: 30 year projection for capital works and cash reserves for water fund

Key assumptions:

- cash surplus from operations = \$1.5M p.a. (surplus + depreciation)

- interest rate on investments = 3% p.a. for 30 years
- capital works consider all water supply asset categories, major works are Leeton Water Plant upgrade (\$7M in 2031) and refurbishment (\$12M in 2038)

While these financial projections are indicative only, it should provide Council with some confidence that there is sufficient capacity to meet future capital works requirements, particularly given there is no borrowing required to fund this program.

Perhaps the key point to note is that the significant operating surplus (discussed above) coupled with the growing income from interest (due to higher reserves) are both contributing to healthy cash reserves being maintained over the entire 30 year period. As noted above, this suggests Council may be able to reduce charges, although further analysis is required to confirm this.

Capital grants

Minor grants of \$50k p.a. have been assumed to continue. The only grant for major works included in the modelling is \$2M for the upgrade of Leeton Water Treatment Plant in 2031.

4.4 Reserves and Borrowing

As can be seen in Figure 16 above, Council is forecasting to build its reserves in its water fund (currently around \$17M) by around \$9M over the next 10 years, even after accounting for a \$21M capital works program.

Figure 20 suggests that if Council continues on the current path, reserves won't drop below \$6.8M (in 2038, following refurbishment of Leeton Water Treatment Plant).

No borrowing is forecast as being required.

5. Sewer Fund

Council accounts for its sewerage function as a separate business, as required by the NSW Local Government Act and National Competition Policy.

The figure below summarises the main operating revenues and expenses in the Income Statement for Council's 2022/23 budget, including a projected surplus of \$69,000. This excludes \$29,000 forecast for capital grants and contributions.

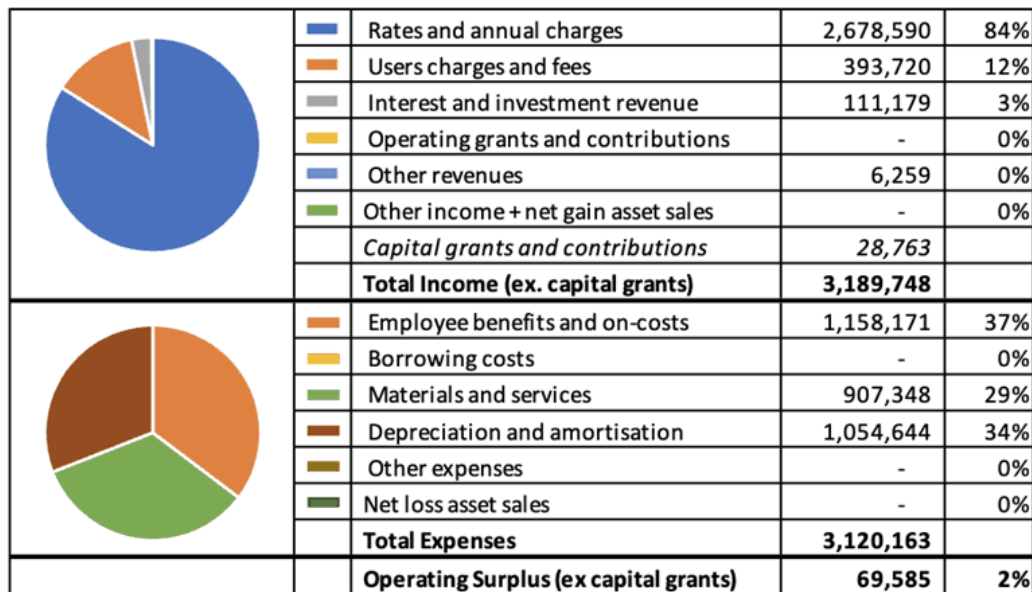


Figure 21: key income and expense items in 2022/23 sewer fund budget

A surplus, even of this size (2% of total revenues) should give some confidence the sewer fund is sustainable. But it is important to put this in perspective with a longer term view in the figure below.

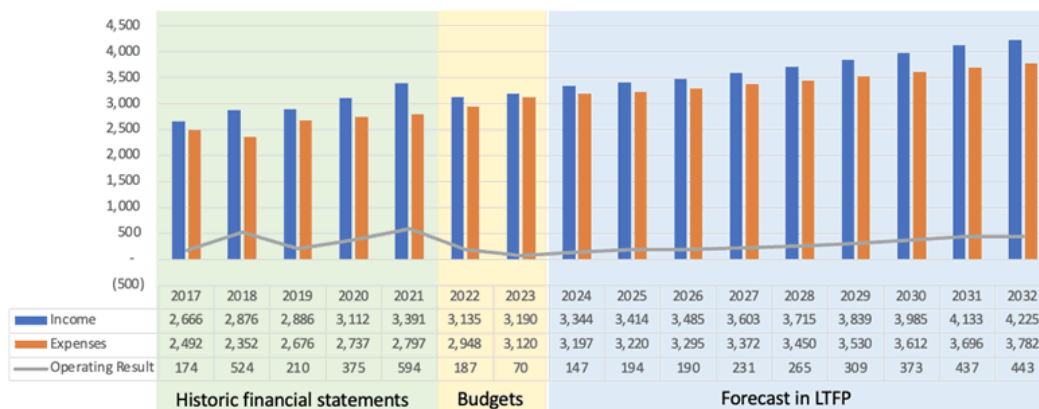


Figure 22: trends in income, expenses and operating result in sewer fund

In summary, the ‘story’ that can be told with Figure 2 and some historic context is:

- Historically, the sewer fund performed strongly, averaging a surplus (grey line) of more than 10% p.a. over the past 5 years
- Council’s **income** (blue columns) increased in 2021 due to additional income from trade waste charges, however this is forecast to drop back down as customers make improvements to the quality of sewage they are discharging
- Council’s **expenses** (orange columns) have increased faster than its income between 2021 and 2023 due to a range of factors including:
 - Revaluation of sewerage assets, and consequent increase in depreciation
 - One-off projects (servicing strategy, and 2023 due to higher depreciation following the revaluation of Council’s assets
 - Operating costs of Wamoon sewerage scheme
- The **operating surplus** is forecast to increase over time, but the improvement is largely due to increasing interest income (due to higher reserves + higher interest rates), so financial sustainability needs to be monitored over time.

Council’s financial *performance* in Figure 2 is only part of the ‘story’. Figure 3 (below) presents the other part of the story: Council’s financial *position* (reserves, borrowings and investment in infrastructure).

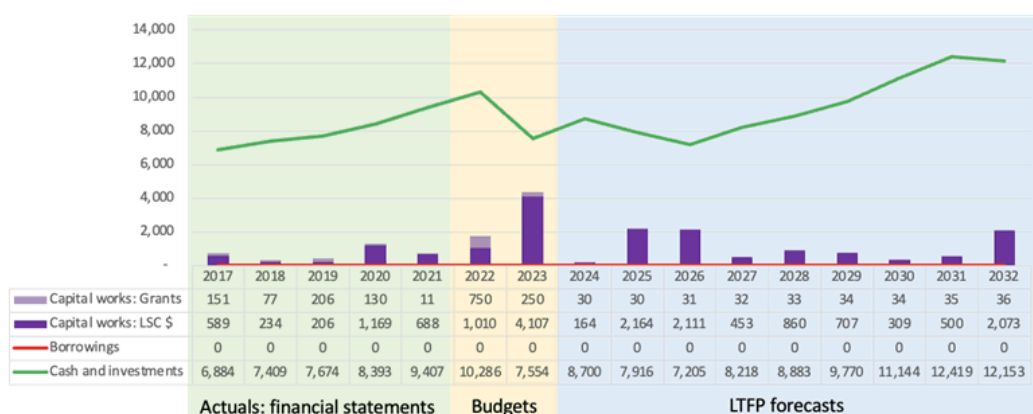


Figure 23: trends in capital works, grants and cash and investments (reserves) and borrowings in sewer fund

In summary, the ‘story’ that Figure 3 is telling is:

- Council’s **capital works** needs (purple columns) have been fairly low historically, but there are a few projects underway and/or forecast to be required over the next 10 years (as discussed in section 5.3).
- Council is building up some **cash reserves** (green line) due to its relatively low levels of capital works
- Council doesn’t need any **borrowings** (red line) as it has sufficient cash reserves.

It is important to recognise that 10 years is a short time in the life of most sewerage infrastructure assets, and so section 5.3 takes a longer term look at potential capital works needs. In summary, it is forecast that the 30 year capital works program is less than depreciation, but there are sufficient cash reserves to spend an amount close to

depreciation on asset renewals if required. There is also borrowing capacity over and above this. This suggests the sewer fund is financially sustainable.

The assumptions behind the overall numbers in Figure 22 are summarised in the table below alongside the historic increases in these items in the last few years.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Increases in access charges have averaged 4% over the past 4 years	2023: around 3% on 2021 actuals, plus \$20k for the 30 new connections at Wamoon 2024-2032: 2.5% p.a.
<i>User fees and charges</i>	Usage charges increased significantly in 2021 (due to trade waste)	2023: budgeted to drop back as trade waste improvements implemented. 2024-2032: 2.5% p.a.
<i>Interest</i>	Varies with interest rates and cash reserves	2.2% p.a. in 2024 increasing 0.25% p.a. to 4.2% in 2032. Actual \$ calculated on reserve balance.
<i>Operating grants</i>		Pensioner subsidies budgeted under general fund 'rates'.
<i>Other revenues</i>	Minimal	Minimal
Expense items		Assumptions
<i>Employee costs</i>	Have been around \$1.1M for several years.	Starting point 2023: \$1.2M (as budgeted, close to 2021 actuals). 2024: allow \$50k extra for Wamoon (one year) 2025-32: 2.5% p.a.
<i>Materials and services + other expenses</i>	\$0.5-0.7M p.a.	Starting point: \$1.2M (as budgeted 2023, includes \$200k operational projects for planning) 2024: drops by \$100k (less projects, but plus Wamoon scheme operating costs) 2025-2032: 2.5% p.a.
<i>Borrowing costs</i>	No debt.	No debt.
<i>Depreciation</i>	Around \$750k p.a.	Jump to \$1.1M after revaluation and allowance for Wamoon, then 2% p.a.

Table 15: Summary of assumptions for operating revenues and expenses – sewer fund

Sections 5.1 and 5.2 discuss each of the above items in detail, identifying issues that:

- have contributed to this year's operating result in the budget (Figure 21), and
- are forecast to impact operating performance in future (Figure 22).

The detailed numbers for each item are in the income statement in Appendix 1.

Sections 5.3 and 5.4 discuss assumptions behind Figure 23 including capital works and grants and cash reserves and borrowings.

5.1 Revenues

Rates and annual charges

Access charges make up the majority (84% in 2023) of income for the sewer fund overall. These only vary with the number and size of connections, and so can be forecast consistently over time. An increase of 2.5% p.a. has been assumed in revenues.

This doesn't allow for any increase in the number of connections as further analysis is required to determine this, apart from the assumed 30 new connections when Wamoon sewer scheme is completed.

Figures reported historically (below) show growth has been less than 1% over the last 4 years (further analysis is required e.g. based on number of DAs and amount of developer contributions received, but also considering Council's land use planning strategies).

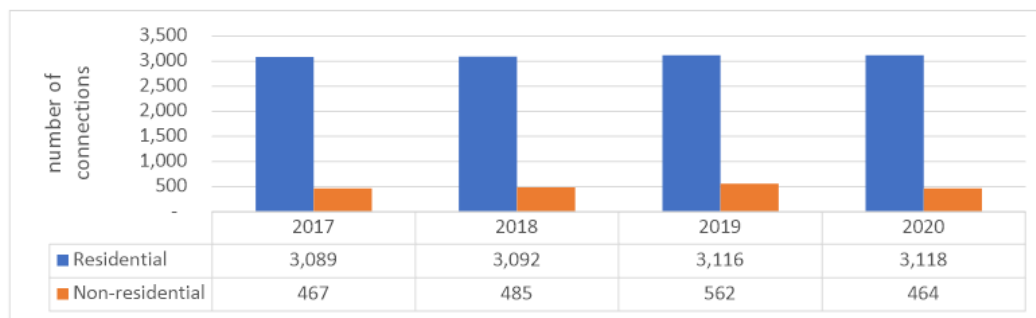


Figure 24: trends in number of connections to Council's sewerage system as reported over time

Growth in connections over and above the basic current assumption that numbers will remain static will have a positive impact on revenue forecasts.

User fees and charges

User fees and charges make up 13% of revenues 2023 budget. These are mostly trade waste charges. While these have doubled in recent years, it is forecast they will drop back down to something like historic figures as customers implement improvements to improve the quality of discharges.

4.2 Expenses

Employee costs

Employee costs in sewer fund have not seen the same level of increases as general fund.

It is important to recognise that – as with water fund – attracting and retaining skilled staff in this area has been recognised as a challenge across the industry, and that there are other drivers that will put upward pressure on employee costs.

There will also be some increased operating requirements associated with Wamoon sewer.

Materials and services

Materials and services are budgeted to increase from around \$700k in 2021 to \$0.9M in 2023. This includes around \$200k operational projects (mostly planning work), which is assumed to drop off from 2024 onwards, but an allowance of \$100k has been added from 2024 to account for increased operating expenses associated with the Wamoon scheme.

This will need to be monitored as there is an upward pressure on costs associated with increasing compliance and actions to decrease risks / increase reliability.

Council is investing in sustainable power for some sites, which should help offset any increases in electricity over and above normal CPI.

Depreciation

Depreciation jumped by 170k (23%) in 2021 due to a revaluation of Council's sewerage assets, and are forecast to increase by another \$60k in 2024 (\$4M / 70 years).

As discussed in section 5.3, the forecast 30 year capital works program is less than depreciation expenses, but the investment forecast to be required at Leeton Sewage Treatment Plant (the largest single asset) is relatively low compared to its total value, so it appears that current estimates are reasonable.

This needs monitoring and reviewing over time.

5.3 Investment in Sewerage Infrastructure Assets

As noted in section 2, responsible and sustainable infrastructure investment is one of Council’s primary financial sustainability objectives.

Section 3.3 explains why it is critical that financial projections in this LTFP align with other IP&R documents, particularly the SAMP.

Performance against infrastructure investment benchmarks (asset renewals)

Based on the amounts in the SAMP and this LTFP, Council will not meet the *Asset Renewals Ratio* (discussed in section 3.3) over the next 10 years. Calculations for this are below.

10 year capital works program (section 3.1 of SAMP)	\$9.7M
Less funds earmarked for new assets and/or upgrades	-\$0.2M
Renewal funding forecast for 10 years	\$9.5M
Depreciation expenses for 10 years (\$1.1M p.a. + 2% p.a. x 10 years)	\$12.1M
Building and Infrastructure Asset Renewals Ratio (10 years)	107%

Table 16: Calculation of 10 year asset renewal ratio for sewerage fund

As discussed in section 3.3, Council considers the OLG performance benchmark for the renewal ratio to be inappropriate. Renewal needs depend on asset condition and vary considerably over time. *However*, Council does recognise that if its depreciation expenses are reasonable, it should be spending an amount close to depreciation over the long term.

Figure 25 below shows an *indicative only* 30 year forecast for capital works and cash reserves. These figures differ from Figure 23 above as they are all in 2022 dollars (no indexation).

Total capital works needs are estimated at \$27M, of which all but \$4M (Wamoon sewerage) are renewals, i.e. the forecast capital works needed is \$23M in renewals. This equates to 72% of depreciation expenses (\$32M, \$1.06M x 30 years). While Council isn’t forecasting it needs to spend the additional \$9M in renewals over this period, it is clear from the forecast below that it has the money available to spend this as required (and/or borrowing capacity).

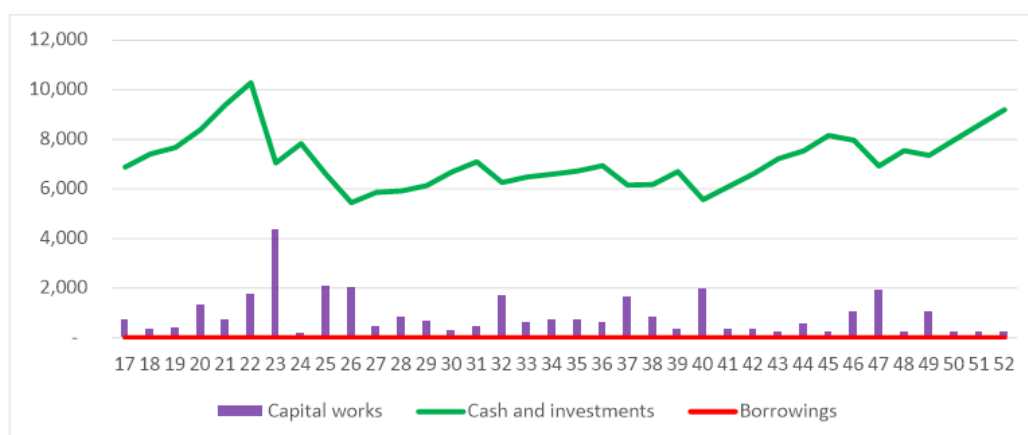


Figure 25: 30 year projection for capital works and cash reserves for sewer fund

Key assumptions:

- cash surplus from operations = \$0.85M p.a. (surplus + depreciation)
- interest rate on investments = 3% p.a. for 30 years
- capital works consider all asset categories over an extensive number of projects including pipe relining, pump stations and treatment plants.

While these financial projections are indicative only, it should provide Council with some confidence that there is sufficient capacity to meet future capital works requirements (not only directly via cash reserves, but also additionally via borrowings).

Given that there is no trend of increasing reserves over time (as was seen in the water fund) it appears that the current charges are probably appropriate. However, it is obviously vital that the numbers in this forecast are revised and improved over time.

Capital grants

Minor grants of \$50k p.a. have been assumed to continue. No other major grants are assumed to be helping to fund the forecast capital works.

5.4 Reserves and Borrowing

As can be seen in Figure 23 above, Council is forecasting to maintain sufficient reserves over the next 10 years and beyond, although a larger capital program and/or poorer than forecast financial performance will of course impact this.

No borrowing is forecast as being required. This will provide additional flexibility for Council to manage variations from what has been forecast on top of reasonably healthy reserves.

6. Sensitivity and Risk Analysis

The table below provides an indication of the impacts of key parameters on Council's ability to achieve its financial sustainability objectives (in section 2), particularly the minimising operating deficits and maintaining cash reserves, over the next 10 years.

This section is referred to in terms of 'risk' not just 'sensitivity' as the uncertainty about these issues is considered most likely to result in Council failing to achieve its objectives (by definition, risk is 'the effect of uncertainty on objectives'). It is vital that these risks are monitored annually in an ongoing way, but particularly as Council implements its revised LTFP once options to improve its sustainability (section 3.5) have been explored.

Parameter	10 year impact on Financial Sustainability Objectives (operating deficit and maintaining cash reserves)
Increased employee costs	<p>The 2023 general fund budget for employee costs is \$9.6M.</p> <p>The 'Lesser SRV + Some Service Cuts' scenario (section 3) assumes considerable savings will be made on this over 4 years amounting to around \$0.7M, 7% in real terms, compared to the 'Head in the Sand' scenario in section 7.1.</p> <p>These savings would be a significant turn-around from the last 5 years, which saw an average of 2.2% p.a. increases in real terms, in accordance with Council's adopted budgets, reflecting decisions about service delivery.</p> <p>Council can only realise such savings by making significant efficiency gains and, realistically, generating the majority of these savings from reductions in service levels. Neither of these options will be easy. Every 1% that Council falls short equates to \$100k p.a. (\$1M over 10 years).</p> <p>If Council achieves half the savings it is estimating (3.5%), its general fund deficit will be \$340k higher, and its cash reserves around \$3M lower in 10 years, <i>and</i> the gap will need to be bridged by other means (materials, or a bigger SRV).</p>
Increased materials and services	<p>Similar to employees, section 3 assumes considerable savings in materials and services: around \$0.8M or 8% relative to 'Head in the Sand' scenario, which again is a turn-around from recent years.</p> <p>These savings won't be easy to achieve, but again every 1% p.a. that isn't realised equates to \$100k p.a. higher deficit and \$1M in reserves in 10 years.</p>
Increased depreciation expenses (and so higher capital works needs)	<p>Council does not have a lot of control over depreciation except to cease new builds or asset upgrades, or to dispose of assets. A 0.5% increase on the \$6M baseline for depreciation over and above the forecast 2% p.a. over 10 years would increase Council's operating deficit in 10 years by around \$0.3M p.a.</p> <p>Depreciation isn't a cash expense, so this increase won't impact reserves, but it is likely to be accompanied by higher funding needs for capital works programs (which will need to come from reserves or borrowings).</p> <p>It will also call into question Council's financial sustainability (if its operating deficit isn't eliminated) and whether it is equitable to future generations.</p>
Unreliable interest rates on cash reserves	<p>An increase of 0.25% p.a. is assumed (starting at 2.2%, increasing over 10 years to 4.2%). If those increases were half as much again, or half what is assumed (0.125% or 0.375%), the impact on Council's operating result in 10 years would be \$385k p.a. and the impact on reserves would be \$1.3M p.a.</p> <p>Borrowings are minimal, so changes in interest rates are less material.</p>

Increasing energy costs	Council spends around \$300k p.a. on electricity, so higher costs would have some impacts. The renewable energy initiative is intended to reduce Council's risks here.
Unreliable income from sale of investment water	The 'Lesser SRV + Some Service Cuts' scenario estimates \$50k p.a., although historic returns have been \$50-750k p.a. While returns are likely to remain low for the next few years, it is likely they will be better than \$50k p.a. in later years.
Cost shifting from other levels of government	Council's expenditure is increased by 'cost shifting' from other levels of government. Potential areas of concern are the Fire and Emergency Services Levy (which Council pays) or regulatory functions currently undertaken by NSW Government and/or additional compliance obligations (for which Council might need to add resources to achieve compliance).
Austerity approach by NSW and/or Australian governments	<p>As noted in Figure 1, operating grants and contributions make up \$6.1M (28%) of Council's operating revenues in the 2023 budget.</p> <p>If Council was to lose a significant portion of this income, either through a 'one-off' change or through gradual decreases over time, it would have a significant impact on its operating deficit.</p> <p>A recent example of such an impact was the freeze on Financial Assistance Grants (FAGs) by the Australian government for 3 years between 2015 and 2017. FAGs represents \$4.6M p.a. of total operating grants. If another 3 year freeze was implemented sometime over the 10 years, this would increase Council's operating deficit by \$0.4M p.a. in 10 years, and decrease its cash by \$3M in 2032.</p> <p>Other areas where Council could be impacted include Roads to Recovery (currently \$1M p.a.), Regional Roads (\$0.4M p.a.) and support for children's services (although Council could increase fees to offset this).</p> <p>As discussed in section 3.3, Council has also forecast it will secure several grants for capital works (these are summarised in Table 8). Without these grants, Council would need to fund these works by drawing on its own cash reserves, or not proceed with the projects.</p>
Changes in water usage	As discussed in section 4.1, there is uncertainty over water usage into the future, which has a major impact on future income. Further work is required to clarify these forecasts.
Changes in the pace of development	As discussed in sections 4 and 5, current assumptions in relation to the number of new customers for water supply and sewerage are conservative, and are likely to be exceeded in reality.

Table 17: Key parameters for sensitivity or 'risk' analysis

7. Alternative Scenarios for the General Fund

Three alternatives to the 'Lesser SRV + Some Service Cuts' scenario for general fund (in section 3) are considered below:

- a 'Head in the Sand' scenario, which explores the implications of Council continuing its current path of operating deficits (which is unsustainable, with Council facing liquidity problems within 4-5 years if it retains the same capital budget, which is obviously something that cannot be allowed to happen, or – if capital works are reduced – Council will deplete its reserves over the next 10 years),
- an 'Austerity' scenario, which explores the extent of savings needed to avoid a Special Rate Variation (which might be achieved partly via efficiencies but will realistically involve substantial service level reductions which will likely also be unsustainable as community needs will not be met), and
- an 'SRV + Maintain All Services' scenario, which explores the extent of a Special Rate Variation that would be required to maintain current services (avoiding any cuts, and at this stage ignoring the impact of gains in efficiency and productivity).

As discussed in section 3, Council anticipates the most appropriate way forward will be to strike a balance between reducing expenses and increasing revenues. Council needs to be financially sustainable. The community is likely to want to retain many/most current services but will also want to minimise the extent of any rate increases.

The key question is what the 'right balance' looks like. As discussed in section 3.5, this is something that Council needs to determine in conversation with the community, supported by a program of internal service reviews.

Future revisions of this LTFP will need to update and reconsider all scenarios. Further scenarios may also be appropriate for water and sewer, although the issues there are generally able to be addressed via sensitivity/risk analyses (section 6).

7.1 Head in the Sand Scenario

This scenario explains what is forecast to happen if Council takes no action to address its financial challenges in its general fund.

It could be argued that this scenario is better than ‘status quo’ though, since – for example – employee costs are assumed to be a steady 2 or 2.5% p.a. in this scenario to reflect Award and superannuation increases only, and increases were higher than this in recent years.

The figure below shows Council’s operating performance under this scenario. As can be seen, the operating deficit of around \$3.3M in 2023 basically continues in future.

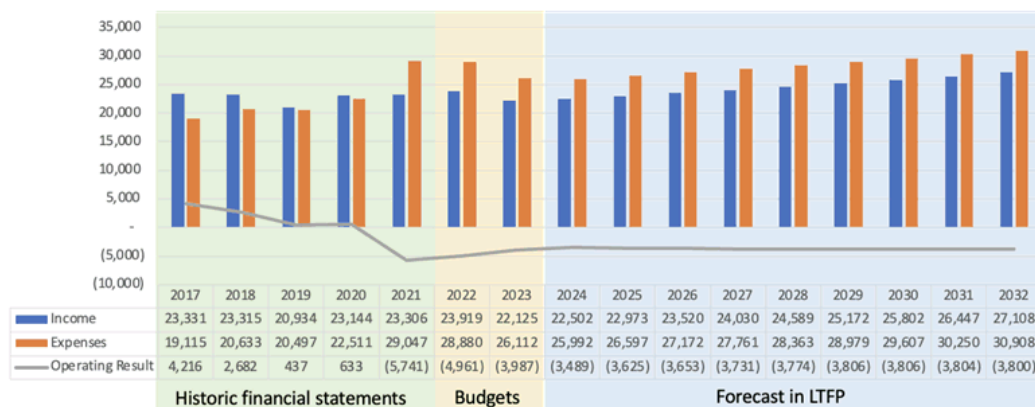


Figure 26: trends in income, expenses and operating result in general fund – ‘Do nothing’ Scenario

The figure below shows Council’s financial position under this scenario based on retaining the capital works program in the ‘Lesser SRV + Some Service Cuts’ scenario. As can be seen, Council’s cash reserves would be used up within 5 years because of the ongoing operating deficits, as well as the capital works. There would be no point borrowing to meet the shortfall (around \$11M in 10 years) as Council wouldn’t be able to afford to repay the loan.

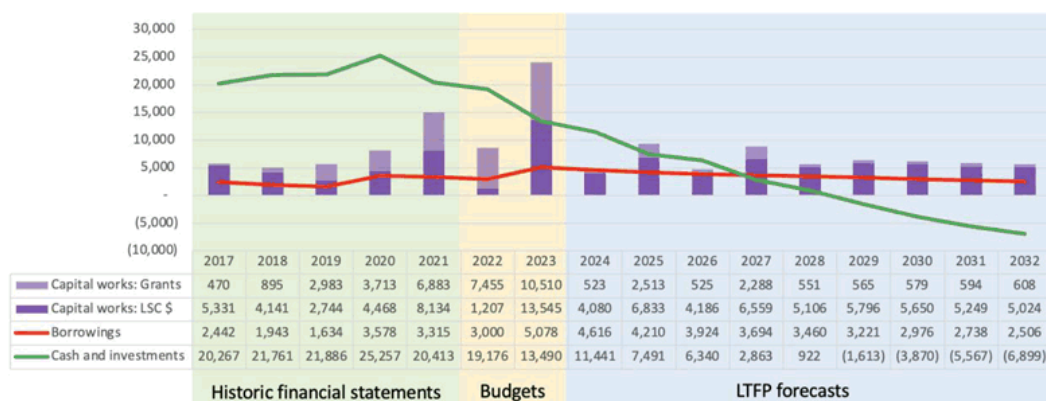


Figure 27: trends in general fund capital, grants and cash and investments – ‘Head in the Sand’ Scenario (assuming same capex as ‘Lesser SRV + Some Service Cuts’ scenario)

Council could avoid liquidity problems in 5 years by cutting its capital works program. The figure below is based on cutting \$13M (15%) in capital works (plus associated grants), which

is deemed the minimum below which Council would face a ‘downward spiral’ of asset failures such as increasing deterioration of sealed and unsealed roads.

As can be seen, these cuts would stop Council from running out of cash inside of 10 years in its general fund (it would still have around \$6M left in 2032), but the key issues are **intergenerational equity** and **financial sustainability**.

As can be seen with the downward trend in the green line, Council would need to eat into its reserves over the 10 years to fund capital works (as discussed in the ‘depreciation’ part of section 3.2, an operating deficit means Council won’t be generating enough cash ‘from depreciation’ to pay for its capital works). This means in 10 years, Council will have:

- minimal cash reserves (it would be of concern if they dropped much further)
- limited capacity to borrow (particularly given the significant operating deficit) and
- increasing asset renewal needs (particularly given the relatively low asset renewals undertaken over the past 10 years in areas such as buildings and drainage, as discussed in section 3.3).

Consequently, Council will have little option but to seek a Special Rate Variation to make up the shortfall. That will mean the *next* generation will be paying more than they should at that time for Council services because the *current* generation hasn’t been paying enough.

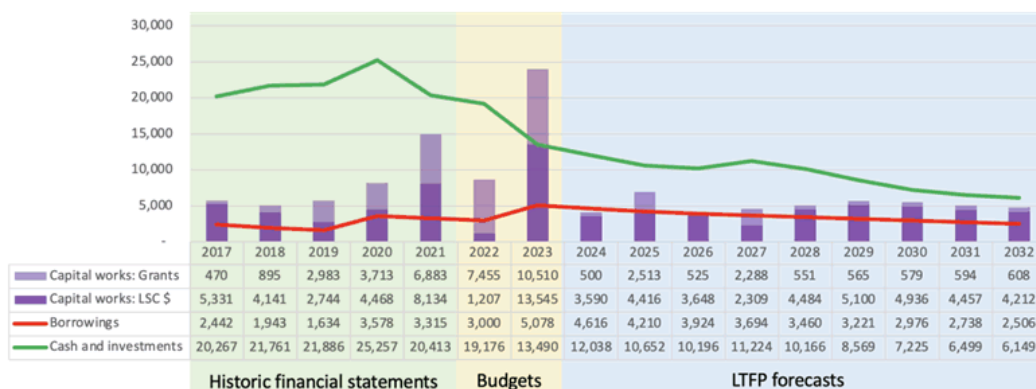


Figure 28: trends in capital, grants and cash and investments – ‘Head in the Sand’ Scenario (assuming reduced capex compared to ‘Lesser SRV + Some Service Cuts’ scenario)

The conclusion to be drawn is that Council ‘putting its head in the sand’ is not an option. In particular, if Council doesn’t take action to improve its financial sustainability, it won’t satisfy the principles of intergenerational equity or responsible and sustainable spending set out in the NSW Local Government Act (as discussed in section 2).

The table below summarises the differences between this scenario and the ‘Lesser SRV + Some Service Cuts’ scenario in section 3. It is important to note that increases in expenses here, while reasonable, are still lower than increases in recent years.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Rate peg averaged 2.2% p.a. Waste charges averaged 5% p.a.	2023: 1.8% p.a. (0.7% rate peg + 1.1% additional special variation); 2024-2032: 2.5% p.a. Waste: 2.5% p.a. in all years
Expense items		Assumptions
<i>Employee costs</i>	Increased from \$8.1M to \$9.3M (3.4% p.a.) over last 5 years to 2021.	Starting point: \$9.6M 2.5% p.a. in 2024-25 (including super), then 2% p.a. 2026-32 (Award increases only).
<i>Materials and services + other expenses</i>	Ongoing M&S + other expenses were \$8-8.5M p.a. up to 2021, no clear trend.	Starting point: \$9.1M. M&S: 2.5% p.a. for 10 years Other: 2.5% p.a. for 10 years

Table 18: Summary of assumptions for operating revenues and expenses – ‘Head in the Sand’ Scenario

7.2 Austerity Scenario

This scenario explores the cuts to operational expenses and capital works in the general fund that would be required to avoid a Special Rate Variation (as proposed in the ‘Lesser SRV + Some Service Cuts’ scenario in section 3) whilst also achieving its objectives of sound financial management in section 2.

The figure below shows Council’s operating performance under this scenario. As can be seen, there is a considerable drop in expenses (orange columns) from the peak of \$29M in 2021 (which includes some one-off expenses) down to \$24.3M in 2027, after which expenses increase roughly in line with income for the rest of the 10 years.

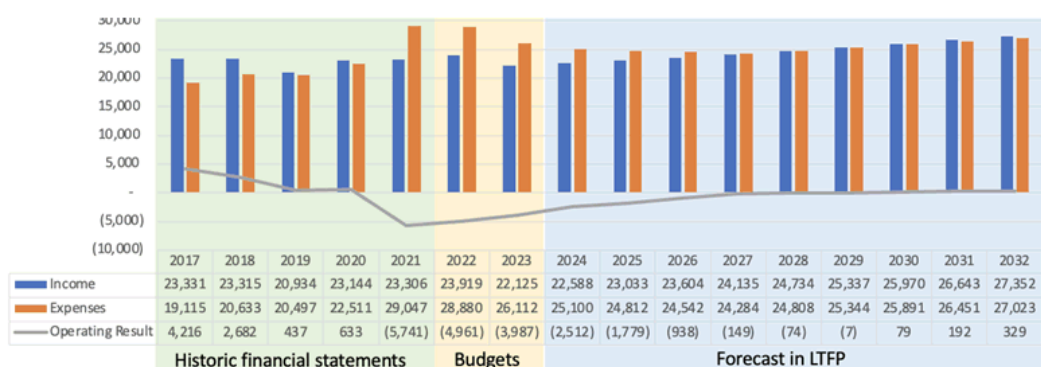


Figure 29: trends in income, expenses and operating result in general fund – Austerity Scenario

The only areas Council can realise such savings in expenses are employees and materials (although it is also important that Council reviews depreciation, as noted in section 3.5). The savings required are around 19% overall in employees and in materials and services (almost 3 times what was proposed under the ‘Lesser SRV + Some Service Cuts’ scenario).

The figure below charts changes in Council’s financial position and investment in assets over the 10 years under this scenario (the capital works assumed here are unchanged from the ‘Lesser SRV + Some Service Cuts’ scenario). As can be seen, Council’s cash reserves build up over this time due to the improving financial performance (reduced operating deficit) and relatively low level of capital works (relative to depreciation).

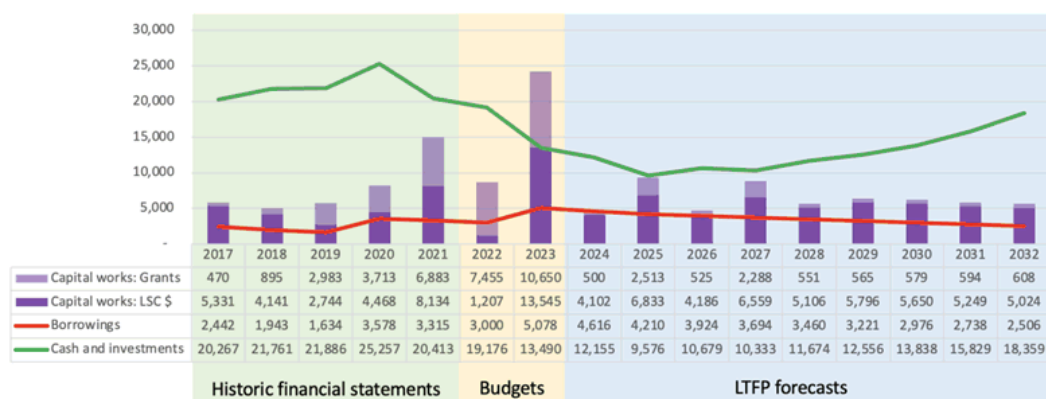


Figure 30: trends in general fund capital, grants and cash and investments – Austerity Scenario (assuming same capex as ‘Lesser SRV + Some Service Cuts’ scenario)

While the increasing cash reserves might seem to suggest that Council can afford to scale back the size of the cuts to operational expenses, it is critical to recognise that cash reserves are building up because asset renewal needs are relatively low (less than depreciation) over this period because Council's assets are currently in relatively good condition (as noted in section 3.3).

The key issue in terms of financial sustainability and intergenerational equity is that Council's asset renewal needs can be expected to increase considerably over time (up to and/or exceeding depreciation in future). If Council doesn't have sufficient reserves, it may need to increase rates beyond 10 years, which isn't equitable for the next generation. This issue was discussed in section 7.1 above.

The table below summarises the differences between this scenario and the base case.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Rate peg averaged 2.2% p.a. Waste charges averaged 5% p.a.	2023: 1.8% p.a. (0.7% rate peg + 1.1% additional special variation); 2024-2032: 2.5% p.a. Waste: 2.5% p.a. in all years
Expense items		Assumptions
<i>Employee costs</i>	Increased from \$8.1M to \$9.3M (3.4% p.a.) over last 5 years to 2021.	Starting point: \$9.6M. 2024-2027: -2.5% p.a. (i.e. a reduction in real terms of around 5% p.a. for 4 years in a row). 2028-2032: +2% p.a.
<i>Materials and services + other expenses</i>	Ongoing M&S + other expenses were \$8-8.5M p.a. up to 2021, no clear trend.	Starting point: \$9.1M. M&S: 2024-2027: -2% (i.e. a reduction in real terms of around 5% p.a. for 4 years in a row). 2028-2032: +2.5% p.a. Other: 2.5% p.a. for 10 years

Table 19: Summary of assumptions for operating revenues and expenses – Austerity Scenario

7.3 SRV + Maintain All Services Scenario

This scenario explores the size of the Special Rate Variation (SRV) that would be required to avoid cuts to services (as proposed in the 'Lesser SRV + Some Service Cuts' scenario in section 3, and the Austerity Scenario in section 7.2) whilst also achieving its objectives of sound financial management in section 2.

The figure below shows Council's operating performance under this scenario. As can be seen, there is a steady increase in income (blue columns) up to 2029, after which income and expenses increase roughly in line with each other for the rest of the 10 years.

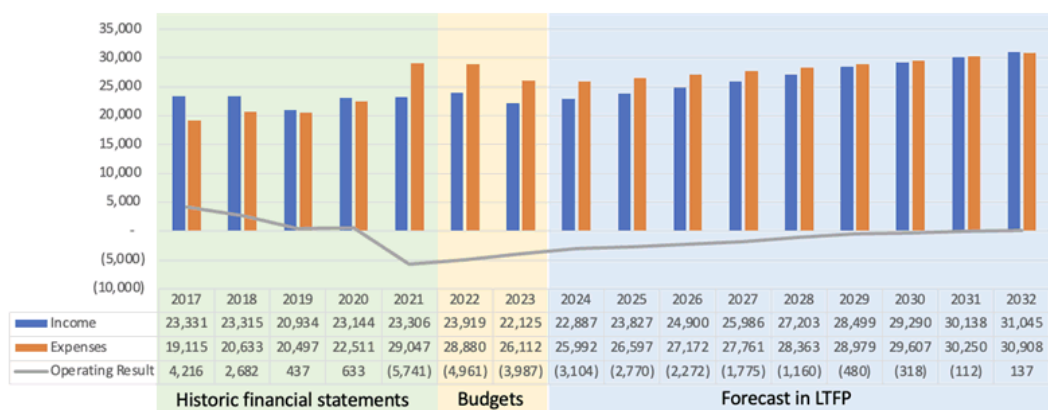


Figure 31: trends in income, expenses and operating result in general fund – 'SRV + Maintain All Services' Scenario

The actual increases in rates in over and above the rate peg would be 5.1% p.a., which is very close to the 4.7% p.a. in the 'Lesser SRV + Some Service Cuts' scenario (in section 3), but they would continue for an additional 2 years (6 years in total), resulting in a total cumulative increase of 35% over the rate peg. The increases have been stretched over an extra 2 years to reduce impacts on ratepayers (note that the maximum allowable time over which an SRV will be approved is 7 years).

The table below summarises rates increases for the typical ratepayer in each rates category if Council was to pursue an SRV. It should however be noted that Council has also flagged its intention to review the rating structure so actual impacts may differ once the review is completed and if the splits between the rating categories are altered.

Rating category	Typical land value ¹	Typical rates in 2022/23 ²	2023/24 rate increases			35% total SRV over 6 years ³
			2.5% rate peg	+ 5.1% SRV	= 7.6% total	
Residential	\$65,000	\$979	\$25	\$50	\$75	\$343
Farmland	\$245,000	\$2,660	\$67	\$136	\$203	\$931
Business	\$80,000	\$1,065	\$27	\$54	\$81	\$373

Table 20: typical increases for a 5.1% p.a. and 35% Special Rate Variation

1. Median ('middle') land value based on 2019 valuations from NSW Valuer General.
2. Based on 0.7% rate peg + 1.1% additional special variation if approved before June 2022 by IPART.
3. Based on 35% (6 x 5.1%) increase on top of 2022/23 rates (does not include increases from any future rate peg as these are already anticipated / included in the LTFP).

The figure below charts changes in Council's financial position and investment in assets over the 10 years under this scenario (the capital works assumed here are unchanged from the 'Lesser SRV + Some Service Cuts' scenario). As can be seen, Council's cash reserves build up over this time due to the improving financial performance (reduced operating deficit) and relatively low level of capital works (relative to depreciation).

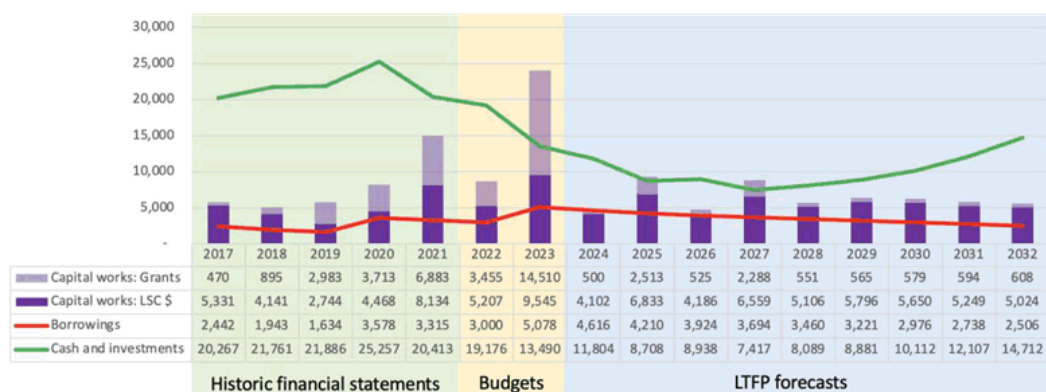


Figure 32: trends in general fund capital, grants and cash and investments – 'SRV + Maintain All Services' Scenario

As with the scenarios discussed in sections 7.1 and 7.2, the increasing cash reserves aren't an indication that a lower SRV would be sufficient since capital works needs are relatively low over this period. Council needs to build up these reserves in the later years to achieve intergenerational equity and financial sustainability.

The table below summarises the differences between this scenario and the base case.

Income items	Historic increases (5 yrs)	Assumptions
<i>Rates and annual charges</i>	Rate peg averaged 2.2% p.a. Waste charges averaged 5% p.a.	2023: 1.8% p.a. (0.7% rate peg + 1.1% additional special variation); 2024-2029: 7.6% p.a. 2030-2032: 2.5% p.a. Waste: 2.5% p.a. in all years
Expense items		Assumptions
<i>Employee costs</i>	Increased from \$8.1M to \$9.3M (3.4% p.a.) over last 5 years to 2021.	Starting point: \$9.6M. 2024-2027: -2.5% p.a. (i.e. a reduction in real terms of around 5% p.a. for 4 years in a row). 2028-2032: +2% p.a.
<i>Materials and services + other expenses</i>	Ongoing M&S + other expenses were \$8-8.5M p.a. up to 2021, no clear trend.	Starting point: \$9.1M. M&S: 2024-2027: -2% (i.e. a reduction in real terms of around 5% p.a. for 4 years in a row). 2028-2032: +2.5% p.a. Other: 2.5% p.a. for 10 years

Table 21: Summary of assumptions for operating revenues and expenses – 'SRV + Maintain All Services' Scenario

Appendix 1: Forecast Financial Statements

The centrepiece of an LTFP are the 3 primary financial statements, forecast into the future:

- an **Income Statement**, which forecasts income and expenditure
- a **Statement of Financial Position** or Balance Sheet which forecasts changes in Council's assets (cash reserves and infrastructure) and liabilities (borrowings) over time, particularly as Council invests in its infrastructure
- a **Cash Flow Statement**, which shows where Council generates and spends its cash.

At this stage, Council has only prepared a basic version of the Statement of Financial Position and Cash Flow Statement for the forecast years in the Water and Sewer Funds. In preparing this LTFP, Council has identified that it needs to either purchase a proprietary software package or develop a financial model in-house to make this process easier. At this stage, only basic versions covering the key information are included. Future revisions of this LTFP will include full versions of the statements.

This information in this Appendix relates to the scenarios in sections 3, 4 and 5 (detailed statements aren't included for the scenarios in section 7).

Each of these includes actual historic figures to put the current situation and future forecasts into context.

The capital works and grants for general fund differs from the 2023 budget because it takes account of carry over works (as discussed in section 3.3).

Notes:

- All figures in \$000's
- Historic actual figures in income statement and balance sheet (statement of financial position) are taken from annual financial statements (historic cashflows are not included as this isn't reported separately by fund in statements)
- "Total Capital Works" line at bottom of page:
 - Historic from note C1-5 or equivalent of financial statements (plus an estimate of work in progress, although this isn't clear in all years)
 - Budget/forecast from cashflow statement
- "Materials and contracts" was reclassified in the NSW Local Government Code of Accounting Practice and Financial Reporting as "materials and services" in 2021 (in the income statement) and the majority of "other expenses" transferred there
- "Other expenses" includes loss on disposal of assets in some years and a \$2.7M provision for landfill remediation in 2021.

	Historic Actuals					Budget				Forecast						
GENERAL FUND INCOME STATEMENT	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Rates & Annual Charges	8,251	8,489	8,941	9,177	9,579	9,842	9,921	10,516	11,163	11,853	12,590	12,905	13,227	13,558	13,897	14,244
User Charges & Fees	5,221	5,481	4,910	6,056	3,866	4,922	4,867	4,989	5,113	5,241	5,372	5,507	5,644	5,785	5,930	6,078
Interest and Investment revenue	640	529	889	383	387	221	419	273	251	316	345	429	507	607	746	922
Other Revenues	611	569	947	1,156	957	2,370	476	488	500	513	525	539	552	566	580	594
Grants & Contributions: Operating	8,471	7,850	5,247	6,372	8,517	6,314	6,140	6,294	6,451	6,612	6,777	6,947	7,121	7,299	7,481	7,668
Grants & Contributions: Capital Purposes	470	895	2,983	3,713	6,883	3,455	14,510	523	2,536	549	2,313	576	591	606	621	636
Other income	137	397	-	-	-	250	302	310	317	325	333	342	350	359	368	377
Total Income from Continuing Operations	23,801	24,210	23,917	26,857	30,189	27,374	36,635	23,392	26,331	25,409	28,256	27,243	27,991	28,779	29,622	30,521
TOTAL INCOME (ex. Capital)	23,331	23,315	20,934	23,144	23,306	23,919	22,125	22,869	23,796	24,860	25,943	26,667	27,401	28,174	29,002	29,885
Employee Benefits & On-Costs	8,111	7,660	7,988	8,655	9,294	11,663	9,601	9,649	9,697	9,746	9,794	9,990	10,190	10,394	10,602	10,814
Materials & Contracts/Services	4,889	6,903	6,189	7,225	11,286	7,332	9,144	9,167	9,190	9,236	9,282	9,514	9,752	9,996	10,245	10,502
Borrowing Costs	121	101	90	82	119	106	189	117	107	101	97	92	88	83	78	74
Depreciation & Amortisation	4,210	4,249	4,174	4,491	5,402	5,864	6,047	6,168	6,291	6,417	6,545	6,676	6,810	6,946	7,085	7,227
Other expenses	1,784	1,720	2,056	2,058	2,946	3,915	481	493	505	518	531	544	558	572	586	601
Net loss on sale of assets	-	-	-	-	-	-	650	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES: Continuing Operations	19,115	20,633	20,497	22,511	29,047	28,880	26,112	25,594	25,791	26,018	26,250	26,817	27,398	27,991	28,597	29,217
Net Operating Result for the Year	4,686	3,577	3,420	4,346	1,142	(1,506)	10,523	(2,202)	541	(609)	2,006	426	594	789	1,026	1,304
OPERATING SURPLUS/DEFICIT exc. Capital	4,216	2,682	437	633	(5,741)	(4,961)	(3,987)	(2,724)	(1,995)	(1,158)	(307)	(150)	3	183	405	667

GENERAL FUND BALANCE SHEET	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
Cash & Cash Equivalents	1,925	2,425	3,258	5,719	5,610	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Investments	11,205	14,575	13,628	14,151	11,436	11,809	9,490	8,516	6,211	7,620	7,621	9,349	10,655	12,405	14,924	18,052
Receivables	1,683	1,737	3,475	1,572	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005	2,005
Inventories	1,758	1,529	691	982	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205	1,205
Other	-	-	47	67	55	55	55	55	55	55	55	55	55	55	55	55
Total Current Assets	16,571	20,266	21,099	22,491	20,311	19,074	16,755	15,781	13,476	14,885	14,886	16,614	17,920	19,670	22,189	25,317
Investments	7,137	4,761	5,000	5,387	3,367	3,367	-	-	-	-	-	-	-	-	-	-
Receivables	105	67	72	47	15	15	15	15	15	15	15	15	15	15	15	15
Infrastructure, Property, Plant & Equipment	143,546	148,042	151,339	210,540	220,377	217,489	239,506	237,694	240,200	237,941	239,686	237,902	236,887	236,222	234,423	232,056
Intangible Assets	4,236	6,027	8,343	8,371	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316	8,316
Total Non-Current Assets	155,024	158,897	164,754	224,345	232,075	229,187	247,837	246,025	248,531	246,272	248,017	246,233	245,218	244,553	242,754	240,387
TOTAL ASSETS	171,595	179,163	185,853	246,836	252,386	248,261	264,592	261,806	262,006	261,157	262,903	262,847	263,137	264,223	264,943	265,704
Payables	1,498	2,060	1,436	2,629	2,741	2,741	2,741	2,741	2,741	2,741	2,741	2,741	2,741	2,741	2,741	2,741
Income received in advance	490	345	1,591	381	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	1,931	2,405	-	-	-	-	-	-	-	-	-	-	-
Borrowings	384	309	325	442	464	417	589	542	437	453	470	487	506	501	518	518
Provisions	2,396	2,171	2,323	2,405	2,621	2,621	2,621	2,621	2,621	2,621	2,621	2,621	2,621	2,621	2,621	2,621
Total Current Liabilities	4,768	4,885	5,675	7,788	8,231	5,779	5,951	5,904	5,799	5,815	5,832	5,849	5,868	5,863	5,880	5,880
Payables	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	2,058	1,634	1,309	3,316	2,851	2,434	7,770	7,133	6,597	6,041	5,464	4,865	4,243	4,243	3,621	2,978
Employee benefit provision	-	-	-	277	277	277	277	277	277	277	277	277	277	277	277	277
Provisions	78	146	156	261	3,336	3,586	3,886	3,986	4,286	4,586	4,886	4,986	5,286	5,586	5,886	5,986
Total Non-Current Liabilities	2,139	1,780	1,465	3,577	6,464	6,297	11,933	11,396	11,160	10,904	10,627	10,128	9,806	10,106	9,784	9,241
TOTAL LIABILITIES	6,907	6,665	7,140	11,365	14,695	12,076	17,884	17,300	16,959	16,719	16,459	15,977	15,674	15,970	15,664	15,121
Net Assets	164,688	172,498	178,713	235,471	237,691	236,185	246,708	244,506	245,047	244,438	246,444	246,870	247,464	248,253	249,279	250,583
Retained Earnings	74,912	78,488	81,908	85,077	86,218	84,712	95,235	93,033	93,574	92,965	94,971	95,397	95,991	96,780	97,806	99,110
Revaluation Reserves	89,776	94,010	98,805	150,394	151,473	151,473	151,473	151,473	151,473	151,473	151,473	151,473	151,473	151,473	151,473	151,473
Total Equity	164,688	172,498	180,713	235,471	237,691	236,185	246,708	244,506	245,047	244,438	246,444	246,870	247,464	248,253	249,279	250,583
TOTAL CAPITAL WORKS (FROM SAMP, CURRENT YEAR \$)	-	-	-	-	-	-	9,558	4,490	5,495	5,375	10,015	5,000	5,485	5,240	4,795	4,510
ESTIMATED WORKS CARRIED FORWARD FROM CURRENT YEAR	-	-	-	-	-	-	14,900	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL WORKS (indexed 2.5% p.a.)	5,801	5,036	5,727	8,181	15,017	8,662	24,458	4,602	9,345	4,711	8,847	5,657	6,361	6,229	5,842	5,632

GENERAL FUND CASHFLOW STATEMENT	Actual		Budget			Forecast									
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032			
Cash Flows from Operating Activities															
Receipts:															
Rates & Annual Charges	9,579	9,842	9,921	10,516	11,163	11,853	12,590	12,905	13,227	13,558	13,897	14,244			
User Charges & Fees	3,866	4,922	4,867	4,989	5,113	5,241	5,372	5,507	5,644	5,785	5,930	6,078			
Investment & Interest Revenue Received	387	221	419	273	251	316	345	429	507	607	746	922			
Grants & Contributions	15,400	9,769	20,650	6,817	8,987	7,161	9,090	7,523	7,712	7,905	8,102	8,304			
Other	957	2,620	778	798	817	838	858	881	902	925	948	971			
Payments:															
Employee Benefits & On-Costs	(9,294)	(11,663)	(9,601)	(9,649)	(9,697)	(9,746)	(9,794)	(9,990)	(10,190)	(10,394)	(10,602)	(10,814)			
Materials & Contracts	(11,286)	(7,332)	(8,894)	(8,917)	(8,940)	(8,986)	(9,032)	(9,264)	(9,502)	(9,746)	(9,995)	(10,252)			
Borrowing Costs	(119)	(106)	(189)	(117)	(107)	(101)	(97)	(92)	(88)	(83)	(78)	(74)			
Other	(2,946)	(3,915)	(1,131)	(493)	(505)	(518)	(531)	(544)	(558)	(572)	(586)	(601)			
Net Cash from Operating Activities	6,544	4,358	16,820	4,217	7,082	6,058	8,801	7,355	7,654	7,985	8,362	8,778			
Cash Flows from Investing Activities															
Receipts:															
Sale of Investment Securities															
Sale of Infrastructure, Property, Plant & Equipment					500	500	500	500	500	500	500	500			
Payments:															
Purchase of Investment Securities															
Purchase of Infrastructure, Property, Plant & Equipment	(15,017)	(8,662)	(24,458)	(4,602)	(9,345)	(4,711)	(8,847)	(5,657)	(6,361)	(6,229)	(5,842)	(5,632)			
Net Cash from Investing Activities	(15,017)	(8,662)	(24,458)	(4,602)	(8,845)	(4,211)	(8,347)	(5,157)	(5,861)	(5,729)	(5,342)	(5,132)			
Cash Flows from Financing Activities															
Receipts:															
Proceeds from Borrowings & Advances		3,531	2,369												
Payments:															
Repayment of Borrowings & Advances		(464)	(417)	(589)	(542)	(437)	(453)	(470)	(487)	(506)	(501)	(518)			
Net Cash from Financing Activities	-	3,067	1,952	(589)	(542)	(437)	(453)	(470)	(487)	(506)	(501)	(518)			
Net Increase/(Decrease) in Cash & Cash Equivalents	(8,473)	(1,237)	(5,686)	(974)	(2,305)	1,409	1	1,728	1,306	1,751	2,518	3,128			
Plus: Cash & Cash equivalents - beginning of year	25,257	20,413	19,176	13,490	12,516	10,211	11,620	11,621	13,349	14,655	16,405	18,924			
Investments, Cash & Cash Equivalents - end of the year	20,413	19,176	13,490	12,516	10,211	11,620	11,621	13,349	14,655	16,405	18,924	22,052			

WATER FUND INCOME STATEMENT	Historic Actuals					Budget			Forecast							
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
Rates & Annual Charges	1,329	1,340	1,342	1,429	1,448	1,545	1,540	1,579	1,618	1,658	1,700	1,742	1,786	1,831	1,876	1,923
User Charges & Fees	2,533	3,149	3,666	3,248	3,042	2,856	3,247	3,239	3,320	3,403	3,488	3,576	3,665	3,757	3,851	3,947
Interest and investment revenue	284	302	365	333	191	138	166	429	503	589	683	784	869	941	726	741
Other Revenues	27	43	282	149	126	159	56	100	103	105	108	110	113	116	119	122
Grants & Contributions: Operating	39	38	36	37	72	29	-	-	-	-	-	-	-	-	-	-
Grants & Contributions: Capital Purposes	504	27	152	92	32	-	54	60	62	63	65	66	68	70	2,000	75
Other income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	4,716	4,899	5,843	5,288	4,911	4,727	5,063	5,407	5,605	5,819	6,044	6,279	6,501	6,714	8,571	6,808
TOTAL INCOME (ex. Capital)	4,212	4,872	5,691	5,196	4,879	4,727	5,009	5,347	5,544	5,756	5,979	6,213	6,434	6,644	6,571	6,733
Employee Benefits & On-Costs	1,170	1,711	1,653	1,708	1,900	1,450	1,673	1,715	1,758	1,802	1,847	1,893	1,940	1,989	2,038	2,089
Materials & Contracts/Services	847	555	710	883	1,311	1,520	1,597	1,432	1,468	1,504	1,542	1,581	1,620	1,661	1,702	1,745
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation & Amortisation	1,176	966	942	929	946	1,395	1,468	1,497	1,535	1,573	1,612	1,653	1,694	1,736	1,780	1,824
Other expenses	424	506	462	486	-	270	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENSES: Continuing Operations	3,617	3,738	3,767	4,006	4,157	4,635	4,738	4,644	4,760	4,879	5,001	5,126	5,254	5,386	5,520	5,658
Net Operating Result for the Year	1,099	1,161	2,076	1,282	754	92	271	702	784	877	978	1,086	1,179	1,259	1,051	1,075
OPERATING SURPLUS/DEFICIT exc. Capital	595	1,134	1,924	1,190	722	92	271	702	784	877	978	1,086	1,179	1,259	1,051	1,075

WATER FUND BALANCE SHEET	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
Cash & Cash Equivalents	189	223	204	3,414	5,047	-	-	-	-	-	-	-	-	-	-	-
Investments	7,060	9,475	12,312	9,523	9,359	-	-	-	-	-	-	-	-	-	-	-
Receivables	317	359	511	367	416	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	4	-	-	-	-	-	-	-	-	-	-	-
Total Current Assets	7,566	10,057	13,027	13,304	14,826	-	-	-	-	-	-	-	-	-	-	-
Investments	3,939	3,029	2,798	3,626	2,756	-	-	-	-	-	-	-	-	-	-	-
Receivables	8	-	4	25	20	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	25,438	25,438	25,194	25,591	42,250	-	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	29,385	28,467	27,996	29,242	45,026	-	-	-	-	-	-	-	-	-	-	-
TOTAL ASSETS	36,951	38,524	41,023	42,546	59,852	-	-	-	-	-	-	-	-	-	-	-
Payables	1	1	1	13	1	-	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1	1	1	13	1	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Employee benefit provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	1	1	1	13	1	-	-	-	-	-	-	-	-	-	-	-
Net Assets	36,950	38,523	41,022	42,533	59,851	-	-	-	-	-	-	-	-	-	-	-
Retained Earnings	20,349	21,510	23,586	24,869	25,623	-	-	-	-	-	-	-	-	-	-	-
Revaluation Reserves	16,601	17,013	17,436	17,665	34,228	-	-	-	-	-	-	-	-	-	-	-
Total Equity	36,950	38,523	41,022	42,534	59,851	-	-	-	-	-	-	-	-	-	-	-

WATER FUND CASHFLOW STATEMENT	Actual		Budget				Forecast						
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	1,448	1,545	1,540	1,579	1,618	1,658	1,700	1,742	1,786	1,831	1,876	1,923	
User Charges & Fees	3,042	2,856	3,247	3,239	3,320	3,403	3,488	3,576	3,665	3,757	3,851	3,947	
Investment & Interest Revenue Received	191	138	166	429	503	589	683	784	869	941	726	741	
Grants & Contributions	104	29	54	60	62	63	65	66	68	70	2,000	75	
Other	126	159	56	100	103	105	108	110	113	116	119	122	
Payments:													
Employee Benefits & On-Costs	(1,900)	(1,450)	(1,673)	(1,715)	(1,758)	(1,802)	(1,847)	(1,893)	(1,940)	(1,989)	(2,038)	(2,089)	
Materials & Contracts	(1,311)	(1,520)	(1,597)	(1,432)	(1,468)	(1,504)	(1,542)	(1,581)	(1,620)	(1,661)	(1,702)	(1,745)	
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(270)	-	-	-	-	-	-	-	-	-	-	
Net Cash from Operating Activities	1,700	1,487	1,793	2,260	2,380	2,513	2,655	2,805	2,941	3,065	4,831	2,974	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities													
Sale of Infrastructure, Property, Plant & Equipment													
Payments:													
Purchase of Investment Securities													
Purchase of Infrastructure, Property, Plant & Equipment	(1,101)	(2,098)	(640)	(656)	(883)	(689)	(706)	(724)	(1,438)	(1,949)	(9,309)	(799)	
Net Cash from Investing Activities	(1,101)	(2,098)	(640)	(656)	(883)	(689)	(706)	(724)	(1,438)	(1,949)	(9,309)	(799)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances													
Payments:													
Repayment of Borrowings & Advances													
Net Cash from Financing Activities													
Net Increase/(Decrease) in Cash & Cash Equivalents	599	(611)	1,153	1,604	1,497	1,824	1,948	2,081	1,503	1,115	(4,478)	2,175	
Plus: Cash & Cash equivalents - beginning of year	16,563	17,162	16,551	17,704	19,308	20,805	22,629	24,577	26,659	28,162	29,277	24,800	
Cash & Cash Equivalents - end of the year	17,162	16,551	17,704	19,308	20,805	22,629	24,577	26,659	28,162	29,277	24,800	26,974	

SEWER FUND INCOME STATEMENT	Historic Actuals					Budget		Forecast								
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
Rates & Annual Charges	2,103	2,273	2,331	2,406	2,412	2,591	2,679	2,762	2,831	2,902	2,975	3,049	3,125	3,203	3,283	3,366
User Charges & Fees	329	375	399	499	837	407	394	404	414	424	435	446	457	468	480	492
Interest and investment revenue	202	196	123	172	103	91	111	172	163	152	187	214	251	307	364	362
Other Revenues	1	1	3	5	10	10	6	6	6	6	6	6	6	6	6	6
Grants & Contributions: Operating	31	31	30	30	29	37										
Grants & Contributions: Capital Purposes	151	77	206	130	11	750	250	256	263	269	276	283	290	297	305	312
Other Income	-															
Total Income from Continuing Operations	2,817	2,953	3,092	3,242	3,402	3,885	3,440	3,601	3,677	3,754	3,879	3,998	4,129	4,282	4,438	4,537
TOTAL INCOME (ex. Capital)	2,666	2,876	2,886	3,112	3,391	3,135	3,190	3,344	3,414	3,485	3,603	3,715	3,839	3,985	4,133	4,225
Employee Benefits & On-Costs	637	964	1,132	1,161	1,158	1,064	1,158	1,237	1,217	1,247	1,278	1,310	1,343	1,376	1,411	1,446
Materials & Contracts/Services	822	419	570	552	719	675	907	827	848	869	891	913	936	959	983	1,008
Borrowing Costs																
Depreciation & Amortisation	779	699	734	753	920	952	1,055	1,133	1,156	1,179	1,203	1,227	1,251	1,276	1,302	1,328
Other expenses	254	270	240	271	-	257										
TOTAL EXPENSES: Continuing Operations	2,492	2,352	2,676	2,737	2,797	2,948	3,120	3,197	3,220	3,295	3,372	3,450	3,530	3,612	3,696	3,782
Net Operating Result for the Year	325	601	416	505	605	937	320	403	457	459	507	548	599	670	742	756
OPERATING SURPLUS/DEFICIT exc. Capital	174	524	210	375	594	187	70	147	194	190	231	265	309	373	437	443

SEWER FUND BALANCE SHEET	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2031
Cash & Cash Equivalents	115	139	102	1,730	2,475											
Investments	4,345	5,560	6,170	4,826	5,355											
Receivables	336	400	190	261	216											
Inventories																
Contract assets																
Other																
Total Current Assets	4,796	6,099	6,462	6,817	8,046	-	-	-	-	-	-	-	-	-	-	-
Investments	2,424	1,710	1,402	1,837	1,577											
Receivables	121	4	8	4	10											
Inventories																
Infrastructure, Property, Plant & Equipment	28,895	29,654	30,468	30,463	37,263											
Intangible Assets																
Total Non-Current Assets	31,440	31,368	31,878	32,304	38,850	-	-	-	-	-	-	-	-	-	-	-
TOTAL ASSETS	36,236	37,467	38,340	39,121	46,896	-	-	-	-	-	-	-	-	-	-	-
Payables	53			7												
Income received in advance																
Contract liabilities																
Borrowings																
Provisions																
Total Current Liabilities	53	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-
Payables	-	-														
Borrowings	-	-														
Employee benefit provision	-	-														
Provisions	-	-														
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	53	-	-	7	-	-	-	-	-	-	-	-	-	-	-	-
Net Assets	36,183	37,467	38,340	39,114	46,896	-	-	-	-	-	-	-	-	-	-	-
Retained Earnings	18,902	19,504	19,920	20,423	21,029											
Revaluation Reserves	17,281	17,963	18,420	18,691	25,867											
Total Equity	36,183	37,467	38,340	39,114	46,896	-	-	-	-	-	-	-	-	-	-	-

SEWER FUND CASHFLOW STATEMENT	Actual			Budget			Forecast						
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
Cash Flows from Operating Activities													
Receipts:													
Rates & Annual Charges	2,412	2,591	2,679	2,762	2,831	2,902	2,975	3,049	3,125	3,203	3,283	3,366	
User Charges & Fees	837	407	394	404	414	424	435	446	457	468	480	492	
Investment & Interest Revenue Received	103	91	111	172	163	152	187	214	251	307	364	362	
Grants & Contributions	40	787	250	256	263	269	276	283	290	297	305	312	
Other	10	10	6	6	6	6	6	6	6	6	6	6	
Payments:													
Employee Benefits & On-Costs	(1,158)	(1,064)	(1,158)	(1,237)	(1,217)	(1,247)	(1,278)	(1,310)	(1,343)	(1,376)	(1,411)	(1,446)	
Materials & Contracts	(719)	(675)	(907)	(827)	(848)	(869)	(891)	(913)	(936)	(959)	(983)	(1,008)	
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-	-	
Other	-	(257)	-	-	-	-	-	-	-	-	-	-	
Net Cash from Operating Activities	1,525	1,889	1,375	1,536	1,613	1,638	1,710	1,775	1,850	1,946	2,044	2,083	
Cash Flows from Investing Activities													
Receipts:													
Sale of Investment Securities													
Sale of Infrastructure, Property, Plant & Equipment													
Payments:													
Purchase of Investment Securities													
Purchase of Infrastructure, Property, Plant & Equipment	(699)	(1,760)	(4,357)	(195)	(2,196)	(2,143)	(486)	(894)	(742)	(345)	(536)	(2,111)	
Net Cash from Investing Activities	(699)	(1,760)	(4,357)	(195)	(2,196)	(2,143)	(486)	(894)	(742)	(345)	(536)	(2,111)	
Cash Flows from Financing Activities													
Receipts:													
Proceeds from Borrowings & Advances													
Payments:													
Repayment of Borrowings & Advances													
Net Cash from Financing Activities	-	-	-	-	-	-	-	-	-	-	-	-	
Net Increase/(Decrease) in Cash & Cash Equivalents	826	129	(2,982)	1,342	(583)	(505)	1,224	881	1,108	1,601	1,507	(27)	
Plus: Cash & Cash equivalents - beginning of year	8,393	9,407	9,536	6,554	7,895	7,312	6,807	8,031	8,912	10,020	11,622	13,129	
Cash & Cash Equivalents - end of the year	9,407	9,536	6,554	7,895	7,312	6,807	8,031	8,912	10,020	11,622	13,129	13,102	



LEETON
SHIRE COUNCIL

DRAFT

STRATEGIC ASSET MANAGEMENT PLAN

April 2022

Contents

1. Introduction	3
1.1 Council’s Objective: Sound Financial Management	3
1.2 Relationship to Other Documents and Structure of this SAMP	4
2. Asset Class Summaries	5
Transport.....	6
Buildings and Open Space.....	7
Urban Stormwater Drainage.....	8
Plant and Equipment	9
Water Supply.....	10
Sewerage.....	11
3. Financial Planning	12
Capital Works Program for General Fund.....	13
Capital Works Program for Water Supply and Sewerage Funds	16
4. Risk Management	18
5. Infrastructure Asset Performance Reporting	20
6. Asset Management System and Improvement Actions	21
APPENDIX 1: Terms of Reference for Asset Mgmt. Steering Group.....	22
APPENDIX 2: Asset Management Improvement Action Plan	23

1. Introduction

1.1 Council's Objective: Sound Financial Management

Council's Delivery Program reinforces its commitment to the principles of sound financial management set out in section 8B of the Local Government Act.

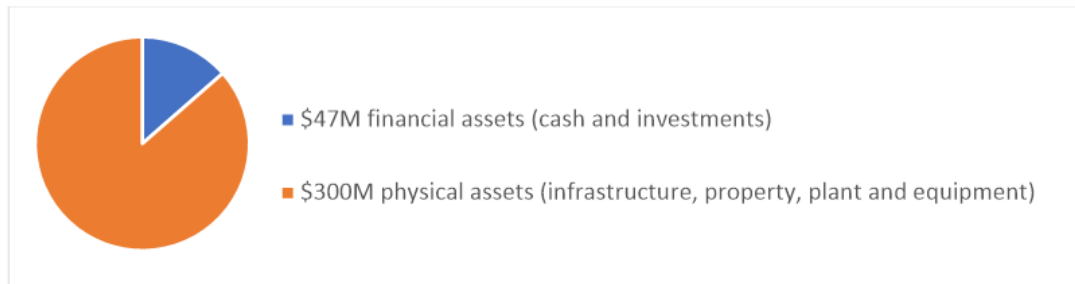
Council has identified the following objectives in this regard for its term in office, detailed further in Council's Long Term Financial Plan:

- responsible and sustainable spending
- responsible and sustainable infrastructure investment
- adequate cash reserves and use of borrowings
- exploring options to improve financial sustainability

This Strategic Asset Management Plan supports Council's decision making in relation to all the above objectives. Council's commitment to asset management generally is documented in its **Asset Management Policy** (available on Council's website).

The chart below explains why Council must manage its *physical* assets, not just its *financial* assets, if it is to adhere to the principles of sound financial management in the Act:

Council's financial assets make up only 14% of community assets it is responsible for.¹
If Council is to be responsible and sustainable, it must manage its physical assets, too.



¹ Aligns with Statement of Financial Position in 2021 Financial Statements.

1.2 Relationship to Other Documents and Structure of this SAMP

This Strategic Asset Management Plan (SAMP) sits alongside the Long Term Financial Plan (LTFP) and Workforce Management Plan in Council's **Resourcing Strategy**. It incorporates requirements for both the 'Asset Management Strategy' and 'Asset Management Plans'.²

The Resourcing Strategy supports Council's decision making in its **Delivery Program** and **Operational Plan** (DP and OP).

As shown below, the Resourcing Strategy 'backs up' the Delivery Program in particular, as required by the Local Government Act (section 404): the DP details the activities Council will undertake to perform its functions *within the resources available in the Resourcing Strategy*.



It is important to note that it is in the Delivery Program (and annual Operational Plan that 'actions' it) and not in this SAMP where Council:

- allocates resources to undertake asset-related activities and
- establishes its objectives (including 'asset service standards'³), against which it will monitor, measure and report on its performance.

This SAMP is structured as follows:

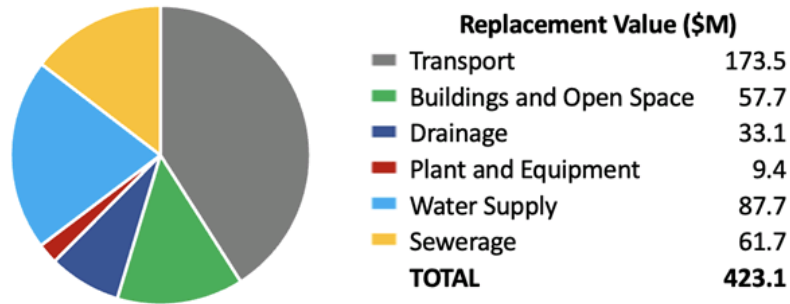
- **Asset class summaries:** a big-picture view of
 - where we are now,
 - where we're headed with available resources in the LTFP and
 - key objectives to monitor to ensure we stay on track
- **Financial planning:**
 - Explanation how financial information aligns across all IP&R documents
 - 10 year capital works forecast with notes about each program
- **Risk management:** summary of critical risks and management strategies
- **Infrastructure asset performance measures:** analysis of Council's current and projected performance against mandatory benchmarks set by NSW Government
- **Asset management system:** overview of the system with key improvement actions

² IP&R Guidelines essential elements 3.14 to 3.23.

³ IP&R Guidelines essential element 3.21 requires councils to include 'asset service standards' in their AMPs, but these are in Council's DP and OP.

2. Asset Class Summaries

The chart below summarises the **replacement value** of Council’s main classes of physical assets. The total here (\$423M⁴) is higher than the ‘carrying value’ in section 1.1 (\$300M) as replacement value is what it is worth new, not what it is worth now (after depreciation).



Each asset class is considered in the following sections. Land owned by Council (valued at \$13M) is not considered in the same way yet but will be in future revisions of this plan.

‘Buildings and open space are considered together, including both buildings and ‘other’ assets (e.g. pools, playgrounds, parks and sports infrastructure) as most facilities include a building and these other assets as well.

⁴ Should align with Note C1-7 of 2021 Financial Statements but based on asset registers instead.

TRANSPORT				
What assets are we responsible for?				
Asset category	Value \$M	Asset category	Value \$M	
384km sealed local roads	82.4	42km footpaths and cycleways	10.0	
235km unsealed local roads	10.4	Other road assets	6.1	
25km sealed regional road	9.2	Earthworks (non-depreciable)	38.9	
114km kerb and gutter	16.5			
Where are we now?	<p>Sealed roads: 89km need resealing (\$5M over 6-7 years) to maintain a waterproof layer and prevent costly premature failure of underlying pavements; 20km need pavement renewal (\$7M over 6-7 years); urban roads are in worse condition than rural (urban works to be coordinated with water main replacements to avoid digging up new roads)</p> <p>Upgrades: to address road safety issues and improve freight productivity are identified as a concern on several roads; Council's ability to fund such works is limited so a prioritised list is vital; Council plans to upgrade Chelmsford Place as a street beautification project</p> <p>Unsealed roads: Council invested considerably in gravel resheeting the network in recent years, so it is in good condition; grading program is ongoing (frequency needs review)</p> <p>Footpaths: existing footpaths are generally OK although maintenance needs to remain a focus (e.g. fixing trip hazards); Council has built many new paths in the last few years and needs to develop a clear priority list for future projects given financial constraints</p> <p>Bridges and culverts: all structures on the rural network are owned by Murrumbidgee Irrigation (Council, as road authority, needs to ensure MI maintains them); structures in urban areas are generally in good condition and don't need any work</p> <p>Kerb and gutter: generally in good condition, maintenance (isolated repair) only.</p>			
Where do we aim to be in 10 years?	<p>Sealed roads: with continued investment in resealing and pavement rehabilitation, the condition of the network will be maintained, if not improved</p> <p>Upgrades: the number of projects completed will be dependent on securing grants</p> <p>Unsealed roads: Council will need to ramp up gravel resheeting in later years as the good gravel coverage that exists now deteriorates, ongoing grading required</p> <p>Bridges and culverts: Council (together with Griffith CC) aims to have a formal agreement with Murrumbidgee Irrigation regarding inspection and maintenance of their structures</p> <p>Footpaths + kerb: improved targeting of maintenance, prioritised investment in upgrades (new footpaths or kerb) focused on missing links &/or high use areas.</p>			
How will we know we're on track?	Activity	Target	Activity	Target
	Local road reseals	17km p.a.	Gravel resheeting of unsealed roads	9km p.a.
	Urban road rehabilitation program aligned with watermain projects	By 2023	Maintenance grading program completed	Within budget
	Pavement rehabilitation projects	Completed w/in budget	Road and footpath maintenance undertaken	Within budget
	Prioritised list of road upgrade projects adopted	by 2024	Murrumbidgee Irrigation: MOU for structures	By 2024
	Prioritised list of footpath extension projects adopted	by 2024		

BUILDINGS AND OPEN SPACE			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
2 swimming pools (Leeton & Whitton)	4.2 + new	14 cultural bldgs (Roxy, museums)	13.5 + new
Sports facilities (64 buildings)	10.9	12 aged persons units	1.7
Parks: 17 playgrounds + other assets	7.1	Leeton Early Learning Centre	1.6 + new
10 public toilets	0.7	Leeton Visitor Information Centre	1.5
7 community halls and other buildings	4.5	9 emergency services (RFS/SES)	1.3
Gogeldrie caravan park	0.9	8 buildings, Leeton landfill	1.0
Works depot	2.6	32 other buildings (sheds, etc.)	0.8
Council chambers/admin office	4.3		
Where are we now?	<p>Swimming pools: Leeton pool has recently been renewed/upgraded. Whitton has several items (filters, amenities, pipework, concourses) in need of renewal within next few years.</p> <p>Cultural buildings: Roxy Theatre undergoing \$10M refurbishment; Whitton Museum needs work, Leeton Museum/Gallery needs further work (roof/upper floors)</p> <p>Sports facilities: generally, in good condition. Stadium needs new roof, but there are also capacity issues (potential expansion is under consideration). Grandstand at Leeton Racecourse to be demolished.</p> <p>Playgrounds: are in good condition and comply with latest standards.</p> <p>Public toilets: all toilets in good condition thanks to ongoing renewal works.</p> <p>Community halls, etc: CWA/Community Services building needs a new roof but other halls/community buildings are generally in sound condition.</p> <p>Caravan parks: masterplan developed for upgrade of Gogeldrie C.P. (grant dependent); Brobenah Camping Ground: consider redevelopment as affordable housing</p> <p>Works depots: ageing facilities, but generally functional and appropriate</p> <p>Council chambers/admin: generally good condition (apart from ongoing issues with roof)</p> <p>Visitor Info Centre: ageing facilities, needs internal refurbishment but otherwise OK</p> <p>Aged persons units: most units refurbished, remaining 2 are budgeted for refurb.</p> <p>Leeton Early Learning: good facilities, any works required funded via revenues</p> <p>Emergency services: RFS works funded by them, SES funded by Council (buildings OK). Council has a scheduled maintenance program in place for its facilities.</p>		
Where do we aim to be in 10 years?	<p>Council operated facilities: all the issues noted above are funded in the capital works program. This work is sufficient to ensure buildings remain functional and fit for purpose, although over time further works will need to be programmed as issues arise. A further allocation of \$100-250k p.a. is also available for general unscheduled but urgent work</p>		
How will we know we're on track?	Activity	Target	
	Completion of Leeton Swimming Pool project	by 2022	
	Completion of Roxy Theatre project	By 2023	
	Pursue grants for Gogeldrie Weir Caravan Park upgrade	Until secured	
	Whitton Pool renewal	by 2026	
	Maintain and monitor current service levels for open space facilities	Ongoing	
	Proactive building maintenance program developed and implemented	by 2024	

URBAN STORMWATER DRAINAGE		
What assets are we responsible for?		
	Asset category	Value \$M
	43km urban stormwater drainage pipes (including pits, headwalls, grates, etc.)	33.1
<i>Note: drainage pipes and culverts in rural areas are included in Transport</i>		
Where are we now?	<p>Asset renewals: most of the urban stormwater drainage network (38km out of the 43km total length) was built in the last 30 years, so there is little work required to renew these assets (generally, concrete pipes/structures should be expected to last 80 years or so).</p> <p>Upgrades/new assets: there are some portions of the network with insufficient capacity to cater for storm events, which leads to localised flooding problems. Council needs to prioritise such investments in new and upgraded assets carefully, as there are limited funds available. Developing a list of sites for further investigation is a first step.</p> <p>Maintenance and operations: current maintenance programs are reactive (e.g. responding to blockages). Council needs to implement a proactive program that includes CCTV inspections to identify defects and undertake maintenance and repairs. This will also develop a clearer picture of renewal needs (if any).</p>	
Where will we be in 10 years?	<p>CCTV inspection program should be mostly or fully completed for the entire network, providing a good picture of current condition as well as facilitating proactive maintenance (addressing defects before they cause major problems).</p> <p>Potential upgrade projects to address localised flooding issues will have been identified. Extent of progress and works carried out will be dependent on funding.</p>	
Key performance objectives (or 'levels of service')	Activity	Target
	Maintenance issues (e.g. blockages) responded to as required	ongoing
	CCTV inspection program undertaken on 5% sample of network (focus on areas more likely to have condition problems); review the value of the investment in doing more.	By 2024
	Works required to alleviate localised flooding issues completed	As funds permit

PLANT AND EQUIPMENT		
What assets are we responsible for?		
	Asset category	Value \$M
	Heavy (civil construction) plant, trucks, mowers, utilities, and cars	8.1
	Office equipment (information technology, etc.)	1.3
	Sustainability (e.g. solar power facilities)	-
Where are we now?	<p>Council has a modern and reliable plant fleet that is adequate to support efficient and effective operations (in roads, parks, water, and sewer, etc.). Council understands the costs of operation and allocates these appropriately to individual service areas. Council reviews the need for items as part of the renewal process.</p> <p>Council has invested in information technology to support efficient and effective operations (in office-based activities) but needs to continue to invest in replacing ageing equipment as much of this has a short service life, as well as investing in new technologies where there is a business case to do so.</p> <p>Council is investigating the business case for investing in sustainability infrastructure such as solar power facilities.</p>	
Where do we aim to be in 10 years?	<p>Continued investment in Council's plant fleet and information technology assets will ensure Council's operations are as efficient and effective as possible.</p> <p>Investment in sustainability infrastructure will reduce Council's carbon footprint and its operating costs.</p>	
How will we know we're on track?	Activity	Target
	Plant replacement programs implemented	ongoing
	Information technology programs implemented	ongoing
	Sustainability projects implemented	project specific

<h2 style="text-align: center;">WATER SUPPLY</h2> <p style="text-align: center;">for Leeton, Murrami, Whitton and Yanco</p>			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
200 km water supply pipelines + valves	44.0	9 service reservoirs	11.8
3 Water Treatment Plants	25.3	9 water pump stations	1.5
6 Water Storage Dams	3.5		
Where are we now?	<p>There are several issues Council needs to address to ensure the quality and reliability of its water supply for existing customers, and to cater for new development.</p> <p>Pipelines in older areas (particularly the town square) are reaching the end of their service life and need renewal. The work needs planning so that pipelines are renewed ahead of road rehabilitation, which is also required in these areas.</p> <p>Leeton Water Treatment Plant runs up to 23 hours/day during peak demand. Council needs to ensure reliability (e.g. of mechanical and electrical equipment) but also investigate options to increase capacity (which may be difficult given the heritage listing) and to address some structural issues (e.g. concrete cancer in some areas).</p> <p>Water pressure is inadequate in some areas (Council regularly receives complaints about this) and may not be sufficient to meet minimum standards for firefighting.</p> <p>Hydrants and valves: some are inoperable across the network creating fire risks as well as maintenance issues. A proactive maintenance plan needs to be developed.</p> <p>Smart meters have been installed to support water loss and efficiency programs. Council has a very secure supply, but it recognises it needs to use its water resources efficiently.</p> <p>Network planning is required to service growth areas (this planning needs to be undertaken hand in hand with land development planning) and improve services to existing areas (e.g. dead ends connected via 'ring mains', improving pressure/fire flows).</p> <p>Energy consumption is not as efficient as it could be (pump efficiency, renewable energy)</p>		
Where do we aim to be in 10 years?	<p>Issues identified above will have been addressed on a priority basis (focused on risk) within available resources (as set out in the accompanying Long Term Financial Plan).</p> <p>The biggest unknowns are the scope of works to address capacity issues at Leeton Water Treatment Plant and to improve pressures/fire flows. Both issues will be exacerbated by increased demand from new developments. A developer servicing plan (which nominates fair charges for developers) will be prepared with all of this in mind, but it is also possible that Council will need to review the current charges.</p> <p>The reliability of the water supply will improve considerably with the implementation of preventative maintenance programs. Energy consumption will decrease with more efficient pumps, introduction of renewable energy installations guided by a strategy.</p> <p>There will be an ongoing need to renew ageing infrastructure (particularly pipelines). Funding will be better targeted over time as Council improves the quality of asset data.</p>		
How will we know we're on track?	Activity		Target
	Scoping study for existing 'backlog' properties within urban areas (for both water supply and sewerage) as well as proposed new development areas (align with land use plans) completed; inc. firefighting compliance		12/2022
	Concept study for upgrade or replacement of Leeton Water Plant		12/2023
	Revision of Developer Servicing Plan and LTFP based on scoping study		6/2023
	Development of a preventative maintenance program (PMP) including mechanical/electrical, valves and hydrants, reservoir cleaning		12/2022
	Development of a risk-based watermain condition assessment program aligned with road rehabilitation program (then monitor implementation)		6/2022
	Development of an energy efficiency strategy (water supply & sewerage)		6/2023
	% of water supplied meeting Australian Drinking Water Guidelines		100%
	Interruptions to supply planned (min. 3 days' notice) and non-planned		< 8 hours
	Water losses throughout the system		Reducing

SEWERAGE			
for Leeton, Murrami, Witton, Wamoon and Yanco			
What assets are we responsible for?			
Asset category	Value \$M	Asset category	Value \$M
150km gravity sewerage pipes	26.0	42 sewage pumping stations	11.4
3 sewage treatment plants	18.6	23.9km sewer rising mains	5.8
Where are we now?	<p>Similar to water supply, there are several issues Council needs to address to ensure the reliability of its sewerage system for existing customers and cater for development.</p> <p>Pipelines in older areas are reaching the end of service life. CCTV inspections needed to identify/prioritise 'relining' of pipes as well as rehabilitation of manholes and vents to avoid expensive failures (worst case, this can involve a pipe or vent collapse).</p> <p>The excessive number of pumping stations in Leeton (originally built to minimise costs to developers, not long-term operations) needs rationalising to address septicity issues (detention times are too long, leading to odour and corrosion), reduce pumping costs and future renewal needs. This needs to be guided by a network analysis that also considers serving of 'backlog' (unserved) properties in urban areas and proposed growth areas (align with land use + water supply plans). Some stations are in poor condition.</p> <p>Liquid trade waste discharges to the sewerage system adding to problems with septicity, as well as the cost of treatment. Compliance with requirements is currently around 75%, but several large producers are non-compliant: issues need to be resolved.</p> <p>A new sewerage system for Wamoon is currently being planned.</p> <p>Leeton Sewage Treatment Plant is performing adequately (meeting environmental pollution licence requirements) and has significant capacity to cater for additional flows from new developments. But the plant is ageing. A review of the plant to improve efficiencies, reliability, identify WHS and renewal needs will be undertaken.</p> <p>Energy consumption is not as efficient as it could be (pump efficiency, renewable energy) Council is in the process of developing an Integrated Water Cycle Management Strategy (which also covers water supply) to address the issues above and other strategic issues.</p>		
Where do we aim to be in 10 years?	<p>Issues identified above will have been addressed on a priority basis (focused on risk) within available resources (as set out in the accompanying Long Term Financial Plan).</p> <p>The biggest unknowns are the scope of works to rationalise pump stations, and how this can also cater for new developments. A developer servicing plan (which nominates fair charges for developers) will be prepared with all of this in mind, but it may also require Council to review the current charges.</p> <p>The reliability of Council's sewerage system will improve considerably with the implementation of preventative maintenance programs.</p> <p>There will be an ongoing need to renew ageing infrastructure (particularly pipe relining). Funding will be better targeted over time as Council improves the quality of asset data.</p>		
How will we know we're on track?	Activity		Target
	Servicing Strategy completed (see water supply)		12/2022
	Risk-based CCTV inspection program to identify pipes requiring relining.		6/2022
	Strategy to rationalise sewage pumping stations developed		12/2022
	100% compliance of liquid trade waste management program		12/2022
	Incidence of failures (sewage chokes, pump failures)		decreasing
	Compliance of effluent with environmental pollution licence		100%
	New sewerage system for Wamoon commissioned		by 2024
	Completion of Integrated Water Cycle Management Strategy		by 2024

3. Financial Planning

The allocation of Council's limited resources always involves a balance between:

- **performance** ('level of service' as needed or desired by the community),
- **cost** (what is affordable to Council, as determined in the budget and LTFP) and
- **risk** (what is 'acceptable' to Council under its Risk Management Framework).

It is critical that financial information ('cost') aligns across all of Council's IP&R documents. This SAMP aligns with the Operational Plan (OP), Delivery Program (DP) and LTFP.

Forecast costs for **operations and maintenance** – activities that 'retain' an asset in service rather than 'restore' it (as with capital works) – are not included in this SAMP (as required by the IP&R Guidelines⁵) because these forecasts are in the OP budget, DP financial forecasts and LTFP. Unless specified otherwise, indexation applied to budgets generally (employees, materials, etc.) applies to budgets for asset operations and maintenance, too. Note that the LTFP includes scenarios with cuts to expenses. It has yet to be determined what services might be cut, and in any case such cuts are not yet confirmed.

Forecast costs for **capital works programs** – activities to renew or upgrade existing assets and to build/acquire new assets – are included in the following two tables:

- firstly, the 'numbers', financial estimates/forecasts (these are all shown in 2023 dollars here, indexation of 2.5% p.a. is applied in the DP and LTFP)
- secondly, discussion of key issues in relation to each program.

Individual capital works *projects* are identified in the OP budget (these are 'locked in' for the current year, projects may be listed for future years for information, but these will be subject to ongoing refinement and revision). Financial forecasts in the DP are at program level. The total capital works for each fund aligns with the totals in the LTFP.⁶

If there is a need for Council to consider varying the funding allocated now or in future (the forecast cost), this will be identified in one or more of the following ways:

- in the **asset class summaries** (section 2) by identifying an issue of concern with outcomes Council can achieve now ('where are we now?') and/or what it can achieve in future ('where will we be in 10 years?')⁷
- as a **risk management strategy** (section 4) that Council needs to implement to bring a particular risk down to an 'acceptable' level
- as a shortfall expressed in terms of the **infrastructure asset performance measures** ('backlog' or 'required maintenance' in section 5) and/or
- as a scenario in the **LTFP** (where the additional funding to address the issue is provided) in addition to the scenarios currently included.

⁵ Essential element 3.22 says AMPs 'must contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs for reflection in LTFP'. Forecast costs generally *are* in the LTFP. Projections (in terms of outcomes) are in asset class summaries and risk management strategies.

⁶ Total capital works in tables following align with 'purchase of infrastructure property plant and equipment' in cashflow statement in the LTFP; capital works is also discussed in sections 3.3, 4.3 and 5.3 of the LTFP.

⁷ A distinction isn't made in the asset class summaries between 'operations' and 'capital' as the focus is outcomes, not accounting.

Capital Works Program for General Fund

NOTES: Excludes carry-overs from 2022 financial year. See comments on each program on following page.

PROG.#	PROGRAM	Capital works program (\$000's 2023)											Renewal only (10yr)	Deprecia-tion (1yr)	Renewal Ratio (10yr)	Replace-ment Cost	Specific grants
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10 YEARS					
T 1	Local sealed roads reseals + patching	760	850	850	850	850	850	850	850	850	850	8,410	8,410	630	133%	12.7	
T 2	Local sealed road pavements	1,775	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	11,675	11,675	1,522	77%	69.7		
T 3	Local rd upgrades (safety, heavy vehicles)	150	150	150	150	3,500	150	150	150	150	150	4,850	-	-	N/A	N/A	(3,750)
T 4	Local unsealed roads gravel resheeting	370	450	450	450	450	450	500	500	550	550	4,720	4,720	513	92%	10.4	
T 5	Regional roads (Whitton-Darlington Pt)	90	200	200	200	200	200	200	200	200	1,890	1,890	191	99%	9.2		
T 6	Footpath renewals + upgrades	80	150	150	150	150	150	150	150	150	1,430	930	168	55%	7.8		
T 7	Other road assets (kerb and gutter, bridges, medians, guardrail, etc.)	316	100	100	100	100	100	100	100	100	1,216	1,216	90	135%	22.6		
T 8	Earthworks & sub-base (non-depreciable)												N/A			38.9	
	TRANSPORT	3,541	3,000	3,000	3,000	6,350	3,000	3,050	3,050	3,100	3,100	34,191	28,841	3,114	93%	171.3	(3,750)
BO 1	General buildings (unplanned) if required						100	100	100	100	100	500	500				
BO 2	Sports (inc. stadium, golf, racecourse)	175		200	40	2,000						2,415	615			10.9	(1,000)
BO 3	Parks and playgrounds	200	125	160	60	60	60	60	40	40	40	845	845			7.1	
BO 4	Swimming pools			80		750						830	830			4.2	
BO 5	Public toilets		30	30								60	60			0.7	
BO 6	Public halls + community bldgs + aged	150	20									170	170			6.2	
BO 7	Cultural (Rox, Leeton & Whitton Museums, Library, Visitor Info)	3,154	80	250								3,484	3,484			13.5	
BO 8	Caravan parks	690			1,000							1,690	500			0.9	(1,000)
BO 9	Leeton Early Learning Centre (Childrens)											-				1.6	
BO 10	Admin Buildings, Depots, Pound	146										146				6.9	
	BUILDINGS & OPEN SPACE FACILITIES	4,515	255	720	1,100	2,810	160	160	140	140	140	10,140	7,004	1,763	40%	52.0	(2,000)
D 1	Urban stormwater drainage	130	100	100	100	100	100	100	100	100	100	1,030	530	319	17%	32.5	
	URBAN STORMWATER DRAINAGE	130	100	100	100	100	100	100	100	100	1,030	500	319	16%	32.5		
PF 1	Heavy plant	680	525	520	535	175	535	270	1,325	300	530	5,395	5,395			8.1	
PF 2	Light vehicles and cars	300	205	200	235	175	250	250	220	200	235	2,270	2,270				
	PLANT AND FLEET	980	730	720	770	350	785	520	1,545	500	765	7,665	7,665	596	129%	8.1	
ITC 1	PCs and monitors	45	45	45	45	45	45	45	45	45	45	450	450				
ITC 2	Network infrastructure	100	110	110	110	110	110	110	110	110	1,090	1,090					
ITC 3	Software (some is operational)		250	250	250	250	250	250	250	250	2,250	1,125					
ITC 4	Other office equipment	170										170	85				
	INFO COMMS TECH / OFFICE EQUIP.	315	405	405	405	405	405	405	405	405	405	3,960	2,750	122	225%	1.3	
WM 1	Waste management	77		550			550	1,250		550		2,977	1,250	265		1.0	
	WASTE MANAGEMENT	77	-	550	-	-	550	1,250	-	550	-	2,977	1,250	265	47%	1.0	
	TOTAL GENERAL FUND	9,558	4,490	5,495	5,375	10,015	5,000	5,485	5,240	4,795	4,510	59,963	48,010	6,179	78%	266.2	(5,750)

Comments on Capital Works Program (above)

NOTE: actual projects and budgets will be identified in the Operational Plan.

Program #	Comments e.g. projects included in a particular year, notes on overall priorities	
TRANSPORT		
T	1	Estimate based on 2019 condition assessment. 89km identified as priorities, will take 5-6 years to complete based on \$850k p.a. (if ground truthing identifies the need to accelerate the works, move funds from pavements). Work includes some preparation for pavements (shape correction/patching) which is why the proposed spend is 35% more than depreciation over 10 years. List of projects for coming year will be identified in Operational Plan.
T	2	Estimate based on 2019 assessment. 20km identified as priorities, will take 6 years to complete, but some lower priority work could be delayed if required. Estimates for later years based simply on expected deterioration/available funds. List of projects for coming year will be in Operational Plan
T	3	Project in year 1 is Chelmsford PI upgrade, assumed to be grant funded. Other major project is Euroilly Rd widening (Yanco-Sturt Hwy) widening associated with WR Connect project (some grants expected to offset the \$3.5M estimate). The \$150k p.a. is for general upgrades (e.g. road safety, shoulder widening) across the network. Note there is an action in the SAMP 'asset class summary' is to develop a prioritised list of projects.
T	4	Estimate based on 2019 assessment. Council invested considerably in resheeting in recent years, so it is expected renewal needs will be lower, growing over time. List of projects will be in Operational Plan
T	5	Budget reflects available grants (Block, REPAIR) less ongoing maintenance needs. This is considered adequate to maintain service levels (road is in good condition).
T	6	Budget assumes the focus will be renewing existing footpaths with widening. An action in SAMP is to develop a priority list for footpaths (this will be informed by the Active Transport Strategy).
T	7	Budget is primarily for kerb renewals (while most are relatively young, some are failing). Council is responsible for few bridges or culverts on rural roads (most are Murrumbidgee Irrigation assets).
T	8	Earthworks are non-depreciable, no renewal funding required.
BUILDINGS AND OPEN SPACE		
BO	1	Building works across all categories were identified by a formal review of all buildings by responsible staff in 2022 (including inspections as required), identifying works as set out in the following programs. Most buildings were assessed as being in good condition and not needing work over next 10 years. \$100k p.a. (increasing to \$250k p.a. in years 6-10) has been budgeted to cover unforeseen issues and to balance up the minimal spend forecast in later years
BO	2	2025: replace roof at Stadium (needs to be done in conjunction with replacing pool heating system, which is on the roof and leaking) SAMP includes action to investigate expansion of same. 2026: demolish unused Rugby building at Yanco
BO	3	Projects in Playground Strategy (1 per year): Graham, McCaughey, Mountford, Gossamer, Central, Whitton, Murrami and Wiradjuri Parks, then Leeton Ovals. Irrigation replacements in Central and Black parks 23, 24 (\$40k each). Other minor works will be funded via maintenance budgets (capitalised as appropriate)
BO	4	2025: replace pool heating on stadium roof; 2027: Whitton pool (may need to be done earlier). SAMP includes investigation of heated pool
BO	5	2024: demolish toilets McCaughey Pk; 2025: demolish toilets, kiosk and shed Henry Lawson Reserve (neither to be replaced). All other toilets in good condition thanks to recent renewal works

BO	6	2024: roof repairs to CWA Hall and Community Services building. 2025: refurb of last 2 out of 14 units at Eventide Homes
BO	7	2023: Roxy theatre; 2024: Visitor Information Centre internal walls & Whitton Museum structural work; 2025: Art Gallery & Museum roof and vermin proofing
BO	8	2025: Gogeldrie Weir Caravan Park upgrade (subject to securing \$1M grant); note that Brobenah Camping Ground proposed to be redeveloped as housing
BO	9	2023: Leeton Early Learning expansion works to be funded by revenues from additional childcare places
BO	10	Admin building in good condition; works depots ageing but functional
URBAN STORMWATER DRAINAGE		
D	1	Budget assumes a mix of renewals, as well as upgrades to address localised flooding issues. Most (38 out of 45km) urban drainage assets were built since the 1980s so assets are only half way through their expected service life.
PLANT AND EQUIPMENT		
PF	1	Heavy plant fleet (graders, backhoes, trucks) replacement program is planned to optimise productivity, reliability and whole of life costs
PF	2	Light vehicle fleet (operational utes and cars) planned to minimise costs
INFORMATION TECHNOLOGY, COMMS. AND OFFICE EQUIPMENT		
ITC	1	PCs and monitors are on a 5 year rolling replacement program.
ITC	2	Network infrastructure (servers, comms, etc.) ongoing investment required
ITC	3	Software to meet operational needs; some is accounted for as operations
ITC	4	Office equipment
WASTE MANAGEMENT		
WM	1	Includes new cells at Leeton landfill every 3 years, plus remediation of the old Leeton landfill in 2029.

Capital Works Program for Water Supply and Sewerage Funds

Council's water supply and sewerage businesses are accounted for separate to 'general fund' as required by National Competition Policy and the NSW Local Government Act. Sections 4 and 5 of the Long Term Financial Plan includes an indicative 30 year capital works program and financial plan.

PROG.#	PROGRAM	Capital works program (\$000's 2023)										Renewal only (10yr)	Depreciation (1yr)	Renewal Ratio (10Yr)	Replacement Cost	Specific grants	
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032						10 YEARS
W 1	Water treatment	579						600		7,000		8,179	1,179	511	23%	25.3	(2,000)
W 2	Service reservoirs and storage dams	680							1,000			1,680	680	183	37%	15.3	
W 3	Pipelines, valves, hydrants	450	690	690	690	690	690	690	690	690	690	6,660	6,660	675	99%	44.0	
W 4	Other (e.g. telemetry, solar)	200										200	-	96	0%	1.5	
	TOTAL WATER FUND	1,909	690	690	690	690	690	1,290	1,690	7,690	690	16,719	8,519	1,465	58%	86.1	(2,000)

PROG.#	PROGRAM	Capital works program (\$000's 2023)										Renewal only (10yr)	Depreciation (1yr)	Renewal Ratio (10Yr)	Replacement Cost	Specific grants	
		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032						10 YEARS
S 1	Sewerage mains, manholes and vents	175	190	190	190	190	190	190	190	190	190	1,885	1,885	323	58%	31.7	
S 2	Sewage pumping stations	200	-	250	1,800	250	100	250	100	250	1,500	4,700	4,700	268	175%	11.4	
S 3	Sewage treatment plants	584	-	-	-	1,650	500	200	-	-	-	2,934	2,934	302	97%	18.6	
S 4	Other (e.g. telemetry, solar)	188										188	-				
	TOTAL SEWER FUND	1,147	190	440	1,990	2,090	790	640	290	440	1,690	9,707	9,519	893	107%	61.7	-

WATER SUPPLY		
W	1	Various small projects in 2023, refurbish Murrami WTP in 2029, upgrade Leeton WTP in 2031 (to increase capacity, works to be confirmed in Servicing Strategy, \$2M grant assumed)
W	2	Chelmsford PI reservoir in 2023, new reservoir at Yanco in 2030 (works to be confirmed in Servicing Strategy)
W	3	Estimates for mains renewals based on analysis of pipeline ages and material types, further investigation / analysis required to develop a risk based program
W	4	Servicing strategy, telemetry and meters in 2023
SEWERAGE		
S	1	Estimate for sewer relining and manhole programs is based on an analysis of pipeline ages and materials, further investigation / analysis required to refine estimates, informed by a risk-based CCTV inspection program
S	2	Pump station #1 in 2023, forecasts based on analysis of pumps, switchboards, pipework, wet wells plus an allowance of \$3M – half in 2026 and half in 2032 – for rationalisation of pump stations (to be confirmed in Servicing Strategy)
S	3	Works at Leeton STP in 2023 and 2025 (some upgrade/some renewals), renewals at Yanco STP in 2029 and Whitton STP in 2030.
S	4	Servicing Strategy, telemetry and solar in 2023

4. Risk Management

The table below summarises critical risks⁸ associated with each of Council’s asset classes and the management strategies Council has in place, or needs to implement, to manage these. Council’s corporate risk register has considerable additional detail regarding these issues.

Where management strategies require additional funding to be implemented, this is noted. If the lack of funding gives rise to an ‘unacceptable’ level of risk, the funding required to implement the strategy will be included in calculations of infrastructure asset performance measures (section 5).

Asset-Related Risk	Rating	Management Strategy + Status
TRANSPORT AND DRAINAGE		
Insufficient investment in resealing (renew bitumen surface) leads to costly premature failure of underlying gravel pavements	High	<ul style="list-style-type: none"> Condition assessment (inspection) undertaken; prioritised list of works prepared Adequate funding of reseat program
Failure of Murrumbidgee Irrigation (MI) asset (bridge or culvert) leads to person or property damage	High	<ul style="list-style-type: none"> Work with Griffith City Council to negotiate an MOU with MI for inspection and maintenance program
Person or property damage arising from defective transport and/or drainage asset owned by LSC	High	<ul style="list-style-type: none"> Inspection and maintenance program in place
BUILDINGS AND OPEN SPACE		
Asset failure leads to person and/or property damage	High	<ul style="list-style-type: none"> Inspection program in place for higher risk assets (playgrounds), customer request Non-compliant playground equipment to be removed (refer capital works program) Funding of capital works and maintenance Maintenance program for electrical, fire safety and other issues
Exposure to asbestos in Council building	High	<ul style="list-style-type: none"> Asbestos management plan in place
Drowning at swimming pool	High	<ul style="list-style-type: none"> Provide appropriately trained staff Commission audit by RLSA and act on issues
PLANT AND EQUIPMENT		
Plant or equipment failure leads to person and/or property damage	High	<ul style="list-style-type: none"> Scheduled maintenance and inspection programs in place for plant and equipment Funding of plant replacement program
WATER SUPPLY		
Water supplied fails to comply with Australian Drinking Water Guidelines	High	<ul style="list-style-type: none"> A Drinking Water Quality Management System has been developed and implemented in accordance with NSW Health Guidelines
Failure of equipment at Leeton Water Plant (which operates up to 23 hours / day to keep up with peak demand in summer) results in water shortages and/or interruptions to supply	High	<ul style="list-style-type: none"> SCADA and telemetry system in place to monitor processes and send alarms Preventative maintenance program to be developed and implemented Trained operators in place Concept study for upgrade and/or replacement of Leeton Water Plant to be undertaken
Blue-green algae bloom in storage dam (used during annual shutdown of irrigation channels) results in taste issues (water still complying with drinking water guidelines, but poor taste)	Medium	<ul style="list-style-type: none"> Clean out dam

⁸ This approach has been used instead of ‘critical assets’ (as per essential element 3.18 of IP&R Guidelines) to align with Council’s Risk Mgmt. Framework (a ‘critical asset’ is ‘high risk’: see ISO55000 clause 3.2.8).

Asset-Related Risk	Rating	Management Strategy + Status
Inadequate flow and or pressure in water pipelines, or inoperable fire hydrant, hampers firefighting efforts	High	<ul style="list-style-type: none"> • Scoping study undertaken to identify problems and options to fix water flow and/or pressure is inadequate • Preventative maintenance program developed and implemented (hydrants)
Additional costs associated with replacing watermains in roads that are recently reconstructed	High	<ul style="list-style-type: none"> • Program aligning watermain and road works to be developed
SEWERAGE		
Operational or asset failure results in effluent being discharged from Sewage Treatment Plant that fails to meet standards of Environmental Protection Licence	High	<ul style="list-style-type: none"> • SCADA and telemetry system in place to monitor processes and send alarms • Trained operators in place • Operational controls preventing immediate discharge • Preventative maintenance program to be developed and implemented
Operational or asset failure (e.g. pump station or pipeline) results in raw sewage being discharged to the environment	High	<ul style="list-style-type: none"> • Telemetry to monitor pump operations • Emergency response team • Preventative maintenance program to be developed and implemented • Develop and implement risk-based program of CCTV inspection and pipe relining • Develop and implement a program to rationalise and upgrade pump stations

5. Infrastructure Asset Performance Reporting

The Local Government Code of Accounting Practice and Financial Reporting prescribes several performance measures councils must report on in their annual financial statements:

- **building and infrastructure asset renewals ratio:** compares expenditure on renewal of existing assets to annual depreciation (benchmark > 100%, averaged over 3 years)
- **infrastructure backlog ratio:** compares the 'cost to bring assets to satisfactory condition' (renewal works only) to their net carrying amount (benchmark < 2%)
- **asset maintenance ratio:** compares 'actual' to 'required' maintenance (benchmark > 100%)
- **cost to bring assets to agreed level of service:** compares the 'cost to bring assets to agreed level of service' to their gross replacement cost (no benchmark set).

As discussed in section 3.3 of the Long Term Financial Plan, Council doesn't consider the **renewals ratio** is appropriate as a performance measure. Depreciation is useful as a benchmark to understand the scale of renewal needs over the next 10 years with the need over its entire life cycle (it is used in this manner in the table in section 3 above), but the amount that needs to be spent on renewals in a particular year, or even over 10 years, depends on the condition of assets (e.g. the 10 year renewal ratio for buildings and open space is only 39% as these assets are in relatively good condition, there is no need identified to spend more than what is forecast).

Council will, however, monitor and report on its progress with implementing the forecast capital works that it has determined it needs to undertake (as set out in section 2) and continue to refine estimates for future renewal needs (informed by improvement actions in section 6).

Council will limit the **backlog** – 'cost to bring assets to satisfactory condition' – to the cost to undertake renewal works that, if not done, give rise to an unacceptable level of risk as assessed in accordance with its Risk Management Framework. 'High risk' issues where a backlog *may* be reported at some time include the following, but proposed funding should be sufficient to avoid this:

- resealing of sealed roads (to avoid costly premature failure of underlying pavements)
- resheeting of unsealed (gravel) roads where the road may become impassable

Council will only report a shortfall via the **asset maintenance ratio** (i.e. 'actual' maintenance was less than what was 'required') if the work that was not done due to inadequate funding gives rise to an unacceptable level of risk as assessed in accordance with its Risk Management Framework. 'High risk' issues where a shortfall in maintenance funding *may* be reported (to fund the management strategies identified the table in section 4) include:

- programs to inspect the urban drainage network

At this stage, Council has not undertaken sufficient analysis of current service levels or the funding required to deliver alternative service levels, and then engaged the community about these *and* their willingness to pay for higher levels of service (if required) to report in a meaningful way against the **cost to bring assets to agreed level of service**. This is identified in section 6 as an improvement action, and is fundamental to the proposed engagement about options to improve Council's financial sustainability in section 3.5 of the LTFP. Examples of the issues to be investigated include:

- service levels on unsealed roads (e.g. gravel resheeting frequencies)
- service levels on sealed roads (e.g. the condition pavement reaches before rehabilitation).

At this stage, Council considers that the service levels that are 'agreed' are what Council can afford to deliver *provided that the risks associated with these assets are 'acceptable'*. As such, Council will simply report the 'cost to bring assets to agreed level of service' equal to the 'backlog' at this stage.

A **State of the Shire Infrastructure Report** will be prepared by the Asset Management Steering Group (section 6) for Council that addresses the above issues and supports mandatory reporting.

6. Asset Management System and Improvement Actions

Council's **Asset Management Policy** documents its commitment to:

- providing the best possible value from its infrastructure assets,
- implementing an asset management (AM) system that reflects best practice (the international standard, ISO 55001:2014) to support the achievement of this objective,
- continuously improving the AM system and so its AM capability, and
- maintaining an Asset Management Steering Group to keep the AM system under review and report to Council and the Audit, Risk and Improvement Committee regarding AM generally.

Actions to improve Council's AM capability are summarised in Appendix 2. These were identified during the development of this SAMP.

Council intends to formally assess its AM capability against ISO 55001 as a catalyst for continuous improvement, but the actions below are deemed fundamental, and will take significant resources and commitment already, so a formal assessment against ISO will not be progressed at this time.

Perhaps the most fundamental issue is the need for a *stronger governance framework*, in particular the re-establishment of the Asset Management Steering Group. The **Terms of Reference for the Asset Management Steering Group** are included in Appendix 1.

The Steering Group will monitor and report on progress with improvement actions (as per the Terms of Reference), but some actions may also be included in the Operational Plan, where appropriate.

APPENDIX 1: Terms of Reference for Asset Mgmt. Steering Group

Purpose

The General Manager has established the Asset Management Steering Group (AMSG) to monitor and review the implementation and improvement of the Asset Management (AM) system to ensure Council's AM objectives, as defined in the AM Policy, are met.

The AMSG is a cross-functional forum for planning and coordinating AM activities, including raising awareness of, and communicating about, AM issues.

Membership

- Group Managers: Corporate Services, Operations
- Managers of IT, Environmental Sustainability, Roads and Drainage, Open Space and Recreation and Water and Sewerage
- Coordinators of Procurement and Building Services, Asset Management
- other staff as required

Agenda Items

Standard agenda items will include the following:

- Progress with improvement action plan (Appendix 2 of SAMP)
- Problems or potential problems identified with Council's assets or AM system; actions to correct or prevent these; progress on actions taken
- Adequacy of resourcing of AM activities and clarity of roles
- Integration with Council's risk management system
- Proposed changes to AM system and assessment of associated risks
- Proposed outsourcing of AM activities, controls and monitoring required

Each year, the AMSG will prepare a 'State of Shire Infrastructure Assets' Report to support mandatory reporting in the annual financial statements (usually, October). This will include:

- Progress with capital works program
- Details of specific risks included in reporting on the renewal 'backlog' and shortfall in maintenance funding ('required maintenance')

Each year, the AMSG will undertake a full review of the AM system and the improvement action plan when updating the SAMP, and endorse a new AM Improvement Action Plan.

Distribution of Minutes

Minutes of the AMSG will be tabled for information at meetings of Senior Staff and the Audit, Risk and Improvement Committee.

APPENDIX 2: Asset Management Improvement Action Plan

Ref	Improvement Action	Who	When
GENERAL			
G1	Establish Asset Management Steering Group, monthly report to Senior Staff; progress reporting to Audit, Risk and Improvement Committee	GMCS	Monthly meeting
G2	Establish 'State of the Shire Infrastructure' report to supplement mandatory reporting on assets in annual financial statements including details regarding backlog (high risk assets needing renewal), progress with capital program and shortfall in funding for maintenance (if any)	MIT	Report to Council Oct each year
G3	Review the adequacy of current definitions for responsibilities for asset management across Council and prepare a plan to improve this	GMCS, GMO	June 2023
G4	Capital works process from start to finish: review and refine	AMC	June 2023
G5	Develop clearer service level definitions and clarify relationship between these and cost of service delivery as part of community engagement about a Special Rate Variation (see section 3.5 of LTFP)	ALL	As per LTFP
TRANSPORT			
T1	Progress the sealed roads renewal program : further ground-truthing of identified projects, assess the urgency of works (i.e. what should be considered 'backlog'? e.g. do some reseals need completing earlier?), review of work methods and unit rates for proposed works, monitor progress with program, review best format to manage the data, report to Council on a project list to publish (with road names, etc.)	MRD AMC	Review by Dec 22 then ongoing
T2	Align road rehabilitation program with water main program (see W3)	MRD, MWS	Dec 22 and ongoing
T3	Prioritisation framework upgrade to sealed road network developed, including a list of proposed projects, aligned with rehabilitation and sealing program (report to Council)	MRD, AMC	June 2023
T4	Prioritisation framework upgrade to footpath network developed, including a list of proposed projects, aligned with Active Transport Strategy and rehabilitation and sealing program (report to Council)	MRD, AMC	June 2023
T5	Work with Griffith CC and Murrumbidgee Irrigation to finalise an MOU regarding maintenance of MI structures (bridges, culverts, etc.) on roads	GM	
BUILDINGS AND OPEN SPACE			
BF1	Review Council's property portfolio, identify assets for disposal and/or consolidation as part of the community engagement about service levels	PBC	
BF2	Review hierarchy of sports and parks facilities to inform discussions about service levels	MOS	
URBAN STORMWATER DRAINAGE			
D1	Develop CCTV program for sampling say 5% of the network (focusing on areas more likely to be in poor condition) and implement within budget	AMC	Dec 23
D2	Develop a proposal for Council's consideration for budget to scope up upgrade projects for priority urban drainage catchments	MRD AMC	Dec 24
WATER SUPPLY			
W1	Concept study for upgrade or replacement of Leeton Water Plant (following completion of Servicing Strategy)	MWS	
W2	Preventative maintenance program (for water and sewer assets) for mech/elec, valves, reservoirs, etc.	MWS	Dec 23
W3	Align road rehabilitation program with water main program (see T2)	MRD, MWS	Dec 22 and ongoing
W4	Risk based watermain condition assessment/replacement program	MWS AMC	Dec 23
SEWERAGE			
S1	Risk-based CCTV inspection program to identify pipes requiring relining	MWS, AMC	Dec 23
S2	Strategy to rationalise sewage pumping stations developed	MWS	Dec 23
S3	Completion of Integrated Water Cycle Management Strategy	MES	June 24



LEETON
SHIRE COUNCIL

DRAFT
WORKFORCE
MANAGEMENT STRATEGY
2022–2025

TABLE OF CONTENTS

1. The Purpose of this Document:	4
2. Where does this Strategy Fit?	4
3. Staff Mission and Values:	5
4. Our Driving Principles	6
5. Our Workforce – A Snapshot.....	7
6. Our Organisation Structure for the Times	8
7. Listening and Responding to our Staff.....	9
8. Keeping our Staff Safe.....	9-10
9. Some Workforce Challenges.....	11
10. Financial Considerations.....	12-13
11. Workforce Goals	14
12. Workforce Plans & Actions	15-20

Of all the assets at Leeton Shire Council, people have the best ability to appreciate, which is what makes our commitment to their development such a worthwhile investment.

*The way to achieve this is by means of partnership. Staff development and advancement is not just something which the employer does **to** staff, but is achieved **with** the return commitment of staff. It is our joint efforts which drive success.*

Leeton Shire Council is proud of the staff who have worked their way through the ranks into senior leadership positions, using the opportunities provided them. We are also delighted to have people join us later in their careers, to infuse new ideas and skills into the mix.

Through our Workforce Management Strategy, we will be able to build on the progress we have already made, and strengthen our capabilities to meet the opportunities of tomorrow.

Jackie Kruger, General Manager



WHAT IS THE PURPOSE OF THIS DOCUMENT

This document sets out the people strategy required to deliver on Council's objectives through to 2025.

Council employs people across a wide range of professions to deliver a diverse range of services provided to our community.

Our employees have the drive and dedication to make a difference to the lifestyle of our community. Our workforce culture and capacity is reflected in everything we do and in all that we achieve for now and into the future.

The principles set out in this document will contribute to an engaged and productive workforce that feels valued and is appropriately rewarded.

This will help Council achieve sustainable service provision for the local community, meeting the commitments outlined in the Delivery Program and contributing towards the community's vision.

WHERE DOES THIS STRATEGY FIT?

The Workforce Management Strategy is a key component of the Leeton Shire Council's overall Resourcing Strategy.

The Resourcing Strategy sets out how Council will resource its adopted Delivery Program* through the integration of our finances, workforce, assets and technology.

**The Delivery Program is Council's contribution to achieving the community's aspirations set out in the Community Strategic Plan*



OUR STAFF MISSION

To be proudly trusted by the Councillors and the Community to deliver for them the very best outcomes in the most effective manner whilst exhibiting a harmonious workplace that values and rewards its workforce for service excellence.

OUR STAFF VALUES

- Trust
- Respect
- Integrity
- Collaboration
- Communication
- Innovation



These values aim to develop staff as leaders in their own right whilst enjoying a sense of wellbeing and safety, in an environment that demonstrates and receives loyalty.



OUR DRIVING PRINCIPLES

The principles outlined below serve to guide decision-making and are a basis against which our workforce plan can be tested, reviewed and updated.

WE VALUE OUR EMPLOYEES

An organisation that focuses on people and culture is an organisation that will be positioned to succeed. Our employees are integral to the success of Council and we value their contribution.

WE ARE ONE TEAM

Breaking down silos. We work together to contribute to the broader goals and objectives of Council. By combining individual strengths, we enhance employee creativity and engagement. We know a one-team approach creates better value for our community.

WE ACT WITH INTEGRITY

We have developed organisational values and have defined constructive behaviours and conduct standards. Aligning our goals and values helps us to “walk the talk” and ensure our employees and our community have confidence in what we do.

WE LISTEN

We have a diverse workforce of people who are engaged in providing value to Leeton Shire Council. Most are local residents themselves. By creating a workplace that values and encourages ideas, feedback and participation we create a great place to work and better outcomes for this generation and the next.

WE EMBRACE DIVERSITY

We are a workforce providing many different services to our community. Each employee is their own person and brings different talents, skills and experiences to the table. We respect this diversity as it fosters creativity and brings a broad range of perspectives and ideas.

WE ARE ADAPTABLE

In a fast-moving world, we are continually challenged to change the way we live, work and play. By ensuring workforce strategies and practices enhance employee agility, we improve employees’ wellbeing and create an adaptable workplace that is responsive to change and better able to meet the changing needs of our community.

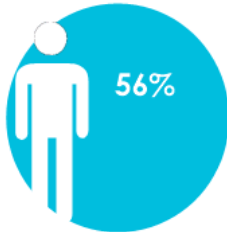
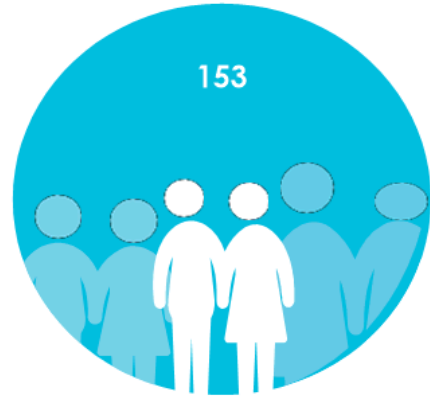


OUR WORKFORCE – A SNAPSHOT AT MID 2022

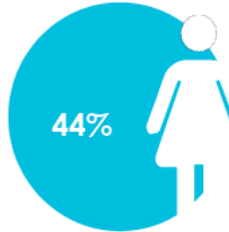
Total employee talent



Total FTEs

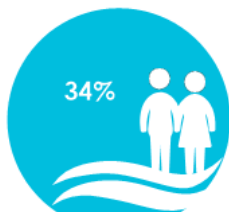


Male



Female

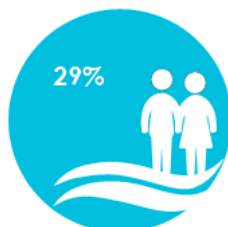
Generational Diversity



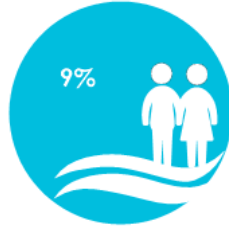
Baby Boomers



Gen X



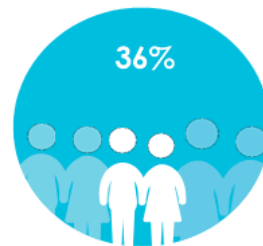
Gen Y



Gen Z

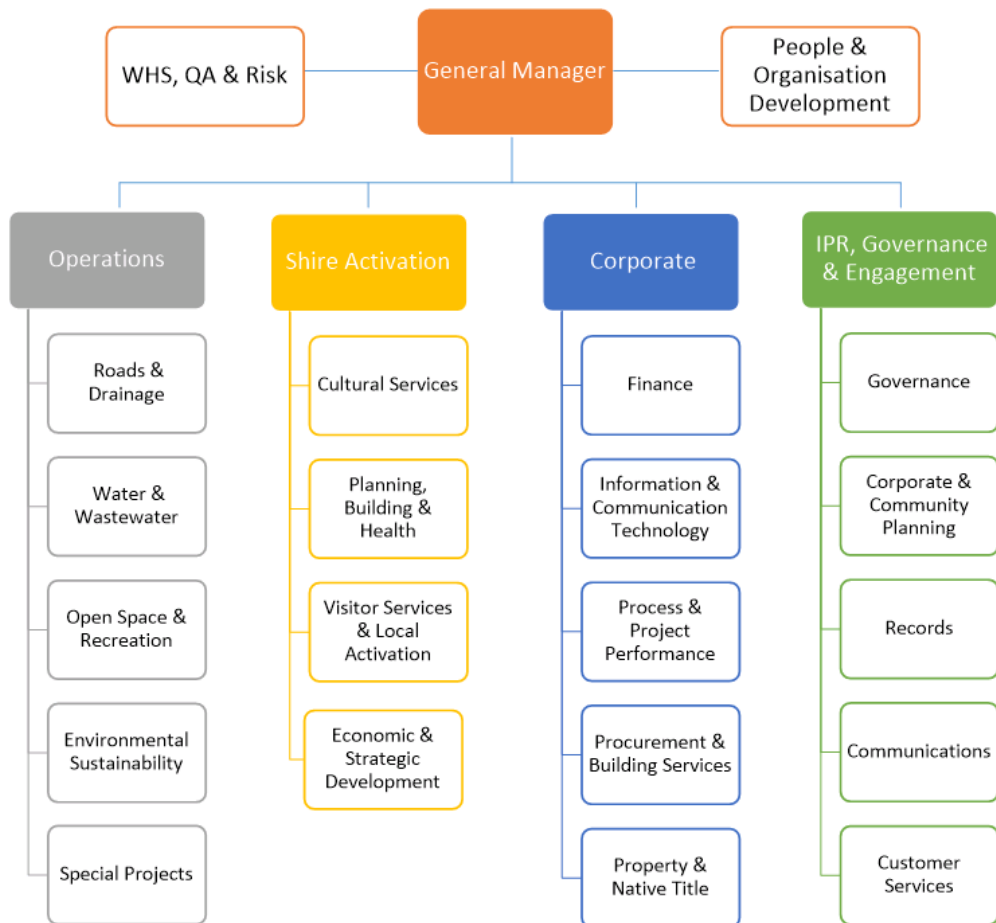


Turnover Rate
(NSW Rural 13.1%)



Percentage of
Women in
Management
Roles

OUR ORGANISATION STRUCTURE FOR THE TIMES



LISTENING AND RESPONDING TO OUR STAFF

As part of our commitment to continuous improvement, Leeton Shire Council conducts Engagement Surveys to give staff the opportunity to provide feedback.

From our last survey, staff like the kind of work they do, they believe in the purpose of Council, and have access to all the necessary safety training and equipment. Staff feel proud of the services they deliver, they feel supported by management and their team-mates, and they appreciate working for an organisation that values growth, innovation and development.

Areas identified for improvement are the way change is handled at Council, and how better to consult staff before decisions are made. Other improvements identified are more successfully attracting the right people to apply for jobs, better induction processes and a greater focus on succession planning.

The most recent refresh of the organisation structure was a three-step process that was highly consultative. Improvements to our Induction have been introduced and more are planned. Recruitment efforts have sourced some very capable candidates for our vacancies, and a number of internal promotions have demonstrated encouraging results in succession planning. However, have we done enough during the Covid years to address staff expectations?

An Employee Opinion Survey will be undertaken in late 2022, and results shared with Council and staff together with a programme for addressing the issues raised.

KEEPING OUR STAFF SAFE

At Leeton Shire Council WHS is everybody's responsibility.

Council commits to:

- Provide and maintain a safe work environment
- Provide and maintain safe plant and structures
- Provide and maintain safe systems of work
- Ensure the safe use, handling and storage of plant and substances
- Provide adequate facilities, with access maintained
- Provide instruction, training, information and supervision
- Monitor the health of workers and conditions at Council workplaces.



Managers at every level work to promote a positive WHS culture and all staff are expected to comply with WHS requirements and Council's adopted WHS Management Plan.

Performance targets that have been set include:

LEAD INDICATORS, with all levels of management undertaking observations, inspections and walkabouts/discussions. There are regular toolbox talks and Safe Work Method Statements have been developed for all areas of Council business.

LAG INDICATORS and targets include:

Item	Measure	Target	Stretch Target
1	First Aid Treatment Injuries	5% Reduction	10% Reduction
2	All Medical Treatment injuries	5% Reduction	10% Reduction
3	All Lost Time injuries	5% Reduction	10% Reduction
4	Work Health & Safety System Audits	>70% to ISO 45001 – OHS standards	>85% to ISO 45001 – OHS standards
5	Work Health & Safety System Non-Conformance Reports	>80% closed out in full on time	>90% closed out in full on time
6	Regulating Authority Notices issued	ZERO	ZERO

While injury numbers has remained similar over the last three years, there has been significant improvement to WHS system audit results. These results promote the ongoing continual improvement to WHS activity and systems across Council. Results have shifted from LSC being at 62% (below the regional average of 74% in 2019) to achieving 85% (above the regional average of 70%) in 2021. Over coming years, we will be striving to improve further.



Some Workforce Challenges

- Succession planning for an ageing workforce
- Capacity and capability gaps
- Effective people management
- Contemporary policies & procedures
- Growing our IT literacy to support delivery
- Agility to respond to fast changing times
- Professionalisation of Operations skills



FINANCIAL CONSIDERATIONS

Employment costs account for 45% of total operating expenditure for Council.

Employee costs comprise of the following components: salary & wage costs, increases driven by award and performance reviews, movements in employee entitlements, superannuation costs rising from 9.5% in 2021 to 12% in 2025, travel expenses, workers compensation insurance, fringe benefits tax, training costs, relocation costs and protective clothing.

Council seeks to pay competitive remuneration in order to attract and retain qualified, skilled and experienced staff. As the workplace becomes increasingly skilled and the facilities/plant our staff work with is replaced by more advanced control systems, our staff need to acquire enhanced skills and be remunerated accordingly.

The challenge in achieving a high-skilled and high-performance workforce in the face of pressure for cost containment requires a delicate balance.

EMPLOYEE LEAVE LIABILITY

Employee leave liability	2021/22
Employee leave liability	2,448,528
Reserves	2,262,793
Reserve %	92%

The impact of Covid travel restrictions over the past 2 years has set back our plans for more actively managing down our leave liabilities, as staff were understandably resistant to taking leave, when travel opportunities were denied them by Covid regulations. As the restrictions lift, plans are being put in place to manage planned absences.

It should be noted that these leave liabilities arise from legal entitlements by employees to such benefits. Many staff are resistant to attempts to have them reduce the balances, which are seen by many as a "nest egg" to protect family income in case of calamity, or to transition into retirement.

In addition, if staff do take extended leave to reduce these balances, the employer may bear the cost of temporary replacement wages which must be offset against the benefit of a reduced liability.

Nevertheless, renewed efforts are underway to systematically inform staff of balances, and for management to engage with them to plan net reductions in the balances without compromising operational effectiveness, bearing in mind that staff with the highest balances tend to be the most long-serving and experienced workers.

PROJECTED WORKFORCE COSTS

Projected workforce costs as follows:

	2022/23	2023/24	2024/25
Salaries	6,860,414	7,066,226	7,278,213
Wages - Work Orders	2,615,073	2,693,525	2,774,330
	<u>9,475,487</u>	<u>9,759,751</u>	<u>10,052,543</u>
Superannuation	1,226,461	1,227,074	1,227,687
Workers Comp Ins	207,100	213,313	219,712
Entitlements	1,458,481	1,502,235	1,547,302
	<u>2,892,042</u>	<u>2,942,622</u>	<u>2,994,701</u>
FBT	45,000	46,350	47,740
Payroll Tax	35,302	36,361	37,451
Training Costs	177,226	182,542	188,018
Relocation Costs	10,000	10,300	10,609
Protective Clothing	34,136	35,160	36,214
WH&S	15,938	16,416	16,908
Travel & Accommodation	43,479	44,783	46,126
Seminars & Conferences	46,038	47,419	47,811
Professional Development	2,500	2,575	2,652
	<u>12,777,148</u>	<u>13,124,279</u>	<u>13,480,773</u>

WORKFORCE GOALS FOR 2022 to 2025

EMPLOYEE TURNOVER

Employee turnover measures the number of employees leaving the organisation as a percentage. A healthy workplace has a reasonable level of workplace turnover to ensure retention of knowledge but also a level of new employees to bring fresh new ideas and experiences. In 2021 Council's turnover rate was 9.6%. The New South Wales median turnover rate was 11.3%. This significant reduction in turnover is likely associated with the impact of Covid-19 and could escalate ahead.

Target: Between 10% - 14%

LEARNING AND DEVELOPMENT

This indicator measures the investment in training provided. It will assist Council to invest in a structured learning and development program aimed at improving employee's capability. In 2021 Council's training spend per FTE averaged \$919.

Target: An average investment of \$930 per permanent FTE

LEADERSHIP AND MANAGEMENT CAPABILITY

This indicator supports culture through strong and motivated leadership capabilities. Council is moving towards a preferred style of inclusive, open, constructive leadership while also driving performance.

Target: 90% of Managers have undertaken the Leadership Development Programme

ABSENTEEISM RATE

Number of days of sick leave per employee per year, which affects employees and team's productivity levels. In 2021 Council's absentee rate was 5.4 sick days per FTE per annum. Across Australian Councils, the median number of sick days was 6.7 per FTE. Pandemic absenteeism spikes should return to normal.

TARGET: 5 days or less per FTE per annum

LOST TIME INJURIES

The nature, shape and mix of Council services will invariably impact the extent of workplace injuries. With Council's aging workforce (particularly in the outdoor teams) there is an increased risk of injury. In 2021 Council's LTI result was 63 days per 100 employees per annum. The New South Wales LTI result was 86 days per 100 employees per annum.

TARGET: 60 days or less per 100 employees per annum

WORKFORCE PLAN AND ACTIONS

This strategy is focused on four key areas which support an engaged and productive workforce.



OBJECTIVE 1:

To create a workforce culture and environment that supports our employees to perform at their best.

What will we do?	Why?
1a. We will actively support and enhance a constructive workplace culture, reflective of our values	A constructive culture results in the collaborative attainment of organizational goals. The culture is nurtured through people development, team synergy and adaptability.
1b. We will create an environment that seeks solutions to improve flexibility. We support the evolution of an agile and diverse workforce.	In today's society, change is rapid and our workforce needs to adapt to the associated opportunities and challenges. New business solutions are increasingly becoming available and change the way we work. By creating a workplace that is flexible and encourages diversity, we will be better positioned to retain and attract talent in a competitive skills market.
1c. We will promote and support employee health and wellbeing.	Well-being is ultimately about personal happiness – feeling good and working safely and healthily. A workplace that invests in employee wellbeing is benefited by a resilient and productive workforce.
1d. We will enhance and encourage two-way communication.	Through effective communication, we are better able to empower employee involvement to create better outcomes. It will also ensure we are working as one team in one direction for the benefit of our community.

OBJECTIVE 1 ACTIONS

PLAN	2012/2023	2023/2024	2024/2025
Undertake Staff Survey and formulate action plans. <i>The new staff survey will be run in the 2022/23 financial year.</i>		✓	✓
Reinforce and embed LSC values throughout all workplaces. <i>The values incorporated in the Performance Management system.</i>		✓	✓
Develop and implement a health and wellbeing programme for our employees. <i>In consultation with StateCover/Drake Workwise, a proposal for a health and wellbeing program is being developed. This involves focus on physical and mental health, health checks and health maintenance coaching.</i>	✓	✓	✓
Progress Disability Inclusion Action Plan recommendations to enhance access and inclusion across the workforce.	✓	✓	✓
Refine the injury management and work health and safety system. <i>LSC injury management framework is implemented and now being enhanced.</i> <i>Work, Health and Safety system in place and undergoing improvement activities.</i>	✓	✓	✓
Promote a positive, safe work culture to prevent injuries.	✓	✓	✓
Develop and implement a staff communications strategy to ensure two-way communication using available and developing technologies.	✓	✓	✓



OBJECTIVE 2:

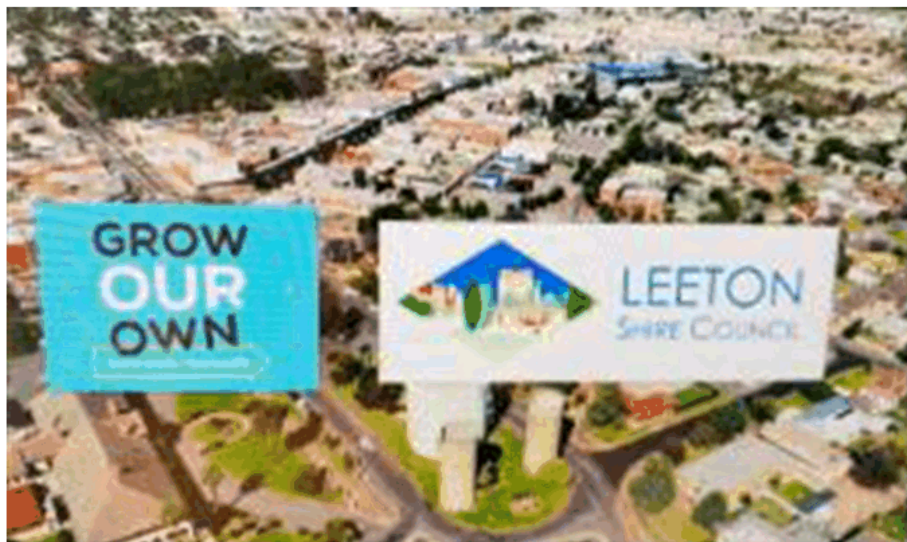
To attract and retain talented and motivated people who appreciate the important role they play in the lives of our community.

What we will do:	Why?
2a. We will enhance our employer brand to attract the best talent.	In an increasingly competitive marketplace, attracting and retaining the right quality of talent is central to our ability to grow. A strong employer brand can be a powerful tool that can connect our purpose, values and strategy to our corporate brand.
2b. Develop a compensation strategy to address remuneration strategies supportive of the employer brand.	With limited resources, LSC needs to review and define its value proposition, and differentiate between satisfactory and excellent performance. Flexible and appropriate salary structuring options to be optimised. We will build on the progress already made in enhancing salary competitiveness,
2c. We will promote and develop constructive goal setting and performance feedback mechanisms.	Performance is enhanced when individual efforts are aligned to organizational goals. It is also important that sub-standard performance and behaviour is not tolerated, but corrected and managed.
2d. We will create an engaged workforce who enjoy their employment with us.	Engaged employees will enjoy their work more as they experience meaning in their contribution. Engaged workers also support their colleagues so as to ensure team effectiveness.



OBJECTIVE 2 ACTIONS

PLAN	2022/2023	2023/2024	2024/2025
Review and promote flexibility within employee conditions and benefits. <i>Encourage retirement savings and preparation.</i> <i>Consider hybrid working models to explore more flexibility in work delivery</i>	✓	✓	✓
Simplify the performance management system to further enhance usability. <i>The Pulse performance module has been implemented, and now requires greater user-friendliness.</i>	✓	✓	
Enhance Employer Brand support. <i>Revamp Jobs Website, job advert template, and recruitment material.</i>	✓	✓	✓
Implement new induction programme. <i>Ensure a user-friendly design and implementation of induction for new staff to ensure speedy integration into the workplace.</i>	✓	✓	





OBJECTIVE 3:

To develop leaders that will inspire, motivate and coach our employees to realise their potential and rise to opportunities and challenges.

What we will do:	Why?
3a. We will build the strength of council by developing our leadership capability.	Professional leadership skills will drive the desired constructive culture to ensure that goals are achieved. Through leadership we will inspire superior performance and address under-performance.
3b. We will identify and grow our emerging leaders.	Our first-line leaders have mostly emerged because of technical competence. Our next priority is to identify leadership potential, and nurture it through formal and informal development efforts.

OBJECTIVE 3 ACTIONS

PLAN	2022/2023	2023/2024	2024/2025
Develop and implement a leadership development strategy and plan. <i>Need to identify the leadership competencies for the next 5-10 years, and formulate a strategy to ensure these are embedded in our leadership team.</i>		✓	✓
Implement options to coach our middle and senior level leaders. <i>LSC has taken up the LG Professional Bundle to benefit from industry development initiatives and stay current.</i>	✓	✓	✓
Participate in Rural Management Challenge. <i>The Challenge represents a unique opportunity to ensure cross-functional development, so that we avoid silo-oriented management practices.</i>	✓	✓	✓

OBJECTIVE 4:



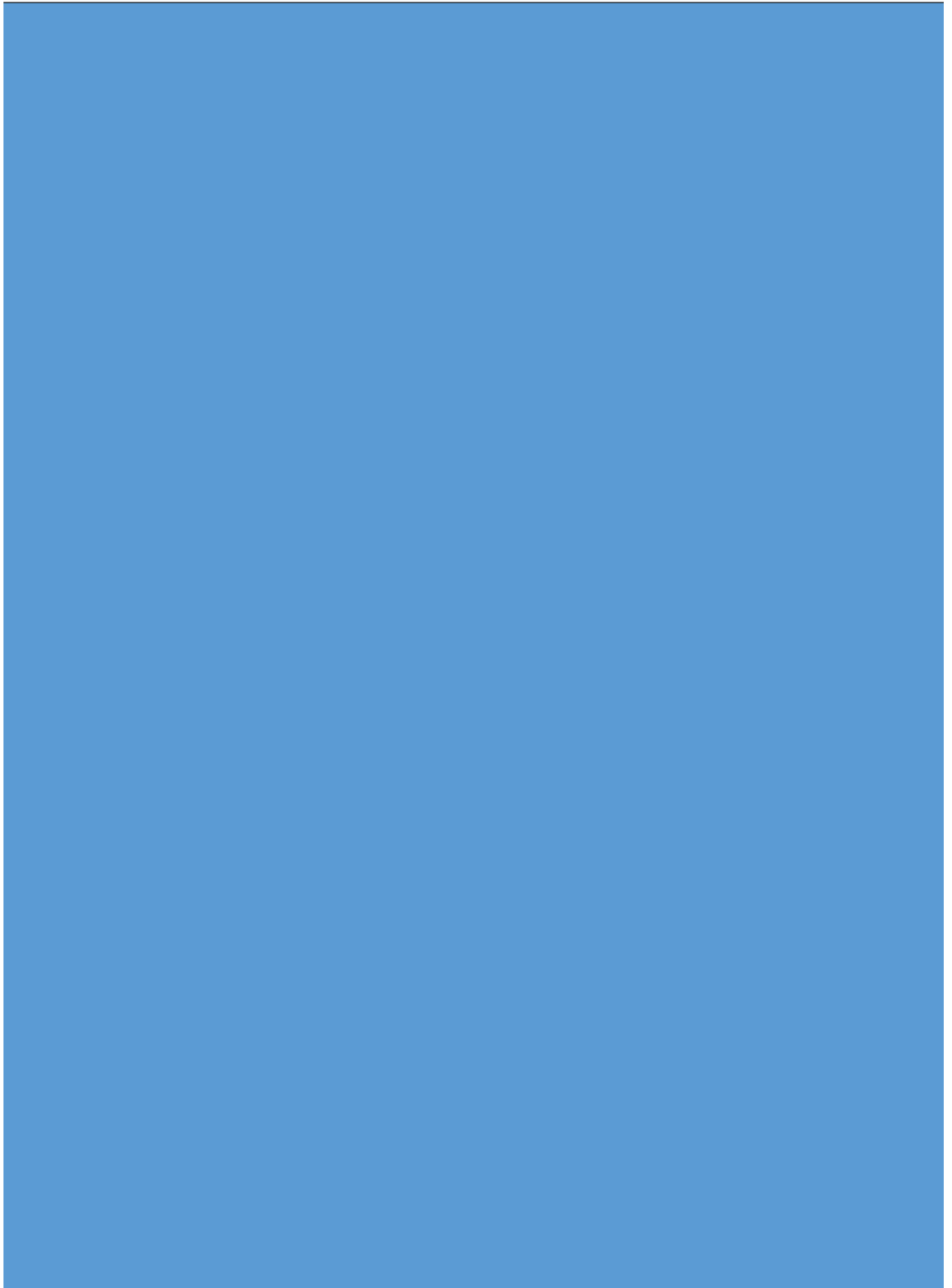
To drive individual and collective performance through continuous improvement and learning

What will we do?	Why?
4a. We will avoid stale mindsets by engaging in regular and rigorous service reviews and process improvement initiatives.	What worked yesterday is not necessarily appropriate for tomorrow. In addition to incremental improvements, Council will undertake a programme of service reviews which will force a critical re-look and existing process, practices and structures in targeted departments.
4b. We will invest in our employees through the development of a responsive learning environment.	Learning is critical to ensure we remain up to date with new ways of working. By supporting the acquisition of new technologies, behaviours, knowledge, skills and attitudes we will enhance our employees' ability to meet current and future job requirements.
4c. We will develop and embed a capability framework to enhance performance.	To effectively achieve our goals, we must ready our workforce to drive the changes needed in new areas, such as climate resilience.

OBJECTIVE 4 ACTIONS

PLAN	2022/2023	2023/2024	2024/2025
Identify and address individual training needs. <i>Ensure that all training investment is aligned with identified business needs.</i>	✓	✓	✓
Develop and implement a corporate learning and development program which rolls out LSC-wide training initiatives.		✓	✓
Develop and implement a training program for technology skills to close the gap and ensure skills are maintained. <i>The pace of technological change is unrelenting, and LSC needs to ensure that staff have the technological literacy needed to support the systems and technology which is likely to roll out as plant and hardware is replaced.</i>		✓	✓







LEETON
SHIRE COUNCIL



DRAFT
OPERATIONAL PLAN
2022/23

The 2022/23 financial year is the first of the 3-year Delivery Program that has been developed by the term of Councillors elected in December 2021.

This Operational Plan and the Delivery Program should be read in conjunction with each other.

Acknowledgement of Traditional Custodians

Leeton Shire Council acknowledges and pays respect to the Wiradjuri people, the traditional custodians of the land encompassed by Leeton Shire.

Council also pays respect to the Elders, both past and present, of the Wiradjuri Nation and extend that respect to other Aboriginal and Torres Strait Islander people who live in Leeton Shire.

We recognise Aboriginal spiritual, social and cultural connections to these lands and waters and state our commitment to ensuring that Aboriginal rights, as enshrined in legislation, are upheld and not eroded.

Contents

Acknowledgement of Traditional Custodians	2
1. Leeton Shire Council.....	4
Our Councillors	4
Our Organisational Structure	5
2. The Integrated Planning and Reporting Framework.....	6
Key Planning Documents	7
The Community Strategic Plan	7
The Delivery Program	7
The Operational Plan	8
The Resourcing Strategy	8
Other Council Strategies and Plans	8
Reporting Documents.....	8
Progress Reports.....	8
Annual Report.....	9
State of the Shire Report.....	9
3. About the Operational Plan 2022/23.....	10
COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES.....	11
MUSEUMS, ARTS AND CULTURAL SERVICES	17
PARKS, STREETSCAPES AND SPORTING FACILITIES	19
ECONOMIC DEVELOPMENT.....	24
PLANNING, BUILDING AND HEALTH	29
ROADS AND DRAINAGE	34
WATER AND WASTEWATER	38
ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES.....	40
GOVERNANCE AND CORPORATE SERVICES	43

1. Leeton Shire Council

Our Councillors



Cr Tony Reneker
Mayor
Elected to Council 2016

tonyr@leeton.nsw.gov.au



Cr Michael Kidd
Deputy Mayor
Elected to Council 2004–2008
Elected to Council 2012

michaelk@leeton.nsw.gov.au



Cr Tony Ciccio
Elected to Council 2016

tonyc@leeton.nsw.gov.au



Cr Matt Holt
Elected to Council 2021

matth@leeton.nsw.gov.au



Cr Krystal Maytom
Elected to Council 2021

krystalm@leeton.nsw.gov.au



Cr Tracey Morris
Elected to Council 2012

traceym@leeton.nsw.gov.au



Sandra Nardi
Elected to Council 2016

sandran@leeton.nsw.gov.au



Cr Paul Smith
Elected to Council 2016

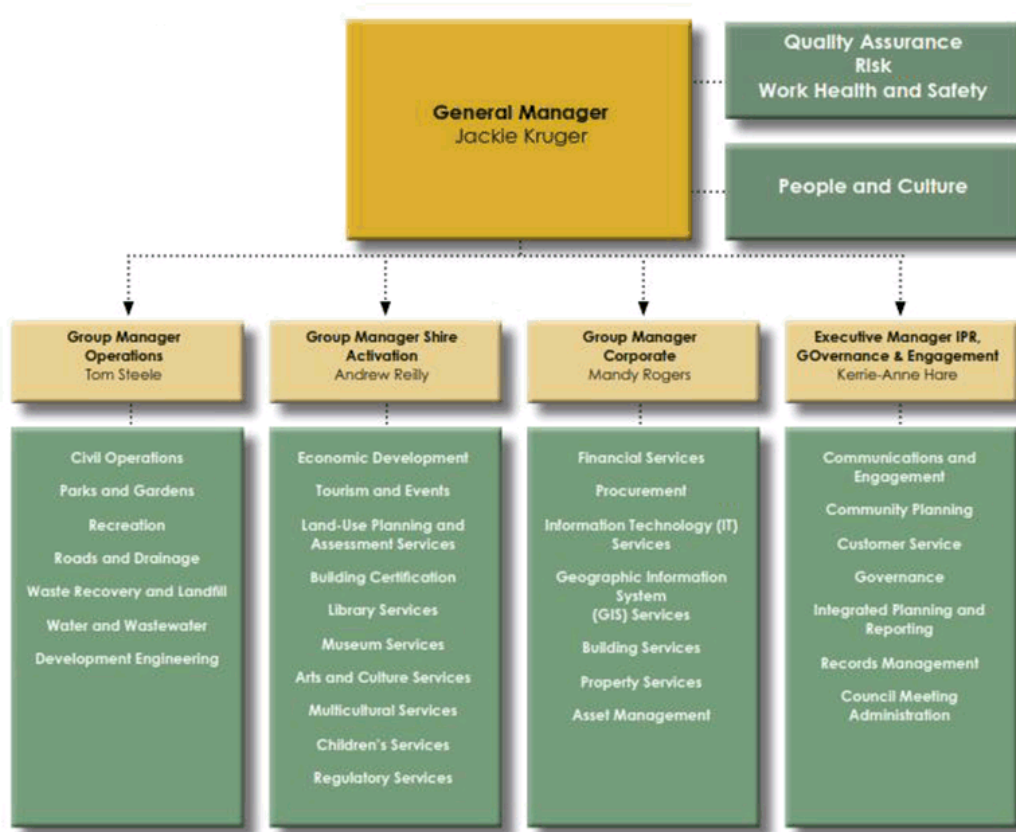
pauls@leeton.nsw.gov.au



Cr George Weston
Deputy Mayor
Elected to Council 1995

georgew@leeton.nsw.gov.au

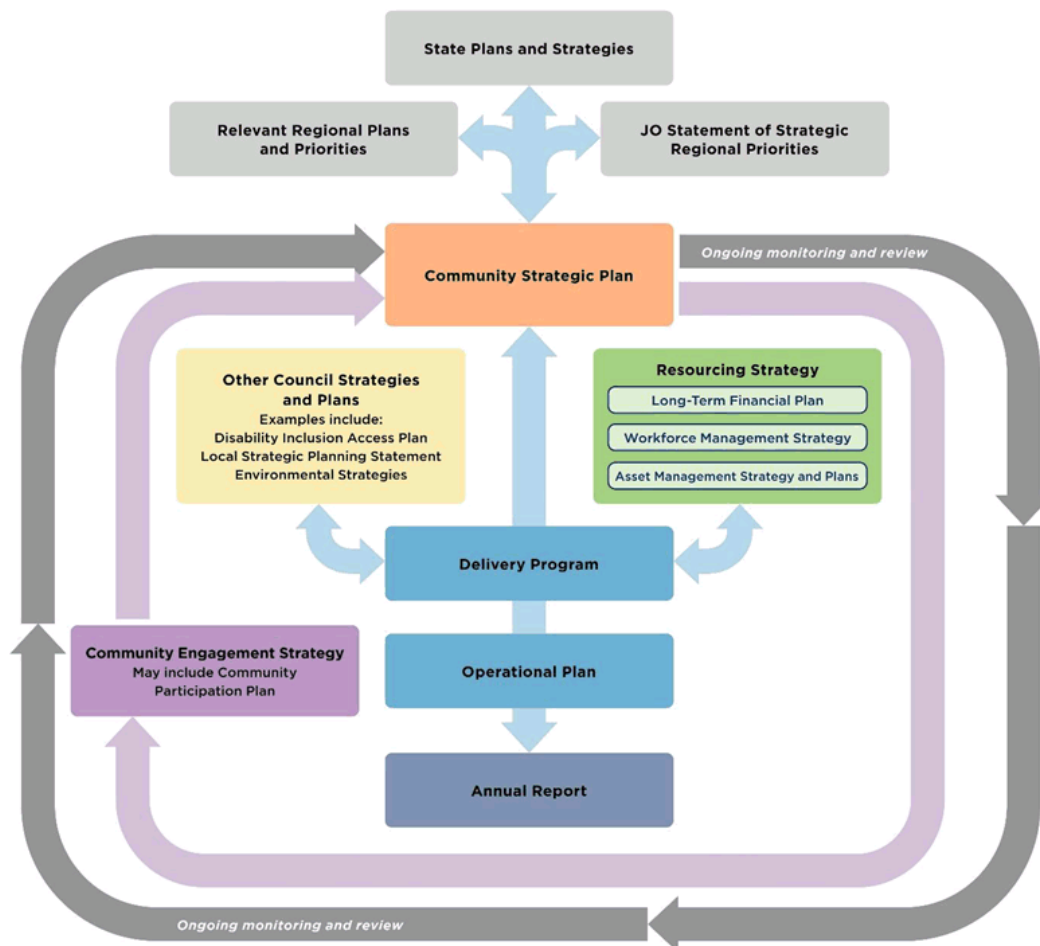
Our Organisational Structure



2. The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) framework acknowledges most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, education and employment, and reliable infrastructure.

The difference lies in how each community responds to these needs. The framework has been developed with the understanding that council plans and policies should not exist in isolation – they are interconnected. It allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically and sustainably for the future.



Key Planning Documents

The Community Strategic Plan

The Community Strategic Plan is the key document in the framework.

It is developed by Council in conjunction with and on behalf of the community. It is not a Council Plan. It is a community plan. Its purpose is to identify the community's main priorities and aspirations for the future, and to outline outcomes (or objectives) and strategies to achieve them.

The Community Strategic Plan is organised under five key focus areas that reflect the community's vision and values. It answers the questions:

- Where are we at today?
- Where do we want to be in 10+ years' time?
- How will we get there?
- Who may be able to help?
- How will we know that we're on track or that we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

The Community Strategic Plan guides all remaining strategies and plans. It is a 10+ year plan but it is reviewed every four years in line with the Local Government election cycle.

The Delivery Program

As the primary reference point for all activities undertaken by a council during its term of office, the Delivery Program is another key component of the Integrated Planning and Reporting framework.

The Delivery Program is Council's statement of commitment to the community regarding what Council will do during its term of office to bring the community closer to achieving its long-term goals using the resources identified in the Resourcing Strategy. It turns the community's strategic goals into actions.

The Operational Plan outlines the actions Council will undertake in the next 12 months to achieve the strategies of the Delivery Program. Our objectives, strategies and actions are mapped to the quadruple bottom line, indicating how Council's projects will contribute to resolving the social, environmental, economic and civic leadership/governance issues facing our community

Delivery Programs usually cover 4 years to coincide with the length of the Council term. As a consequence of COVID-19, the local government elections were delayed and the term of the current Council has been reduced to compensate. For that reason, this delivery program will cover the period 1 July 2022 to 30 June 2025.

The Delivery Program and Operational Plan are reviewed annually to ensure Council's long-term planning is consistent with the current and future needs of the community.

The Operational Plan

The annual Operational Plan supports the Delivery Program. It is Council's action plan for achieving the community priorities outlined in the Community Strategic Plan (CSP) and Delivery Program. It details the activities – projects, programs and actions – Council will undertake in the coming year to achieve the Delivery Program strategies. The Operational Plan also details how Council will fund these actions.

The Resourcing Strategy

The Resourcing Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. It includes the:

- Long Term Financial Plan, which outlines the future finances of Council's operations taking into consideration key elements such as rate movements, service provides a framework within which we can assess our revenue building capacity to meet the activities and level of service. It provides an opportunity for early identification of financial issues and any likely impacts in the longer term. It also indicates whether or not we can remain financially sustainable into the
- future. levels to our community, major infrastructure, asset replacement and renewals as well as loans, cash reserves and the Revenue and Pricing Policy.
- Workforce Management Strategy, which aims to ensure Council's workforce has the right skills at the right time and in the right quantities to ensure sustainable service delivery.
- Asset Management Strategy, which provides tools to assist Council's decision making on infrastructure funding needs, the impacts of budget decisions into the future and the resourcing requirements needed to meet agreed levels of service delivery. Individual Asset Management Plans underpin the Asset Management Strategy. Leeton Shire Council has chosen to combine these Asset Management Plans and its Asset Management Strategy in to one document: a Strategic Asset Management Plan.

The Resourcing Strategy documents are reviewed every four years in line with the Local Government election cycle.

Other Council Strategies and Plans

Council's other strategic plans – such as its Disability Inclusion Action Plan (DIAP), its Local Strategic Planning Statement (LSPS) and its Ageing Well Strategy – all link to the Delivery Program and are delivered within the confines of the Resourcing Strategy. They all have the overall goal of delivering the aspirations of the community as expressed in the Community Strategic Plan.

Reporting Documents

Progress Reports

Quarterly reports to Council's Senior Management Team track Council's performance against the targets identified in the Operational Plan. These reports include performance against service delivery activities and performance measures.

Six-monthly performance to Council and the community track Council's performance against the targets identified in the Delivery Program.

Annual Report

The Annual Report provides an overview of Council's performance and activities during the financial year and includes the audited financial statements for the year. The activities and actions reported are based on targets identified in the Delivery program and Operational Plan.

State of the Shire Report

The State of the Shire Report (formerly the End of Term Report) provides an overview of Council's and the communities progress toward the implementation of the Community Strategic Plan during the identified term. It is included as a subsection of the Annual Report in the year of an ordinary Council election and is presented at the second meeting of the newly elected Council.

3. About the Operational Plan 2022/23

The Operational Plan gives effect to the first year of Leeton Shire Council's Delivery Program 2022-2025 and should be read in conjunction with that document.

The Operational Plan details the projects, programs and actions to be undertaken in the 2022/23 financial year to achieve the Delivery Program commitments. The activities and actions are organised in accordance with the functional areas and colour coding used in the Delivery Program.

1. Community Services and Community Development
2. Museum, Arts and Cultural Services
3. Parks, Streetscapes and Sporting Facilities
4. Economic Development
5. Planning, Building and Public Health
6. Roads and Drainage
7. Water and Sewer Services
8. Environmental Sustainability and Emergency Services
9. Governance and Administration

Leeton Shire Council's Budget 2022/23 and Statement of Revenue Policy (including fees and charges) are also part of the Operational Plan but are published as separate documents.

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES

Lead Council Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
1.1 Operate a Library Service				
1.1.1	Offer library services with quality programming and events, including programmed sessions for children, young people and adults; school holiday sessions; and special events that support community interests	• Number of school holiday with 20 or more participants per school holiday period	≥ 3	Manager Cultural Services
		• Number of special events per year with 40 or more participants	≥ 2	
		• Number of programmed sessions per week	≥ 2	
		• Total number of participants in library activities per year	≥ 1,500	
1.1.1	Offer library services with a quality and contemporary collection that promotes borrowing and monitors trends to guide collection development and purchase planning (in association with Riverina Regional Libraries)	• Number of items borrowed	≥ 28,000	Manager Cultural Services
		• Percentage implementation of Purchasing Plan	100%	
		• Number of new items purchased in line with the Purchasing Plan	≥ 1,800	
1.1.3	Offer library services that attract and retain membership and visitation through promotion, customer service excellence, inclusivity, collaboration, quality resources, and being responsive to community needs	• Number of library visitations per year	≥ 40,000	Manager Cultural Services
		• Number of new memberships per year	≥ 250	
		• Number of active library members at time of reporting	≥ 3,000	
		• Total number of participants in library activities per year	≥ 1,500	
		• Number registered students at CUC	≥ 25	
1.2 Operate Children's Services				
1.2.1	Operate Leeton Early Learning Centre (LELC) as a long day care service, 5 days a week	• Percentage occupancy (number of children attending the facility relative to available places)	95%	Manager Visitor Services & Local Activation
		• Accreditation – Current rating status	At least 'Meeting National Quality Standards'	
		• Percentage of costs covered by user fees	100%	

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES

Lead Council Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
1.2.2	Extend the Leeton Early Learning Centre (LELC) by a further 20 places by January 2023 to increase the Centre's capacity to meet demand. <i>Carry forward from 21/22</i>	• Percentage of construction of extension completed	100%	Manager Visitor Services & Local Activation
		• Grant funding, if possible	\$200K	
1.2.3	Operate the Leeton Out of School Hours Care Service (LOOSHC) Monday to Friday during school terms	• Percentage occupancy (number of children attending service relative to available places)	90%	Manager Visitor Services & Local Activation
		• Accreditation – Current rating status	At least 'Meeting National Quality Standards'	
		• Percentage of costs covered by user fees	100%	
1.2.4	Operate the Leeton Vacation Care Program during school holidays	• Percentage occupancy (number of children attending service relative to available places)	90%	Manager Visitor Services & Local Activation
		• Accreditation – Current rating status	At least 'Meeting National Quality Standards'	
		• Percentage of costs covered by user fees	100%	
1.3 Provide CCTV and Free WiFi Services				
1.3.1	Provide free Wi-Fi services in Leeton CBD and key Council facilities	• Total number of people accessing free Wi-Fi services in the CBD	1,000	Manager IT
		• Number of promotional activities coordinated per year	≥ 2	
1.3.2	Maintain and enhance a CCTV network to promote community safety	• Number of occasions police access CCTV footage to investigate crime	No target – report by occurrence	Manager IT
1.4 Promote and Support Volunteering				
1.4.1	Develop a volunteer program at Council for Council and support Leeton Connect to promote volunteering across the Shire	• Percentage completion of LSC Volunteer Handbook	100%	Manager Visitor Services & Local Activation
		• Number of LSC volunteers	≥ 50	
		• Number of LSC volunteers that participate in training	≥ 5	
		• Number of promotions and/or campaigns	≥ 3	

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES				
Lead Council Group: Shire Activation				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		<ul style="list-style-type: none"> Number of LSC recognition activities 	≥ 1	
1.5 Support Local Community Groups with Support, Advice and Financial Assistance				
1.5.1	Support the community by offering a Community Grants program	<ul style="list-style-type: none"> Number of grant applications received Value of grants funding allocated 	≥ 20 ≥ \$20,000	Manager IPR, Governance & Engagement
1.5.2	Support the community by offering annual sponsorship and school prizes	<ul style="list-style-type: none"> Leeton Town Band Leeton Eisteddfod Leeton Men's Shed Local schools 	= \$5,000 = \$2,000 = \$5,000 = \$1000	Manager IPR, Governance & Engagement
1.5.3	Support the community by offering premises for them to work from <ul style="list-style-type: none"> Leeton Family & Local History Society at WCIC for \$1pa Western Riverina Arts at WCIC at subsidised rent Riverina College at Leeton Multi-Purpose Centre (MPC) at subsidised rent HACC / Meals on wheels at MPC at subsidised rent 	<ul style="list-style-type: none"> Occupancy 	100%	Group Manager Corporate
1.5.4	Support the community by offering HR and payroll services to grant funded positions within Leeton Connect, Leeton Multicultural Support Group and Jumpstart	<ul style="list-style-type: none"> Currency of employment contracts and funding contracts 	100%	Manager People & Organisation Development
1.6 Support a range of local community events				
1.6.1	Support the hosting of local community events across the Shire including Australia Day, Light Up Leeton, NAIDOC Week, International Women's Day, Harmony Day, Fiesta La Leeton (new), Reconciliation Day, Sorry Day	<ul style="list-style-type: none"> Number of events supported by Council Number of participants for Light Up Leeton Harmony Day Australia Day 	≥ 8 ≥ 2,000 ≥ 500 ≥ 2,000	Manager Visitor Services & Local Activation
1.7 Promote community inclusion and wellbeing				
1.7.1	Implement the Ageing Well Strategy 2020-2025 Action Plan	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 actions completed 	90%	Manager IPR, Governance & Engagement
1.7.2	Review and implement Leeton Shire Council's Access for Everyone Disability Inclusion Action Plan 2017-2021 (DIAP)	<ul style="list-style-type: none"> Revised DIAP adopted Percentage of scheduled 2022/23 actions completed 	By Dec 2022 90%	Manager IPR, Governance & Engagement

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES

Lead Council Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
1.7.3	Enforce disability carparking restrictions and educate residents about the importance of accessible parking	<ul style="list-style-type: none"> Number of enforcement actions Number of education campaigns 	≥ 2	Manager Planning, Building & Health
1.7.4	Support and promote initiatives to stop domestic violence	<ul style="list-style-type: none"> Number of initiatives provided 	≥ 1	Manager IPR, Governance & Engagement
1.7.5	Support and promote initiatives for healthy living	<ul style="list-style-type: none"> Promote local initiatives such as Park Run or healthy eating 	≥ 2	Manager IPR, Governance & Engagement
1.7.6	Remain across local community needs and community services by attending interagency meetings and making available a Community Directory (with the help of Leeton Connect)	<ul style="list-style-type: none"> Directory updated three times a year and available online 	100%	Manager IPR, Governance & Engagement
1.8 Support and promote multiculturalism, social cohesion and settlement support				
1.8.1	Promote wellbeing for our Indigenous community through regular liaison with the Leeton Aboriginal Interagency and Leeton & District Aboriginal Lands Council	<ul style="list-style-type: none"> Number of meetings attended per year 	≥ 2	Group Manager Shire Activation
		<ul style="list-style-type: none"> Number of Leeton Aboriginal Interagency activities/initiatives supported 	No target – report by occurrence	
1.8.2	Maintain and build Leeton's reputation as a "migrant and refugee-friendly" Shire through participation in the NSW Growing Regions of Welcome (GROW) – in the Riverina and Murray	<ul style="list-style-type: none"> Number of Council-supported GROW events/activities held 	≥ 2	Group Manager Shire Activation
		<ul style="list-style-type: none"> Percentage of scheduled actions as per the Migrant Economic Development Strategy 	100%	
		<ul style="list-style-type: none"> Number of refugees and migrants supported to move to Leeton 	No target – report by occurrence	
1.8.3	Support Leeton MultiCultural Support Group to develop increased capacity and capability, including event management	<ul style="list-style-type: none"> Number of projects commenced and completed 	≥ 2	Group Manager Shire Activation
1.8.4	Host Citizenship Ceremonies	<ul style="list-style-type: none"> Number of set Citizenship Ceremonies held per year (including on Australia Day and Citizenship Day) 	≥ 2	Manager Visitor Services & Local Activation
		<ul style="list-style-type: none"> Number of residents naturalised (by country of origin) 	No target – report by occurrence	
1.8.5		<ul style="list-style-type: none"> Number of hardcopies provided 	No target – report figure	

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES

Lead Council Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	Maintain and make available a New Residents' Kit for Leeton Shire	<ul style="list-style-type: none"> Number of website views 	No target – report figure	Manager IPR, Governance & Engagement
1.9 Provide halls for communities to meet				
1.9.1	Promote and maximise the use of the Leeton Multipurpose Community Centre halls	<ul style="list-style-type: none"> Number of hirers 	≥ 30	Manager Visitor Services & Local Activation
		<ul style="list-style-type: none"> Number of occasions of hire 	≥ 300	
		<ul style="list-style-type: none"> Dollar value of income generated from hire of halls 	≥ \$10,000	
1.9.2	Provide access to Yanco, Murrambi and Whitton Community Halls through Section 355 Committees	<ul style="list-style-type: none"> Number of hirers for each hall (figure provided annually) 	No target – report annually	Manager Visitor Services & Local Activation
		<ul style="list-style-type: none"> Number of occasions of hire for each hall (figure provided annually) 	No target – report annually	
		<ul style="list-style-type: none"> Number of Section 355 Committee meetings held by each committee 	≥ 3	
		<ul style="list-style-type: none"> Dollar value of income generated from hire of halls 	No target – report annually	
1.10 Foster youth leadership and engagement				
1.10.1	Establish and coordinate a Leeton Youth Council	<ul style="list-style-type: none"> Percentage of Youth Council established 	100%	Manager Visitor Services & Local Activation
		<ul style="list-style-type: none"> Number of meetings held 	≥ 4	
1.11 Facilitate town/village improvement planning				
1.11.1	Update and support the delivery of town improvement plans in Yanco and Whitton	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Town Improvement Plan actions completed in <ul style="list-style-type: none"> - Whitton - Yanco 	90%	Manager Visitor Services & Local Activation
1.11.2	Support and facilitate community programs in Wattle Hill	<ul style="list-style-type: none"> Number of programs facilitated 	≥ 2	Manager Visitor Services & Local Activation
		<ul style="list-style-type: none"> Number of community members engaged 	≥ 50	
1.12 Provide social housing				
1.12.1	Monitor provision of Council's affordable housing service, Eventide Homes, Yanco (service delivered by Argyle Homes)	<ul style="list-style-type: none"> Percentage occupancy 	90%	Group Manager Corporate
		<ul style="list-style-type: none"> Number of liaison meetings held/attended with Eventide Homes service provider 	≥ 2	
1.12.2	Invest in the ongoing	<ul style="list-style-type: none"> Percentage of expenditure on refurbishment 	100%	Group Manager Corporate

1. COMMUNITY DEVELOPMENT AND COMMUNITY SERVICES

Lead Council Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	refurbishment of Eventide Homes, Yanco <i>Capex - \$150K (Internal Reserve)</i>	<ul style="list-style-type: none"> Percentage of refurbishment program completed 	90+%	
1.12.3	Provide Council subsidised accommodation to student health professionals	<ul style="list-style-type: none"> Number of health professionals utilising Council subsidised accommodation 	≥ 2	Group Manager Corporate
1.13 Advocate for Improved Health Services and Improved Policing				
1.13.1	Advocate for accessible, quality and timely health services including mental health; drug and alcohol rehabilitation services, ambulance services and hospital services	<ul style="list-style-type: none"> Number of advocacy activities 	No target – report by occurrence	General Manager
		<ul style="list-style-type: none"> Integrated Health Services Strategy completed 	100%	
		<ul style="list-style-type: none"> Meet with MLHD, MPHNS and NSW Ambulance 	≥ 2 each	
1.13.2	Support programs that enhance opportunities to increase doctor numbers in Leeton Shire	<ul style="list-style-type: none"> Number of students hosted in Leeton as part of the Bush Bursary program 	≥ 1	Manager IPR, Governance & Engagement
		<ul style="list-style-type: none"> Number of students hosted in Leeton as part of the University of Wollongong student doctor program 	≥ 1	
1.13.3	Advocate for quality and timely policing services	<ul style="list-style-type: none"> Number of advocacy activities 	No target – report by occurrence	General Manager
		<ul style="list-style-type: none"> Meet with Leeton Officer in Charge and District Commander quarterly 	≥ 4	

2. MUSEUMS, ARTS AND CULTURAL SERVICES				
Lead Group: Shire Activation				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
2.1 Operate the Leeton Museum and Art Gallery				
2.1.1	Operate the Leeton Museum and Art Gallery (LMAG) <i>Capex -</i> - Lift to first floor \$71K (Internal Reserve Funding, if no grant forthcoming) - Weatherproof and refurbish upstairs \$120K o \$79K Internal Reserve funding if no grant forthcoming o \$41K General Fund, if no grant forthcoming	<ul style="list-style-type: none"> Number of gallery exhibitions and events held Income earned from travelling exhibitions Number of visitors to LMAG 	<p>≥ 6</p> <p>No target – report by occurrence</p> <p>2,000</p>	Manager Cultural Services
2.1.2	Support the annual Penny Paniz Memorial Art Competition and add acquisitions to Council's art collection	<ul style="list-style-type: none"> Number of entries received for PPMAC Annual financial contribution by Council to the PPMAC sustained Number of new acquisitions to Council's art collection 	<p>≥ 100</p> <p>\$1,500</p> <p>≥1</p>	Manager Cultural Services
2.2 Support the Whitton and Yanco Museum Committee				
2.2.1	Support Whitton and Yanco Museums by building the skills capability of volunteers	<ul style="list-style-type: none"> Number of volunteer training sessions held Significance assessment completed for Yanco (dependent upon external funding) 	<p>≥ 2</p> <p>100%</p>	Manager Cultural Services
2.3 Support and Partner with WRA and LF&LHS				
2.3.1	Host and collaborate with Western Riverina Regional Arts to successfully deliver events, public art projects and programs in Leeton Shire, including providing opportunities to promote local artistic endeavour <i>Council pays \$11,000 pa to be a member of WRA Council provides subsidised rent to WRA at LMAG/WCIC</i>	<ul style="list-style-type: none"> Number of WRA activities undertaken in Leeton Percentage attendance at WRA Board meetings WRA annual report presented to Council within 2 months of accounts being audited 	<p>≥ 5</p> <p>100%</p> <p>=1</p>	Manager Cultural Services
2.3.2	Host and collaborate with Leeton Family & Local History Society to successfully deliver heritage information, collection services and exhibitions <i>Council provides space for LF&LHS at LMAG / WCIC for \$1pa</i>	<ul style="list-style-type: none"> Percentage of the LF&LHS collection catalogued Number of occasions the LF&LHS service is open to public 	<p>50%</p> <p>≥ 6</p>	Manager Cultural Services

2. MUSEUMS, ARTS AND CULTURAL SERVICES

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
2.4 Deliver a Program of Public Art				
2.4.1	Digital silo art project on Leeton Water Tower <i>Carry forward from 21/22 (grant funded)</i>	<ul style="list-style-type: none"> Percentage of project completed 	100%	Manager Cultural Services
2.4.2	Encourage and promote performing art / busking in local parks and in the main streets	<ul style="list-style-type: none"> Number of events held per year 	≥ 5	Manager Cultural Services
2.4.3	Host Henry Lawson Poetry Day/s at Henry Lawson Cottage	<ul style="list-style-type: none"> Number of events 	≥ 1	Manager Cultural Services
		<ul style="list-style-type: none"> Number of people attending 	≥ 50	
2.5 Operate the Roxy Theatre				
2.5.1	Complete the refurbishment of the Roxy Theatre both internally and externally <i>Capex for Stage 2 - \$2,962,950 (loan funding if no grant forthcoming)</i>	<ul style="list-style-type: none"> Percentage of refurbishment project completed 	90%	Manager Cultural Services
2.5.2	Set up Roxy Institute of Performing Arts (RIPA)	<ul style="list-style-type: none"> Terms of Reference finalised 	Report tabled	Manager Cultural Services
		<ul style="list-style-type: none"> Business case finalised 	Report tabled	
		<ul style="list-style-type: none"> Service Level Agreements finalised 	Agreement adopted	
		<ul style="list-style-type: none"> Report on NIDA Program outcomes 	Report tabled	
2.5.3	Run an entertaining program of events for the community in alternative locations during the refurbishment of the Roxy Theatre	<ul style="list-style-type: none"> Number of events held per year 	≥ 2	Manager Cultural Services
		<ul style="list-style-type: none"> Number of people attending events 	No target – report by occurrence	
		<ul style="list-style-type: none"> Number of alternative movie screenings 	No target – report by occurrence	

3. PARKS, STREETSCAPES AND SPORTING FACILITIES

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
3.1 Provide attractive town entrances, streetscapes and town centres				
3.1.1	Maintain and improve Leeton Shire's urban streetscapes	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Streetscape Maintenance Program actions completed 	90%	Manager Open Space & Recreation
	<i>Capex - Roads and nature strip beautification \$30K (general fund)</i>	<ul style="list-style-type: none"> Percentage of actions completed as identified through inspections and public reporting 	100%	
3.1.2	Maintain the health of street trees	<ul style="list-style-type: none"> Number of Leeton Tree Advisory Committee meetings held 	≥ 4	Manager Open Space & Recreation
		<ul style="list-style-type: none"> Number of trees removed 	No target – report by occurrence	
		<ul style="list-style-type: none"> Number of replacement trees planted 	No target – report by occurrence	
		<ul style="list-style-type: none"> Percentage public notification of planned tree removal at least two weeks prior to removal 	100%	
3.1.3	Maintain and improve Council's town entrances	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Town Entrance Maintenance program actions completed 	90%	Manager Open Space & Recreation
		<ul style="list-style-type: none"> Percentage completion of actions undertaken in response to inspections and public reporting 	100%	
3.1.4	Carry out nuisance weeds management along roads and in nature strips in Leeton, Yanco and Whitton	<ul style="list-style-type: none"> Percentage of scheduled roadside weeds management interventions undertaken 	100%	Manager Open Space & Recreation
		<ul style="list-style-type: none"> Number of weeds management interventions undertaken in response to inspection and public reportings 	No target – report by occurrence	
3.2 Provide quality parks, ovals, sporting fields and amenities				
3.2.1	Maintain and improve sporting ovals in Leeton and Yanco	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Sports Fields Maintenance Programs completed 	90+%	Manager Open Space & Recreation
	<i>Carry forward from 21/22 - Yanco Womens' Changing Sheds</i>	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Sports Fields Capital Works Program completed 	100%	

3. PARKS, STREETSCAPES AND SPORTING FACILITIES

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		<ul style="list-style-type: none"> Number of safety/condition inspections completed 	2	
		<ul style="list-style-type: none"> Percentage of actions completed as identified through safety inspections and public reporting 	100%	
3.2.2	Promote usage of sporting ovals in Leeton and Yanco	<ul style="list-style-type: none"> Number of sporting codes utilising sports fields 	≥ 5	Manager Open Space & Recreation
		<ul style="list-style-type: none"> Participation numbers for various codes (reported Q4) 	No target – report numbers	
3.2.3	Maintain and improve Council's park network	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Parks Maintenance Program completed 	90%	Manager Open Space & Recreation
	Capex – Off-leash pet area new, Black Park, \$30K (general fund)	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Park Capital Works Program completed 	100%	
	Carry forward from 2021/22 – Off leash pet area, McCaughey Park, Yanco	<ul style="list-style-type: none"> Report on findings of Gossamer Park splashpad and fencing investigations 	Report tabled	
		<ul style="list-style-type: none"> Percentage completion of actions undertaken in response to inspections and public reporting 	100%	
		<ul style="list-style-type: none"> Percentage establishment of dog off-leash park 	100%	
3.2.4	Maintain and operate the Leeton Golf Course	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Course Maintenance Program completed 	90%	Manager Open Space & Recreation
	Capex - Golf Course car park new \$115,445 (grant funded) - Golf Course maintenance shed upgrade \$40K (general fund)	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Course Capital Works Program completed 	100%	
	Opex - Golf Course 12 th green replacement \$40K (general fund)	<ul style="list-style-type: none"> Percentage of Clubhouse build completed 	100%	
		<ul style="list-style-type: none"> Number of events held at Leeton Golf Course 	≥ 6	
		<ul style="list-style-type: none"> Number of rounds of golf played at the Leeton Golf Course 	≥ 15,000	
3.2.5	Provide a network of public toilets:	<ul style="list-style-type: none"> Percentage of Public Toilets Capital Works Program completed 	100%	Manager Open Space & Recreation

3. PARKS, STREETSCAPES AND SPORTING FACILITIES

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	<p>Capex - Public Toilet Gogeldrie Weir Recreation Reserve \$130K (Internal Reserve funding, if grant or sponsorship not forthcoming)</p> <p>Carry forward from 2021/22</p> <ul style="list-style-type: none"> - Wamoon Park Toilets new - Sycamore Street Toilets new - Gossamer Park Toilets upgraded 	<ul style="list-style-type: none"> • Percentage of 2022/23 Public Toilet Maintenance Program completed • Percentage of unplanned maintenance activities completed • Number of complaints received 	<p>100%</p> <p>100%</p> <p><20</p>	
DP 3.3 Provide safe, accessible, interesting and fun playgrounds across the Shire				
3.3.1	<p>Maintain and improve Council's playgrounds</p> <p>Capex</p> <ul style="list-style-type: none"> - McCaughey Park playground upgrade \$50K (External Reserve funding) - Playgrounds (various) wet rubber surfacing \$40K (External Reserve funding) - Splash pad Gossamer Park new \$40K (dependent on grant funding) 	<ul style="list-style-type: none"> • Percentage of scheduled 2022/23 Playgrounds Maintenance program completed • Percentage of Playgrounds Capital Works Program completed • Number of safety/condition inspections completed • Percentage completion of actions undertaken in response to inspections and public reporting 	<p>90%</p> <p>100%</p> <p>12</p> <p>100%</p>	Manager Open Space & Recreation
3.3.2	<p>Maintain and enhance an outdoor gym in Leeton at Rotary Park</p>	<ul style="list-style-type: none"> • Number of safety/condition inspections completed • Percentage completion of actions undertaken in response to inspections and public reporting 	<p>12</p> <p>100%</p>	Manager Open Space & Recreation
3.3.3	<p>Maintain Skate Parks in Leeton and Whitton</p> <p>Capex - Leeton Skatepark fence replacement \$20K (general fund)</p>	<ul style="list-style-type: none"> • Number of safety/condition inspections completed • Percentage of Skateparks Capital Works Program completed • Percentage completion of actions undertaken in response to inspections and public reporting 	<p>12</p> <p>100%</p> <p>100%</p>	Manager Open Space & Recreation
DP 3.4 Provide safe, accessible and fun sports and outdoor entertainment facilities				
3.4.1	<p>Provide an Indoor Stadium and tennis facility in Leeton</p> <p>Capex - Leeton Stadium scoreboard replacement \$20K (Internal Reserve funding)</p>	<ul style="list-style-type: none"> • Percentage of scheduled 2022/23 Maintenance programs completed • Percentage of daily safety/condition inspections completed 	<p>90%</p> <p>100%</p>	Manager Open Space & Recreation

3. PARKS, STREETSCAPES AND SPORTING FACILITIES

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	<i>Carry Forward from 21/22 - Investigate feasibility of extending the indoor stadium to provide an additional basketball court and netball courts</i>	<ul style="list-style-type: none"> Percentage completion of actions undertaken in response to inspections and public reporting 	100%	
		<ul style="list-style-type: none"> Percentage of Stadium extension feasibility study completed 	100%	
3.4.2	Promote usage of the Indoor Stadium in Leeton	<ul style="list-style-type: none"> Number of sporting codes using the Stadium Total number of participants utilising the Stadium per year 	<p>≥ 4</p> <p>≥ 12,000</p>	Manager Open Space & Recreation
3.4.3	Establish a Sporting Walk of Fame <i>Opex - Additional plinths for inductees \$10K (sponsorship)</i>	<ul style="list-style-type: none"> Percentage of progress towards establishment of a Sporting Walk of Fame Event to officially launch the Sporting Walk of Fame 	<p>100%</p> <p>Event held</p>	Manager Open Space & Recreation
3.4.4	Provide advice and support to local sports and recreation clubs, including but not limited to funding, governance, programming and volunteering	<ul style="list-style-type: none"> Number of requests for general support Number of requests for assistance with funding applications 	<p>No target – report following requests</p> <p>No target – report following requests</p>	Manager Open Space & Recreation
3.5 Provide safe, accessible and fun swimming pools in Leeton and Whitton				
3.5.1	Provide public swimming pools in Leeton and Whitton	<ul style="list-style-type: none"> Percentage of 2022/23 Swimming Pools Maintenance Programs completed Percentage of daily safety/condition inspections completed Percentage completion of actions undertaken in response to inspections and public reporting 	<p>90%</p> <p>100%</p> <p>100%</p>	Manager Open Space & Recreation
3.5.2	Promote usage of swimming pools in Leeton and Whitton	<ul style="list-style-type: none"> Number of carnivals held at the pools Number of admissions – Leeton Pool Number of admissions – Whitton Pool 	<p>≥ 8</p> <p>≥ 20,000</p> <p>≥ 3,000</p>	Manager Open Space & Recreation
3.5.3	Enhance and upgrade facilities	<ul style="list-style-type: none"> Percentage completion of remedial works 	100%	

3. PARKS, STREETSCAPES AND SPORTING FACILITIES

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	at the Leeton Regional Aquatic Centre <i>Carry Forward from 21/22 - Remedial works and waterslide</i>	<ul style="list-style-type: none"> Percentage completion of waterslide installation 	100%	Manager Open Space & Recreation
3.6 Provide cemetery and burial support services				
3.6.1	Maintain cemetery and cemetery grounds in Leeton and Whitton <i>Capex - Cemetery plinths beautification works \$30K (general fund)</i>	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 maintenance at Leeton and Whitton Cemeteries completed Percentage of planned number of plinths installed Number of trees planted in Whitton Cemetery Number and nature of beautification actions undertaken 	90+% 100% ≥ 20 No target – report number	Manager Open Space & Recreation
3.6.2	Expand and develop cemetery grounds in Leeton by developing and adopting a Leeton Cemetery Expansion Masterplan	<ul style="list-style-type: none"> Percentage of Masterplan developed 	100%	Manager Open Space & Recreation

4. ECONOMIC DEVELOPMENT

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
4.1 Strategic local and regional economic development				
4.1.1	Implement Leeton Shire Council Economic Development Strategy	<ul style="list-style-type: none"> Percentage completion of actions scheduled for 22/23 	100%	Manager Economic Development
4.1.2	Participate in updating Western Riverina Regional Economic Development Strategy (REDS)	<ul style="list-style-type: none"> Percentage completion of REDS 	80%	Manager Economic Development
4.2 Land Development - Industrial				
4.2.1	Facilitate the growth of local industry by developing Vance Industrial Estate (north)	<ul style="list-style-type: none"> Percentage of expansion project completed 	100%	Group Manager Shire Activation
		<ul style="list-style-type: none"> Number of lots sold 	≥ 4	
4.2.2	Finalise landuse and detailed design plans for WRConnect, supporting the project to be shovel ready for State and Federal funding investment	<ul style="list-style-type: none"> Percentage of Business Case follow up actions implemented 	50%	Group Manager Shire Activation
		<ul style="list-style-type: none"> Percentage of design plans finalised 	100%	
		<ul style="list-style-type: none"> Percentage DA approval achieved 	100%	
		<ul style="list-style-type: none"> Value of regional investment 	No target	
		<ul style="list-style-type: none"> Value of State/Federal Government investment 	≥ \$30M	
4.2.3	Develop an action plan for the road linkages study for WRConnect	<ul style="list-style-type: none"> Number of WR Connect related projects in RAMJO freight strategy implemented 	2	Group Manager Shire Activation
		<ul style="list-style-type: none"> Value of funding applications made for Leeton Shire projects in RAMJO freight strategy 	No target – report funding received	
4.3 Land development – Housing				
4.3.1	Promote housing development opportunities across Leeton Shire – including affordable housing and lifestyle village housing	<ul style="list-style-type: none"> Number of investment proposals for housing development in Leeton Shire 	≥ 1	Group Manager Shire Activation
		<ul style="list-style-type: none"> Number of new residential DAs approved 	≥ 30	
		<ul style="list-style-type: none"> Number of new residential Occupation Certificates issued 	≥ 20	
4.3.2	Council to consider housing development opportunities on Council-owned land commencing with Brobenah	<ul style="list-style-type: none"> Percentage of feasibility studies completed 	100%	Group Manager Shire Activation
		<ul style="list-style-type: none"> Number of DA applications approved 	≥ 30	

4. ECONOMIC DEVELOPMENT				
Lead Group: Shire Activation				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	Road (currently dog park) and Benerambah Street in Whitton	<ul style="list-style-type: none"> Percentage of subdivision works completed: 		
		- Whitton	100%	
		- Leeton	100%	
4.3.3	Implement the Housing Strategy for Leeton Shire	<ul style="list-style-type: none"> Actions identified for completion in 22/23 completed 	100%	Group Manager Shire Activation
4.4 Further enhance the CBD of Leeton				
4.4.1	Develop-Chelmsford Place Town Square	<ul style="list-style-type: none"> Percentage of works completed 	100%	Group Manager Operations
	<i>Carry Forward from 21/22 - Chelmsford Town Square \$2M (grant funded)</i>	<ul style="list-style-type: none"> Launch held 	100%	Group Manager Shire Activation
	<i>Capex - Centre Medians Pine / Kurrajong \$70K (Internal Reserve Funding)</i>			
4.4.2	Continue CBD Façade Painting in Leeton	<ul style="list-style-type: none"> Number of buildings completed 	≥ 5	Manager Visitor Services & Local Activation
4.5 Continue Airport shared service with Narrandera Shire Council				
4.5.1	Resource Narrandera Shire Council to operate and maintain the Narrandera/Leeton Airport	<ul style="list-style-type: none"> Number of passengers (arrivals) 	≥ 1,500	Group Manager Shire Activation
		<ul style="list-style-type: none"> Number of passengers (departures) 	≥ 1,500	
		<ul style="list-style-type: none"> Percentage of scheduled 2021/22 capital works program actions completed 	90+%	
4.5.2	Collaborate with Narrandera Shire Council to strategically plan for the growth and sustainability of the Narrandera/Leeton Airport	<ul style="list-style-type: none"> Percentage of Strategic Plan developed 	≥ 50%	Group Manager Shire Activation
4.6 Business attraction, retention and growth				
4.6.1	Support and facilitate the retention and expansion of existing local business, industry or government services in Leeton Shire, including Yanco Agricultural Institute	<ul style="list-style-type: none"> Number of activities coordinated to support existing businesses 	≥ 4	Manager Economic Development
		<ul style="list-style-type: none"> Number of local industry visits 	≥ 20	
		<ul style="list-style-type: none"> Number of development approvals for expanding businesses 	No target – report by occurrence	
		<ul style="list-style-type: none"> Number of new jobs 	No target – report by occurrence	

4. ECONOMIC DEVELOPMENT				
Lead Group: Shire Activation				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		<ul style="list-style-type: none"> Government investment 	No target – report by occurrence	
4.6.2	Support and facilitate potential new business, industry or government services in the Leeton Shire	<ul style="list-style-type: none"> Number of activities coordinated to support new businesses Number of local industry visits Number of development approvals for new businesses Number of new jobs Government investment 	<ul style="list-style-type: none"> ≥ 5 ≥ 8 No target – report by occurrence No target – report by occurrence No target – report by occurrence 	Manager Economic Development
4.7 Grow Council's commercial capability				
4.7.1	Assess the feasibility of Council's quarry as a business that will generate income for Leeton Shire Council	<ul style="list-style-type: none"> Percentage of feasibility study completed 	100%	Group Manager Shire Activation
4.7.2	Assess the feasibility of Gogeldrie Weir Riverside Park to run as a break-even business <i>Capex</i> - Cabins \$500K (loan funded) - Function Shed \$30K (Internal Reserve Funding) - House upgrade \$30K (General Fund)	<ul style="list-style-type: none"> Percentage of feasibility study completed 	100%	Group Manager Shire Activation
4.8 Support the local economy				
4.8.1	<ul style="list-style-type: none"> Help promote the Leeton and Yanco Community Markets Maintain membership of and promote the Leeton Business Chamber Maintain membership of Business NSW and advocate for local and regional priorities 	<ul style="list-style-type: none"> Number of stall holders at Leeton markets Number of staff holders at the Yanco markets Number of members of Leeton Business Chamber Educational events / awards held for local business development Business NSW support for Leeton / Western Riverina priority projects 	<ul style="list-style-type: none"> 20 avg 10 avg Trending up ≥ 3 No target – report by occurrence 	Manager Economic Development
4.9 Promote and market Leeton as a visitor destination				
4.9.1	Promote the regional visitor information guide	<ul style="list-style-type: none"> Number of visitor guide downloads 	1,000	

4. ECONOMIC DEVELOPMENT

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	'Murrumbidgee Trails' to encourage visitors into the area	<ul style="list-style-type: none"> Number of website views 	10,000	Manager Visitor Services & Local Activation
4.9.2	Develop the Art Deco Way signed touring route running from Darlington Point through Whitton along Back Whitton Road to Leeton and Yanco	<ul style="list-style-type: none"> Art Deco Way signage installed by July 2022 Number of likes on the Art Deco Way Facebook Page Number of followers on Art Deco Way Instagram Page 	100% No target – report figures No target – report figure	Manager Visitor Services & Local Activation
4.9.3	Operate an attractive Visitors Information Service and complete a review of the effectiveness of current service model	<ul style="list-style-type: none"> Number of visitors to the Leeton Visitor Information Centre Percentage of review completed by Sept 2022 Number of visits to the Leeton Tourism website Number of page likes on the Leeton Tourism Facebook page 	≥ 5,000 100% 10,000 3,000	Manager Visitor Services & Local Activation
4.9.4	Participate in regional tourism forums and joint marketing and promotion, including: <ul style="list-style-type: none"> Visit Riverina Inc Destination Riverina Murray 	<ul style="list-style-type: none"> Percentage of attendance at regional tourism meetings Number of initiatives undertaken/supported Total value of investments in regional marketing initiatives 	100% 3 ≥ X4 Council's investment	Manager Visitor Services & Local Activation
4.9.5	Promote Leeton as a conference destination	<ul style="list-style-type: none"> Number of conferences held in Leeton, their patronage and estimated value to Leeton 	No targets – report figures and estimated values	Manager Visitor Services & Local Activation
4.10 Host and support major destinational events				
4.10.1	Coordinate the Australian Art Deco Festival in Leeton, Leeton's Premier destinational event	<ul style="list-style-type: none"> Number of participants Percentage of participants drawn from outside the region Value of sponsorship achieved Estimated value to Leeton 	≥ 2,000 50% No target – report by occurrence Establish a baseline	Manager Cultural Services
		<ul style="list-style-type: none"> Number of participants 	≥ 500	

4. ECONOMIC DEVELOPMENT

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
4.10.2	Help coordinate the Outback Band Spectacular in association with the Leeton Town Band	• Percentage of participants drawn from outside the region	50%	Manager Visitor Services & Local Activation
		• Value of sponsorship achieved	No target – report by occurrence	
		• Estimated value to Leeton	Establish a baseline	
4.10.3	Help coordinate the SunRice Festival in association with the Leeton Sunrice Festival Committee	• Number of participants	≥ 500	Manager Visitor Services & Local Activation
		• Percentage of participants drawn from outside the region	30%	
		• Value of sponsorship achieved	No target – report by occurrence	
		• Estimated value to Leeton	Establish a baseline	
4.10.4	Help promote sporting and other events that draw significant visitation from out of Leeton. E.g. Tournaments, meets, carnivals, sports finals	• Number of visitors, bednights and estimated visitor spend	No target – report by occurrence	Manager Visitor Services & Local Activation

5. PLANNING, BUILDING AND HEALTH

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
5.1 Implement Strategic Landuse Planning				
5.1.1	Implement all the short-term goals identified in Council's Local Strategic Planning Statement (LSPS)	<ul style="list-style-type: none"> Percentage of short-term goals implemented by June 2023 	100%	Manager Planning Building & Health
5.1.2	Implement of new Leeton Shire Development Control Plan (DCP)	<ul style="list-style-type: none"> Number of promotional campaigns about new DCP as a guideline for developers 	≥ 1	Manager Planning Building & Health
5.1.3	Commence a full review of the Leeton Local Environmental Plan (LEP) having regard to water and sewer servicing plans / opportunities and the adopted Housing Strategy	<ul style="list-style-type: none"> Percentage of review completed by June 2023 	50%	Manager Planning Building & Health
5.2 Provide timely planning and building assessment services				
5.2.1	Provide timely, accurate and professional development services to the Shire	<ul style="list-style-type: none"> Number of pre-lodgement meetings held 	No target – report by occurrence	Manager Planning Building & Health
		<ul style="list-style-type: none"> Number of Development Applications lodged 	No target – report by occurrence	
		<ul style="list-style-type: none"> Number of Development Applications determined 	No target – report by occurrence	
		<ul style="list-style-type: none"> Percentage of complying Development Applications determined within 40 days 	100%	
		<ul style="list-style-type: none"> Number of campaigns to educate community on planning requirements 	≥ 2 or No target – report by occurrence	
		<ul style="list-style-type: none"> Value of development applications approved 	No target – report by occurrence	
5.2.2	Provide timely, accurate and professional Construction Certificates for buildings	<ul style="list-style-type: none"> Number of Construction Certificates provided 	No target – report by occurrence	Manager Planning Building & Health
		<ul style="list-style-type: none"> Average turnaround time 	Within 20 days	
5.2.3	Provide timely, accurate and professional Subdivision Work Certificates for subdivisions	<ul style="list-style-type: none"> Number of Subdivision Work Certificates provided 	No target – report by occurrence	Manager Planning Building & Health
		<ul style="list-style-type: none"> Average turnaround time 	Within 20 days	

5. PLANNING, BUILDING AND HEALTH

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
5.2.4	Receive and assess applications for Occupation Certificates	<ul style="list-style-type: none"> Number of Occupation Certificates issued Average turnaround time 	No target – report by occurrence < 2 weeks	Manager Planning Building & Health
5.2.5	Receive and assess applications for Complying Development Certificates	<ul style="list-style-type: none"> Number of Complying Development Certificate Applications received Percentage of applications determined within the 10 or 20 day processing times specified in the State Environmental Planning Policy 	No target – report by occurrence 100%	Manager Planning Building & Health
5.2.6	Receive and assess applications for Planning Certificates	<ul style="list-style-type: none"> Number of Section 10.7(2) Planning Certificates determined Percentage of Planning Certificates issues within two weeks 	No target – report by occurrence 100%	Manager Planning Building & Health
5.2.7	Address non-complying development on a risk basis	<ul style="list-style-type: none"> Number of intention notices or notices not addressed by due date Reduction in non-complying medium to high risk developments 	No target – report individually Zero	Manager Planning Building & Health
5.3 Collect developer contributions and review developer contribution plans				
5.3.1	Review Council's developer contributions plans in accordance with the Environmental Planning and Assessment Act (1979) and Local Government Act (1993)	<ul style="list-style-type: none"> Percentage Section 7.12 Developer Contribution Plan completed and adopted by 31 October 2022 Percentage Section 64 Water and Sewer Headworks Plan completed and adopted by 31 October 2022 	100% 100%	Manager Planning Building & Health Group Manager Operations
5.3.2	Levy development contributions (under s7.12 of Environmental Planning and Assessment Act) 1979	<ul style="list-style-type: none"> Dollar value of contributions levied Percentage of all levied contributions received when due Balance of levies at date of reporting 	No target – report by occurrence 100% No target – report figure	Manager Planning Building & Health

5. PLANNING, BUILDING AND HEALTH

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
5.3.3	Apply accumulated development contributions (Section 7.12 infrastructure contributions) in line with the (new) adopted Section 94A Plan	• Dollar value of expenditure of accumulated development contribution	No target – report as expenditure occurs	Manager Finance
		• Balance remaining in development contributions	No target – report as implemented	
5.3.4	Levy and apply water and sewer headworks development contributions	• Dollar value of Section 64 fees levied	No target – report as levied	Manager Planning Building & Health
		• Percentage of levied Section 64 fees received when due	100%	
		• Balance of levies at date of reporting	No target	
5.4 Provide built heritage advisory service and funding				
5.4.1	Offer an annual Heritage Grants program with a focus on Leeton's CBD to promote Leeton's position as a regional Art Deco capital of Australia	• Number of applications received	≥ 2	Manager Planning Building & Health
		• Total amount of grant money awarded	\$19,500	
		• Number and value of grants awarded	No target – report by occurrence	
5.4.2	Contract and provide expert heritage advice to assist with the conservation of heritage places	• Number of instances of advice provided	No target – report by occurrence	Manager Planning Building & Health
5.5 Prepare and issue development engineering guidelines				
5.5.1	Finalise Engineering Guidelines for Subdivisions and Development Standards for Leeton Shire	• Percentage completion of Guidelines for Subdivisions and Development Standards for Leeton Shire	100%	Manager Operations
5.6 Provide regulatory / ranger services				
5.6.1	Provide an emergency response to call outs for dog attacks in accordance with Council's Companion Animals Policy	• Response time to call outs	< 2 hours	Manager Planning Building & Health
		• Percentage of incidents investigated and successfully resolved	90%	
5.6.2	Rehome and/or return impounded companion animals <i>Capex - Upgrade pound \$110K (External Reserve funding)</i>	• Number of companion animals impounded	No target – report by occurrence	Manager Planning Building & Health
		• Percentage of animals rehomed and/or returned to owners	75%	

5. PLANNING, BUILDING AND HEALTH

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
5.6.3	Promote and foster responsible pet ownership, including: <ul style="list-style-type: none"> • Annual free microchipping day • All-year-round subsidised microchipping 	<ul style="list-style-type: none"> • Number of public awareness activities undertaken • Number of free microchipping days held • Number of animals microchipped 	<ul style="list-style-type: none"> ≥ 12 ≥ 1 ≥ 200 	Manager Planning Building & Health
5.6.4	Provide Ranger Services to address: <ul style="list-style-type: none"> • Abandoned vehicles • Illegal dumping • Noise complaints • Overgrown properties 	<ul style="list-style-type: none"> • Number of reports/complaints per year • Percentage of complaints responded to within 2 working days • Percentage of incidences resolved through voluntary compliance ie without resorting to a PIN (fine) 	<ul style="list-style-type: none"> No target – report by occurrence 100% 75% 	Manager Planning Building & Health
5.6.5	Detect and respond to graffiti incidents across the LGA	<ul style="list-style-type: none"> • Number of reported incidences • Average number of working days taken to address incidents of graffiti on public property • Reward issued for information leading to finding the perpetrator 	<ul style="list-style-type: none"> No target – report by occurrence < 2 No target – report by occurrence 	Manager Planning Building & Health
5.7 Provide public health services				
5.7.1	Undertake food premises inspection programs	<ul style="list-style-type: none"> • Number of educational activities undertaken • Number of food premises inspections undertaken • Percentage of inspection regime completed • Number of breaches recorded 	<ul style="list-style-type: none"> 2 No target – report by occurrence 100% Zero 	Manager Planning Building & Health
5.7.2	Undertake skin penetration establishment inspection programs	<ul style="list-style-type: none"> • Number of educational activities undertaken • Number of twice-yearly inspections undertaken • Percentage of inspection regime completed 	<ul style="list-style-type: none"> 2 7 90% 	Manager Planning Building & Health

5. PLANNING, BUILDING AND HEALTH

Lead Group: Shire Activation

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		<ul style="list-style-type: none"> Number of breaches recorded 	Zero	
5.7.3	Undertake on-site sewer management inspection programs	<ul style="list-style-type: none"> Number of educational activities undertaken Number of inspections undertaken Percentage of inspection regime completed Number of breaches recorded 	2 No target – report by occurrence 90% Zero	Manager Planning Building & Health
5.7.4	Undertake backyard swimming pool inspection programs	<ul style="list-style-type: none"> Number of educational activities undertaken Number of swimming pool inspections undertaken Percentage of inspection regime completed Number of breaches recorded 	2 No target – report by occurrence 90% Zero	Manager Planning Building & Health
5.7.5	Undertake a mosquito monitoring program from October to April	<ul style="list-style-type: none"> Number of monitoring activities to detect arbovirus undertaken 	20	Manager Planning Building & Health

6. ROADS AND DRAINAGE

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
6.1 Provide a network of safe (lit if urban), sealed roads				
6.1.1	Shoulder widening Capex - Wattle Rd - \$75K (general fund) - Wilkinson Rd - \$75K (general fund)	<ul style="list-style-type: none"> Percentage completion of planned shoulder widening works 	90+%	Manager Roads & Drainage
6.1.2	Road rehabilitation – sealed Capex - Chelmsford Town Square road works \$300K (Internal Reserve funding) - Almond Rd \$190K (R2R grant funding) - Boundary Rd \$265K (R2R grant funding) - Oak St roundabout \$200K (R2R grant funding) - Colinroobie Rd \$20K (general fund) - Palm Ave East \$60K (general fund) - Railway Ave \$210K (general fund) - Euroley Rd \$120K (general fund) - Vance Rd \$180K (general fund) - Wade Ave \$140K (general fund) - Wilga St \$20K (general fund) Carry Forward 21/22 - Canal Street - Irrigation Way to Market Rd	<ul style="list-style-type: none"> Percentage completion of rehabilitation works Total kilometres of road rehabilitated 	100%	Manager Roads & Drainage
6.1.3	Road resealing Capex – total \$635K (general fund) - Argyle St - Blakely St - Caloro St - Ciccio St - Corbie Hill Rd - Dooley Lane - MacKellar Rd - Muscat St - Scarlet St - Short St - Wattle St - Yate Rd - Dundas St	<ul style="list-style-type: none"> Percentage completion of resealing works Area of road heavy patched, in square metres 	100%	Manager Roads & Drainage
6.1.4	Heavy patching of sections of roads Capex – total \$125K (general fund) - Bella Vista Drive - Caloro St - Carbone Rd - Carrington Drive - Muscat St - Short St	<ul style="list-style-type: none"> Percentage completion of heavy patching works Area of road heavy patched, in square metres 	100%	Manager Roads & Drainage
6.1.5	Linemarking of roads	<ul style="list-style-type: none"> Percentage completion of linemarking works Kilometres of linemarking completed 	n/a ≥ 32km	Manager Roads & Drainage

6. ROADS AND DRAINAGE				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
6.1.6	Monitor Leeton Shire's Street Lighting network (delivered by Council and Essential Energy)	<ul style="list-style-type: none"> Total number of repairs 	No target – report by occurrence	Manager Roads & Drainage
6.2 Provide a network of safe gravel roads				
6.2.1	Resheeting of gravel roads Capex - Apostle Yard Rd \$80K (general fund) - Collins Rd \$180K (general fund) - Euroley Rd \$40K (general fund) - Houghton Rd \$70K (general fund)	<ul style="list-style-type: none"> Percentage completion of gravel resheeting works Kilometres of gravel road resheeted 	100% No target – report as completed	Manager Roads & Drainage
6.3 Provide bridges, culverts, kerb, guttering, bustops, street furniture and carparking				
6.3.1	Renew, replace or relocate bus shelter in consultation with bus operators	<ul style="list-style-type: none"> Percentage completion of review of bus shelter locations Number of bus shelters relocated Number of bus shelters renewed 	100% No target – report by occurrence 2	Manager Roads & Drainage
6.3.2	Install or renew kerb and guttering Capex - Melaleuca St \$60K (general fund) - Muntenpen St \$60K (general fund) - Teatree Ave \$60K (general fund)	<ul style="list-style-type: none"> Percentage completion of K&G works Metres or K&G installed or renewed 	100% No target – as reported	Manager Roads & Drainage
6.3.3	Provide and maintain car parking and other traffic facilities Capex - Parking facilities \$15K (general fund) - Traffic facilities \$21K (general fund)	<ul style="list-style-type: none"> Percentage completion of new or repaired carparking and traffic facilities 	100%	Manager Roads and Drainage
6.4 Undertake active transport planning and provide a network of footpaths and cycleways				
6.4.1	Extend the footpath and cycleway network Capex - Palm Ave West \$80K (general fund) Carry Forward from 21/22 - Maiden Ave inside golf course - Corbie Hill Petersham to Yanco Ave	<ul style="list-style-type: none"> Percentage completion of new section of shared path/cycleway Percentage completion of new section of footpath Number of grant applications submitted Value of grant funding received, expressed as a percentage of the cost of the program 	100% 100% ≥ 1 50%	Manager Roads & Drainage

6. ROADS AND DRAINAGE				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
6.4.2	Ensure a safe and maintained footpath and cycleway network	<ul style="list-style-type: none"> Percentage of the 2022/23 Maintenance Program implemented 	90%	Manager Roads & Drainage
6.5 Optimise road safety				
6.5.1	Improve road safety by installing and replacing road signs as needed	<ul style="list-style-type: none"> Number of road signs installed/replaced 	No target – report as completed	Manager Roads & Drainage
6.5.2	Improve road safety by undertaking vegetation / weed management to improve visibility	<ul style="list-style-type: none"> Number of clearing activities, distance and location 	No target – report as completed	Manager Roads & Drainage
6.5.2	Improve road safety by carrying out inspections and responding to public reporting of faults	<ul style="list-style-type: none"> Number of unplanned maintenance works undertaken in response to inspection regimes and public reporting 	No target – Report by occurrence	Manager Roads & Drainage
		<ul style="list-style-type: none"> Percentage remedied to agreed service level within the target time frame (which varies according to the nature of the work) 	90+%	
6.5.3	Implement programs and campaigns that foster and promote road safety	<ul style="list-style-type: none"> Distance and location of vegetation slashing to improve visibility / safety 	No target – Report by occurrence	Manager Roads & Drainage
		<ul style="list-style-type: none"> Number of driver safety initiatives 	≥ 4	
		<ul style="list-style-type: none"> Crash data trends 	Report data – aim is for trend to decrease	
6.5.4	Promote road safety through design and appropriate regulation	<ul style="list-style-type: none"> Number of Leeton Local Traffic Committee meetings held 	≥ 4	Manager Roads & Drainage
		<ul style="list-style-type: none"> Percentage completion of endorsed actions arising from Leeton Local Traffic Committee meetings 	90+%	Road Safety Officer
6.5.5	Issue permits for heavy vehicles on Shire roads	<ul style="list-style-type: none"> Number of permits issued and where 	No target – Report by occurrence	Manager Roads & Drainage
6.6 Undertake “ordered works” – MR 539 and MR 80				
6.6.1	Construct and repair State roads under the Road Maintenance Council Contract (RMCC) for Transport for NSW	<ul style="list-style-type: none"> Annual number of ordered works entered into 	≥ 2	Manager Roads & Drainage
		<ul style="list-style-type: none"> Total value of contracts 	≥ \$300,000	

6. ROADS AND DRAINAGE				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
6.6.2	Construct and repair MR 539 (Whitton to Darlington Point) under the Regional Roads Block Grant Capex - MR 539 \$90K (Regional Roads grant funding)	<ul style="list-style-type: none"> Works undertaken 	No target – report when completed	Manager Roads & Drainage
6.7 Provide safe, efficient drainage systems to cope easily with normal rainfall events				
6.7.1	Manager stormwater through rectifying drainage issues and undertaking strategic drainage planning, collaborating with MI Ltd where relevant / appropriate. Capex - Urban drainage \$100K (general fund) - Rural drainage \$100K (general fund) - Revise stormwater management plan \$30K (External Reserve funding)	<ul style="list-style-type: none"> Percentage of drainage condition assessment and data collection program completed 	90+%	Manager Roads & Drainage
		<ul style="list-style-type: none"> Percentage of drainage capital works completed 	100%	
		<ul style="list-style-type: none"> Percentage of drainage maintenance works completed 	Not target – report when completed	
		<ul style="list-style-type: none"> Number of rural drainage culverts renewed 	No target – report as renewed	
		<ul style="list-style-type: none"> Metres of channel piped 	No target – report as piping installed	

7. WATER AND WASTEWATER

Lead Group: Operations

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
7.1 Provide water services to urban residents of Leeton Shire				
7.1.1	Operate and supply water treatment services at Leeton, Whitton and Murrumbidgee <i>Capex – from External Reserve funding</i> - Replace fluoride dosing plant in Leeton \$50K - Replace hoist and crane in Leeton \$50K - Reline centre trough Leeton treatment plant \$50K - Refurbish Leeton treatment plant sedimentation tank \$100K - Telemetry \$50K - Safety improvements at Whitton treatment plant including access ramp, pit platform and monorail \$40K	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 maintenance program completed 	90+%	Manager Water & Wastewater
		<ul style="list-style-type: none"> Percentage scheduled 2022/23 capital works program completed 	100%	
		<ul style="list-style-type: none"> Volume of treated water produced 	No target – report volume	
		<ul style="list-style-type: none"> Percentage compliance with drinking water standard 	100%	
		<ul style="list-style-type: none"> Percentage of customer requests/complaints responded to within 2 days 	90+%	
7.2.1	Operate and maintain water supply reticulation services in Leeton, Yanco, Wamoon, Whitton and Murrumbidgee <i>Capex – from External Reserve funding</i> - Water mains replacements \$450K - Complete automated meter reading \$25K - Repaint Chelmsford PI watertower \$500K - Replace access ladder Chelmsford PI watertower \$130K - Upgrade reservoirs and dams \$50K	<ul style="list-style-type: none"> Percentage of scheduled 2021/22 maintenance program completed 	90+%	Manager Water & Wastewater
		<ul style="list-style-type: none"> Percentage scheduled 2022/23 capital works program completed 	100%	
		<ul style="list-style-type: none"> Percentage of customer requests/complaints responded to within 2 days 	100%	
7.2 Provide sewer services to residents of Leeton Shire				
7.2.1	Operate and maintain sewage treatment and effluent discharge plants and reticulation services at Leeton, Yanco and Whitton <i>Capex – from External Reserve funding</i> - Refurbish effluent polishing ponds at Leeton treatment plant \$300 - Refurbish pump station #1 \$200K - Renew Leeton treatment plant \$165K - Telemetry \$50K	<ul style="list-style-type: none"> Number of non-compliances in relation to effluent discharge 	< 4	Manager Water & Wastewater
		<ul style="list-style-type: none"> Percentage of scheduled 2022/23 maintenance program completed 	100%	
		<ul style="list-style-type: none"> Percentage of scheduled 2022/23 capital program completed 	100%	
		<ul style="list-style-type: none"> Volume of sewage treated at each site 	No target – report volume	

7. WATER AND WASTEWATER				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	<ul style="list-style-type: none"> - Replace manhole covers \$100K - Upgrade pipework \$75K - Element org \$30K 	<ul style="list-style-type: none"> • Percentage of customer requests/complaints responded to within 2 days 	90+%	
7.2.2	Install and commission Wamoon Sewerage Scheme	<ul style="list-style-type: none"> • Percentage of sewer network construction 	100%	Manager Water & Wastewater
	Carry Forward from 21/22 - Wamoon Sewer Scheme	<ul style="list-style-type: none"> • Percentage of houses connected by June 2023 	90%	
7.3 Provide tradewaste regulatory services				
7.3.1	Continue implementation of Council's Liquid Trade Waste program	<ul style="list-style-type: none"> • Number of businesses inspected 	≥ 30	Manager Water & Wastewater
		<ul style="list-style-type: none"> • Percentage of all currently discharging businesses with approvals issued 	≥ 80%	
		<ul style="list-style-type: none"> • Amount of penalty payments from non-complying discharges 	No target – report when occurs	
7.4 Ensure security of service and growth of the Shire through effective utilities planning				
7.4.1	Complete an Integrated Water Cycle Management (IWCM) Strategy that complies with new regulations and requirements	<ul style="list-style-type: none"> • Percentage completion of IWCM 	100%	Manager Water & Wastewater
7.4.2	Complete a water services strategy <i>Capex - Water Servicing Strategy \$125K (External Reserve funding)</i>	<ul style="list-style-type: none"> • Percentage completion of Water Services Strategy 	100%	Manager Water & Wastewater
7.4.3	Complete a sewer services strategy <i>Capex - Sewer Servicing Strategy \$125K (External Reserve funding)</i>	<ul style="list-style-type: none"> • Percentage completion of Sewer Services Strategy 	100%	Manager Water & Wastewater

8. ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
8.1 Deliver recycling and solid waste management services				
8.1.1	Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life and minimise nuisance <i>Capex - Portable litter fencing \$50K (External Reserve funding)</i>	• Tonnes of waste entering Resource Recovery Facility	< 20,000	Manger Environmental Sustainability
		• Tonnes of waste disposed to landfill	<16,000	
		• Tonnes of waste generated from kerbside collection (red bins)	< 3,000	
		• Projected landfill life (in years)	≥ 80	
		• Litter fencing erected (60m)	100%	
8.1.2	Undertake recycling in the community to divert waste from landfill	• Percentage of waste diverted at the Resource Recovery Facility per waste category	≥ 25%	Manger Environmental Sustainability
		• Percentage of waste diverted at Transfer Stations per waste category	≥ 25%	
		• Tonnes of recycling collected from kerbside collection (yellow bins)	> 400 T	
		• Tonnes collected through Return and Earn scheme	No target – report actual volume	
8.1.3	Conduct educational activities to promote recycling in the community	• Number of education and promotion activities undertaken	≥ 10	Manger Environmental Sustainability
		• Percentage of collected recycling that is contaminated	< 5%	
8.1.4	Offer kerbside collection service, including recycling (under contract)	• Number of mixed waste bins collected	4,500	Manger Environmental Sustainability
		• Number of recycling bins collected	4,000	
		• Number of missed bins per collection	< 5	
		• Percentage of missed bins resolved within 48 hours	100%	
		• Kerbside contract tender completed	100%	

8. ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
8.1.5	Operate landfill in compliance with EPA regulations	<ul style="list-style-type: none"> Compliance with EPA licence for landfill operations 	100%	Manger Environmental Sustainability
8.1.6	Appropriately maintain and operate the Resource Recovery Facility and Transfer Stations in Leeton and Whitton	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 Maintenance Program completed 	90+%	Manger Environmental Sustainability
8.1.7	Implement Council's Waste Management Strategy <ul style="list-style-type: none"> Prepare for FOGO Prepare for Methane Gas Management 	<ul style="list-style-type: none"> Complete all actions for 2022/23 	100%	Manger Environmental Sustainability
		<ul style="list-style-type: none"> FOGO preliminary planning completed 	100%	
		<ul style="list-style-type: none"> Landfill gas management preliminary planning completed 	100%	
8.1.8	Operate main street / bin cleaning and maintenance in Leeton, Yanco and Whitton	<ul style="list-style-type: none"> Percentage of scheduled street / bin cleaning and maintenance activities completed 	90%	Manger Environmental Sustainability
8.2 Enhance Leeton Shire's climate resilience				
8.2.1	Implement Council's Energy Masterplan Capex <ul style="list-style-type: none"> LED installation water \$43,500 (External Reserve funding) LED installation sewer \$43,500 (External Reserve funding) Variable speed drive and switchboard upgrade \$200K (External Reserve funding) Solar array Leeton landfill \$27,000 (External Reserve funding) Solar array Whitton sewerage treatment plant \$13,000 (External Reserve funding) Water PLC upgrades \$45,000 (External Reserve funding) 	<ul style="list-style-type: none"> Percentage of actions completed for 2022/23 	100%	Manger Environmental Sustainability
		<ul style="list-style-type: none"> Total amount of renewable energy generated – number of kilowatt hours (kWh) 	≥ 200,000 kWh	
		<ul style="list-style-type: none"> Energy savings as a percentage of total energy use 	≥ 5%	
		<ul style="list-style-type: none"> Estimated reduction in carbon footprint 	TBA	
8.2.2	Support external agencies to maintain key natural assets including Fivebough Wetlands and Murrumbidgee River	<ul style="list-style-type: none"> Number of activities to support biodiversity at Murrumbidgee River (National Park) and Fivebough Wetlands 	≥ 2	Manger Environmental Sustainability
8.2.3	Promote water saving measures across Leeton Shire	<ul style="list-style-type: none"> Average household water use (kL/household) 	< 200	Manger Environmental Sustainability
		<ul style="list-style-type: none"> Number of educational activities 	≥ 2	
8.2.4	Reduce urban heat by planting more trees	Percentage of urban forest planting plan for Leeton Shire complete	100%	Manger Environmental Sustainability

8. ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES				
Lead Group: Operations				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
8.3 Improve Leeton Shire's emergency preparedness				
8.3.1	Participate in Local Emergency Management Committee	<ul style="list-style-type: none"> Number of meetings held 	100%	Manger Environmental Sustainability
8.3.2	Have ready access to Leeton's disaster management and business continuity plans annually	<ul style="list-style-type: none"> Complete review of disaster management plan annually 	100%	Manger Environmental Sustainability
		<ul style="list-style-type: none"> Complete review of business continuity management plan annually 	100%	Manager IT General Manager
8.4 Deliver noxious weeds management				
8.4.1	Identify and manage high risk weeds in accordance with Council's Weed Action Plan	<ul style="list-style-type: none"> Number of public weeds education sessions 	≥ 2	Manger Planning, Building & Health
		<ul style="list-style-type: none"> Percentage of annual Weeds Action Plan delivered 	100%	
		<ul style="list-style-type: none"> Number of new noxious weed incursions reported 	No target – report by occurrence	
8.5 Advocate for water security and local biodiversity				
8.5.1	Advocate for continued access to irrigation supply for Leeton's farmers and agricultural industries	<ul style="list-style-type: none"> Submissions and activities that support no further loss of productive water (directly and indirectly) to the MIA/Leeton Shire as a result of government policies (after efficiency project adjustments) 	No target – report by occurrence	General Manager
		<ul style="list-style-type: none"> Submissions to ensure environmental watering complements and does not compromise agricultural productivity 	No target – report by occurrence	
8.5.2	Advocate for effective management of Murrumbidgee National Park by NSW Parks and Wildlife	<ul style="list-style-type: none"> Submissions to ensure biodiversity is promoted and access is improved 	No target – report by occurrence	Manager Visitor Services & Local Activation
8.5.3	Advocate for effective management of Fivebough and Tuckerbill Wetlands by NSW Planning – Crown Lands	<ul style="list-style-type: none"> Submissions to ensure biodiversity is promoted and access is improved 	No target – report by occurrence	Manager Visitor Services & Local Activation

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
9.1 Provide enhanced customer service				
9.1.1	Implement an integrated Customer Request Management (CRM) System for use across the organisation <i>Capex - Introduce e-services to improve customer services \$120K (general fund)</i>	• Percentage completion of CRM System installation	100%	Executive Manager IPR, Governance & Engagement
		• Percentage of relevant staff trained to use the CRM System	100%	
		• Number of CRM champions in relevant departments	7	
9.1.2	Offer first class customer services (acknowledgement within 24 hours phone; 3 days email; 10 days letter; plus close the loop once matter is addressed)	• Percentage of customer requests responded to within customer service guarantee	100%	Executive Manager IPR, Governance & Engagement
		• Number of (reasonable) complaints about poor customer service	0	
		• Number of recorded compliments received	≥ 50	
9.1.3	Develop and implement a customer service strategy	• Strategy adopted	By 31 July 2022	Executive Manager IPR, Governance & Engagement
		• Actions implemented as per 2022/23 schedule	100%	
9.1.4	Host and populate a new interactive website solution that will enhance Council's digital customer service delivery	• Percentage completion of base website design established	100%	Executive Manager IPR, Governance & Engagement
		• Percentage of existing website content audited	100%	
		• Percentage development of updated/new content	50%	
		• Number of integrations with internal systems	≥ 3	
		• Number of new digitised forms	≥ 10	
9.2 Undertake authentic community engagement				
9.2.1	Run an active community engagement program	• Number of media releases	≥ 30	Executive Manager IPR, Governance & Engagement
		• Number of social media posts	≥ 200	
		• Number of public engagement sessions	≥ 5	
		• Number of 'Have Your Say' surveys	≥ 5	

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
9.2.2	Develop photographic and video collateral to promote Leeton	• Percentage searchable photo inventory completed	80%	Executive Manager IPR, Governance & Engagement
		• Percentage video completed	100%	
9.2.3	Undertake a bi-annual Community Satisfaction Survey for Council	• Survey results improved from previous years' results	Improvement noted	Executive Manager IPR, Governance & Engagement
9.3 Provide respected and effective representation, leadership and advocacy				
9.3.1	Continue advocacy with Federal and Local MPs and government agencies on key issues for the region, including but not limited to water, health, housing, migration, job creation and policing	• Number of advocacy activities undertaken	≥ 10	General Manager
9.3.2	Participate in State and national Local Government Associations (LGNSW, ALGA and Country Mayors, Local Government Professionals)	• Number of activities participated in	≥ 2	General Manager
		• Number of submissions to LGNSW	≥ 2	
		• Number of submissions to ALGA	≥ 2	
		• Number of submissions to Country Mayors	≥ 1	
		• Number of submissions to LGP	≥ 1	
9.3.3	Implement individual training programs for each councillor	• Percentage of councillors with a 2021/22 training program in place	100%	Executive Manager IPR, Governance & Engagement
		• Percentage of scheduled 2021/22 training activities undertaken	90+%	
9.3.4	Maintain and strengthen Council's elected representation by attracting a strong and diverse pool of candidates for the 2025 local government elections	• Number of candidates	≥ 15	Executive Manager IPR, Governance & Engagement
		• Diversity of candidates	Diversity of gender Diversity of race Diversity of age	
9.3.5	Support and report on Council's Section 355, Advisory and Action Committees	• Number of meetings held by each committee	≥ 2	Executive Manager IPR, Governance & Engagement
		• Percentage minutes of meetings reported to Council	100%	

9. GOVERNANCE AND CORPORATE SERVICES				
Lead Group: Corporate and Office of the General Manager				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
9.4 Nurture strong, strategic partnerships across the region, NSW and the Commonwealth				
9.4.1	Membership of Riverina and Murray Joint Organisation (RAMJO)	<ul style="list-style-type: none"> Number and nature of initiatives progressed 	≥ 5	General Manager
9.4.2	Membership of Murray Darling Association Region 9 (MDA)	<ul style="list-style-type: none"> Number and nature of initiatives progressed 	≥ 2	General Manager
9.4.3	Strategic engagement with Murrumbidgee Irrigation Ltd (MI Ltd)	<ul style="list-style-type: none"> Number and nature of initiatives progressed 	≥ 1	General Manager
9.4.4	Strategic engagement with NSW government departments	<ul style="list-style-type: none"> Number and nature of initiatives progressed 	≥ 4	General Manager
9.4.5	Strategic engagement with Commonwealth government departments	<ul style="list-style-type: none"> Number and nature of initiatives progressed 	≥ 2	General Manager
9.5 Foster a valued and committed workforce that is suitably rewarded and goes home safe each day				
9.5.1	Effectively manage and value Council's workforce	<ul style="list-style-type: none"> Percentage of Managers who have completed a Leadership Success Managerial Development Course 	100%	Manager People & Organisational Development
		<ul style="list-style-type: none"> Staff turnover meets or is better than the NSW Local Government average of 10-14% (2020 figures) 	< 14%	Manager WHS, Quality Assurance & Risk
		<ul style="list-style-type: none"> Average dollar amount invested in staff training per full-time equivalent (FTE) 	\$900	
		<ul style="list-style-type: none"> Staff absenteeism expressed as the average number of days sick leave per FTE 	< 5 days	
		<ul style="list-style-type: none"> Percentage of leave entitlements for the year taken 	≥ 60%	
9.5.2	Implement Council's Work Health and Safety program	<ul style="list-style-type: none"> Number of major non-conformances 	No target – report by occurrence	Manager People & Organisational Development
		<ul style="list-style-type: none"> Percentage of required remedial measures completed by target due date 	90%	Manager WHS, Quality Assurance & Risk
		<ul style="list-style-type: none"> Number of regulatory authority notices issued 	0	

9. GOVERNANCE AND CORPORATE SERVICES				
Lead Group: Corporate and Office of the General Manager				
OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		(by Safe Work NSW, for example)		
		<ul style="list-style-type: none"> Lost time to injuries expressed as the average number of days per 100 employees 	<40	
9.5.3	Provide local apprenticeship, traineeship and work experience opportunities at Council	<ul style="list-style-type: none"> Number of promotional activities undertaken Number of apprenticeships provided Number of traineeships provided Number of work experience students placed in Council Dollar value of external/State funding secured 	<ul style="list-style-type: none"> ≥ 1 ≥ 1 ≥ 2 ≥ 3 No target – dependent on grant availability 	Manager People & Organisational Development
9.6 Deploy reliable and efficient corporate and project governance, audit, risk and improvement				
9.6.1	Prepare and issue Council business papers and meeting minutes, and coordinate Council Committee reports back to Council	<ul style="list-style-type: none"> Percentage papers issued on time Number of late items per annum 	<ul style="list-style-type: none"> 100% Less than 5 	Executive Manager IPR, Governance & Engagement
9.6.2	Manage tenders and significant contracts	<ul style="list-style-type: none"> Percentage of services procured in accordance with Council's Procurement Manual Number of tenders called Percentage of contracts register current 	<ul style="list-style-type: none"> 100% No target 100% 	Group Manager Corporate
9.6.3	Operate a project management office to support asset managers with major projects	<ul style="list-style-type: none"> Percentage use of Pulse system for monitoring all major projects Reporting of major projects monthly to SMT Reporting of major projects monthly to council Number of project management improvements implemented 	<ul style="list-style-type: none"> 100% 11 11 2+ 	Group Manager Corporate

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
9.6.4	Maintain a Compliance Register to track Council's compliance with all legislative and governance requirements	• Percentage compliance with relevant legislation, regulation and funding body requirements	100%	Group Manager Corporate
		• Percentage of required remedial actions completed within two months of notification	100%	Executive Manager IPR, Governance & Engagement
9.6.5	Continuously review and update of Council policies and plans to appropriately support Council's operations	• Number of Council's Strategies, Policies and Plans overdue for review	< 10%	Executive Manager IPR, Governance & Engagement
		• Number of reviews completed	≥ 12	
9.6.6	Maintain a current delegations and authorisations register	• Number of new staff delegations issued within 1 week of commencement	100%	Executive Manager IPR, Governance & Engagement
		• Number of reviews of staff delegations and authorisations to ensure currency and legislative compliance	≥ 1 pa	
9.6.7	Deliver Council's Internal Audit program	• Number of internal audits undertaken	3	Executive Manager IPR, Governance & Engagement
		• Percentage of required improvement actions completed	≥ 80%	
9.6.8	Continue to hold Audit, Risk and Improvement Committee meetings	• Number of meetings held	≥ 4	Executive Manager IPR, Governance & Engagement
9.6.9	Deliver Council's Enterprise Risk Management (ERM) program, fostering continual improvement	• Percentage currency of Council's ERM system in December and June	100%	Manager WHS, Quality Assurance & Risk
		• Percentage of corrective actions or improvement actions completed on time	100%	
		• Number, type and value of claims accepted by general insurer (Statewide)	No target – report by occurrence	
		• Number, type and value of claims accepted by workers compensation insurer (Statecover)	No target – report by occurrence	

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
9.7 Deploy reliable and efficient corporate management				
9.7.1	Implement the Long-Term Financial Plan - in consultation with ratepayers - to support Council's ongoing financial sustainability, including a Special Rate Variation (SRV) and/or reductions in Service Levels.	• Progress with SRV	50% by 30 Nov 2022	Group Manager Corporate
		• Progress with Service Reductions	100% by 30 June 2023	Manager Finance
		• Dollar value of new revenue options identified	No target – report as identified	
		• Dollar value of savings on expenditure identified	No target – report as identified	
9.7.2	Complete a rates review, in consultation with ratepayers	• Percentage completion of rates review by 31 October 2022	100%	Group Manager Corporate Manager Finance
9.7.3	Foster Council's financial sustainability through maximising investment returns, including cash and water sales	• Value of investment earnings to all funds	≥ \$700,000	Group Manager Corporate
		• Value of water sales earnings to general fund	≥ \$50,000	Manager Finance
		• Value of water sales earnings to water fund	≥ \$50,000	
9.7.4	Practice sound financial management	• Deliver a financial year end result on budget or better than budget	On budget	Group Manager Corporate
		• Deliver an unqualified audit (except for RFS assets, if relevant)	Clean audit	Manager Finance
9.7.5	Continue effective Asset Management Planning (AMP) and GIS Services:	• Percentage completion of revaluation and condition assessments	100%	Group Manager Corporate
		• Percentage of AMPs revised to include new data	80%	Group Manager Operations
		• Percentage completion of audit and data capture	100%	
		• % of Council's works as executed plans inputted into GIS	100%	
9.7.6		• Percentage completion of capital works program	100%	Group Manager Corporate

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
	Maintain Council-owned buildings so they are safe and inclusive Capex - Replacement of automated doors in administration building \$16K (general fund) - Upgrade of Council Chamber furnishings (general fund)	<ul style="list-style-type: none"> Percentage completion of building maintenance program Percentage completion of unscheduled maintenance work Number of unplanned maintenance activities completed 	<p>100%</p> <p>100%</p> <p>No target – report by occurrence</p>	
9.7.7	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs	<ul style="list-style-type: none"> Percentage of light plant replacement program completed Percentage of heavy plant replacement program completed 	<p>100%</p> <p>100%</p>	<p>Group Manager Corporate</p> <p>Group Manager Operations</p>
9.7.8	Administer Council's stores and depot	<ul style="list-style-type: none"> Number of stocktakes per annum Volume of fuel issued, diesel and petrol 	<p>≥1</p> <p>No target</p>	Group Manager Corporate
9.7.9	Enhance and maintain an efficient Records Management System for Council	<ul style="list-style-type: none"> Number of new staff who undertake training within the first two weeks of employment Percentage completion of heritage archiving 	<p>100%</p> <p>50%</p>	Executive Manager IPR, Governance & Engagement
9.7.10	Make information available in accordance with Government Information (Public Access) Act 2009 requirements	<ul style="list-style-type: none"> Number of informal GIPA applications received Percentage of informal GIPA applications processed within 20 working days Number of formal GIPA applications received Percentage of formal GIPA applications processed in accordance with legislation 	<p>No target – report by occurrence</p> <p>100%</p> <p>No target</p> <p>100%</p>	Executive Manager IPR, Governance & Engagement
9.7.11	Collect, use and retain personal information in accordance with the Privacy and Personal Information Protection Act 1998	<ul style="list-style-type: none"> Percentage of personal information collected and used for lawful purposes 	100%	Executive Manager IPR, Governance & Engagement

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		<ul style="list-style-type: none"> Percentage of personal information retained and secured in accordance with legislation 	100%	
9.7.12	Manage leases and licences for Council properties in line with Council's objectives	<ul style="list-style-type: none"> Percentage of leases that are current Number and value of outstanding lease fees Percentage of licences that are current Number and value of outstanding licence fees Leases and licences awaiting a Plan of Management by 30 June 2023 	100% \$0 100% \$0 Zero	Group Manager Corporate
9.7.13	Prepare and implement Plans of Management (PoM) for Crown Lands properties, and user agreements for sports ovals on Crown Land	<ul style="list-style-type: none"> All PoMs for reserves completed Percentage of sports oval user agreements in place 	24 100%	Group Manager Corporate
9.7.14	Support effective and efficient local government administration through Information and Communication Technology (ICT) Capex - Enhance IT network infrastructure \$100K (general fund) - Upgrade PCs \$45K (general fund) - Enhance multimedia capability \$20K (general fund)	<ul style="list-style-type: none"> Percentage of scheduled 2022/23 ICT actions completed Number of operational improvements achieved Number of notifiable cyber-attacks identified 	90+% No target – report by activity only Zero	Group Manager Corporate
9.8 Undertake service reviews and benchmarking				
9.8.1	Deliver performance improvements through Council's Service Review program including: <ul style="list-style-type: none"> Staffing levels review Depreciation review Water & Sewer review Open Space & Recreation review 	<ul style="list-style-type: none"> Percentage completion of review of staffing levels Percentage completion of review of depreciation Percentage completion of review of water and sewer services Percentage completion of review of open space and recreation services 	100% 100% 100% 100%	Group Manager Corporate
9.8.2	Monitor and manage Council's performance against local government industry benchmarks	<ul style="list-style-type: none"> Percentage completion of assessment of Council's performance 	100%	Manager IPR, Governance & Engagement

9. GOVERNANCE AND CORPORATE SERVICES

Lead Group: Corporate and Office of the General Manager

OP Ref.	Operational Plan Activity	Performance Measures	Target	Responsible Officer
		against industry benchmarks • Improvements in Council's performance as measured by benchmark data	No target – report as data available	
9.9 Attract grant funding for capital works and operations				
9.9.1	Coordinate the application of grants to ensure applications are targeted to boost Council's revenue	• Number of Grant Applications submitted • Value of funding received	≥ 12 ≥ \$1,000,000	General Manager
9.9.2	Implement improvements in the management of grant applications and acquittals	• Percentage of grant applications acquitted on time and correctly • Number of grants that have been allowed extension of time or changes in scope	100% No target – as identified	General Manager



LEETON
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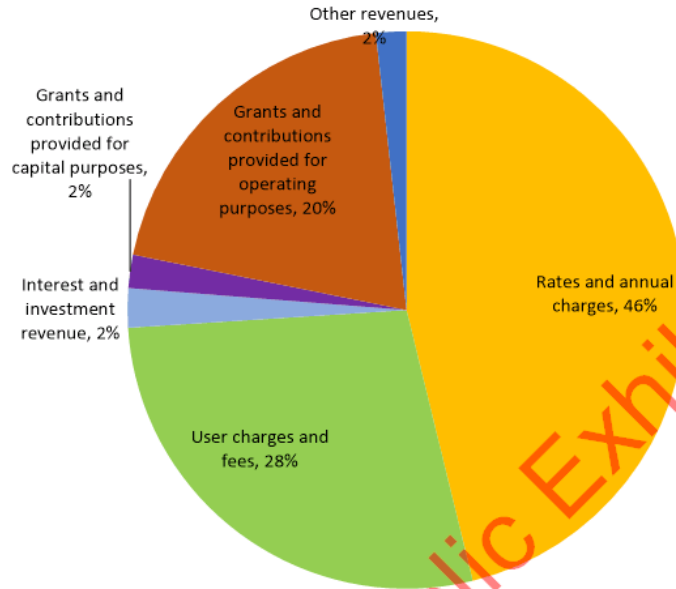
LEETON
SHIRE COUNCIL

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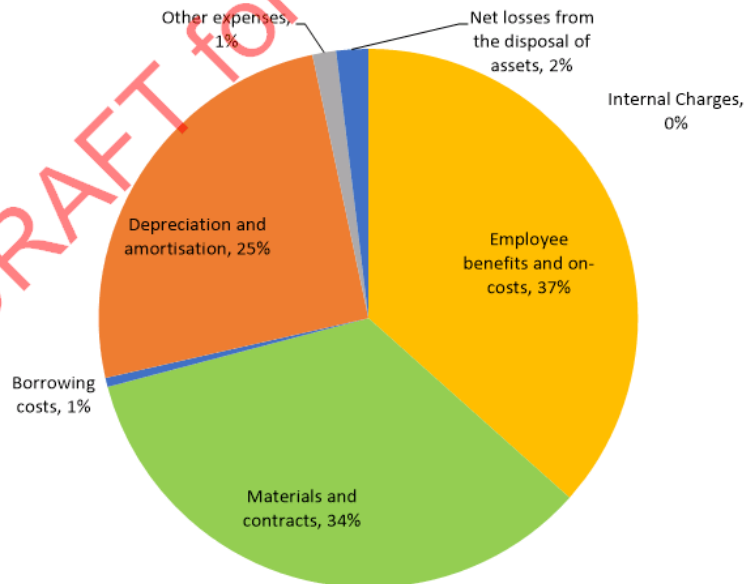
**2022/2023 Budget
including
Capital Works Program**

Budgeted Sources of Income & Expenditure Year Ending 30 June 2023

Income



Expenses



**Budgeted Summary of Activities and Cash Effect
 For Year Ending 30 June 2023**

	Budget Income	Budget Expense	Result
OPERATING SECTION			
Governance	-	292,480	- 292,480
General Manager Office	45,000	1,537,194	- 1,492,194
IPR, Governance	200	911,265	- 911,065
Corporate Services	12,055,924	3,186,046	8,869,878
Shire Activation	3,023,365	6,686,068	- 3,662,703
Operations	15,196,729	21,358,302	- 6,161,573
TOTAL OPERATING EXC. CAPITAL GRANTS	30,321,218	33,971,354	- 3,650,136
CAPITAL SECTION			
	*Capital Funding	Expense	Unrestricted funds
Governance	-	-	-
General Manager Office	-	-	-
IPR, Governance	-	-	-
Corporate Services	46,000	351,000	- 305,000
Shire Activation	4,073,950	4,103,950	- 30,000
Operations	5,167,445	8,158,445	- 2,991,000
TOTAL CAPITAL	9,287,395	12,613,395	- 3,326,000
TOTAL OPERATING & CAPITAL	39,608,613	46,584,749	- 6,976,136
CASH EFFECT SECTION			
	Increase	Decrease	Net Effect
Less Depreciation	8,570,048		8,570,048
Restrictions		4,923,000	- 4,923,000
Loan Repayments		556,579	- 556,579
Proceeds from sale of P&E	315,000		315,000
Deposits on sale of Land	1,000,000		1,000,000
Disposal of renewed assets	650,000		650,000
Provisions	300,000		300,000
Less Operating used for capital purposes		308,378.88	- 308,379
CASH EFFECT	50,443,661	52,372,707	- 1,929,046

*Capital Funding - includes grants, restrictions and loans apportioned to this budget.

LEETON SHIRE COUNCIL
Budgeted Income Statement by Fund
 For Year Ending 30 June 2023

Note	General Fund	Water Fund	Sewer Fund	Consolidated
	Original Budget 2022/23	Original Budget 2022/23	Original Budget 2022/23	Original Budget 2022/23
	\$	\$	\$	\$
Income from Continuing Operations				
a Rates and annual charges	9,921,277	1,539,595	2,678,590	14,139,463
b User charges and fees	4,866,817	3,246,690	393,720	8,507,227
c Interest and investment revenue	418,791	165,514	111,179	695,484
Grants and contributions provided for capital purposes	510,445	53,858	28,763	593,066
Grants and contributions provided for operating purposes	6,139,824	-	-	6,139,824
Rental Income	301,700	-	-	301,700
Other revenues	475,716	55,546	6,259	537,520
d Net Gains from Disposal of Assets	-	-	-	-
Total Income	22,634,570	5,061,202	3,218,512	30,914,284
Expenses from Continuing Operations				
e Employee benefits and on-costs	9,600,519	1,673,216	1,158,171	12,431,906
f Materials and contracts	9,143,858	1,597,995	907,348	11,649,201
g Borrowing costs	189,198	-	-	189,198
h Depreciation and amortisation	6,047,859	1,467,545	1,054,644	8,570,048
Other expenses	481,000	-	-	481,000
i Net losses from the disposal of assets	650,000	-	-	650,000
Total Expenses	26,112,434	4,738,756	3,120,163	33,971,354
Operating Result from Continuing Operations	- 3,477,865	322,446	98,348	- 3,057,070
Net Operating Result for the Year before Grants and Contributions Provided for Capital Purposes	- 3,988,310	268,589	69,585	- 3,650,136

Notes

- a Based on a 1.8% Rate peg
- b Based on proposed "Fees & Charges".
- c Interest income has been estimated using expected changes in returns and cash balances.
- d No profit on sale of assets has been forecast.
- e Employee costs include vacant positions and are adjusted for capital component
- f Materials and contracts have been adjusted for inflation.
- g Borrowing costs are calculated based on the proposed Loans and expected interest rates.
- h Depreciation has been adjusted for expected completion of major projects.
- i This loss is the write off of the Roxy components being replaced.

LEETON SHIRE COUNCIL
Budgeted Statement of Financial Position - Consolidated
For Year Ending 30 June 2023

	2021-22	2022-2023
	Forecast	Original Budget
Current Assets		
Cash and Cash Equivalents	1,062,622	1,133,576
Investments	28,850,000	26,850,000
Receivables	2,637,171	2,637,171
Inventories	1,205,152	1,205,152
Other	59,486	59,486
Total Current Assets	33,814,431	31,885,385
Non-Current Assets		
Investments	5,000,000	5,000,000
Receivables	44,681	44,681
Infrastructure, Property, Plant & Equipment	330,966,952	335,010,299
Intangible Assets	8,315,900	8,315,900
Total Non-Current Assets	344,327,533	348,370,880
Total Assets	378,141,964	380,256,265
Current Liabilities		
Payables	2,742,924	2,742,924
Contract Liabilities	2,404,452	558,814
Borrowings	463,925	556,579
Provisions	2,621,079	2,621,079
Total Current Liabilities	8,232,380	6,479,396
Non-Current Liabilities		
Borrowings	2,850,714	7,494,355
Employee Benefit Provisions	226,984	226,984
Provisions	3,586,200	3,886,200
Total Non-Current Liabilities	6,663,898	11,607,539
Total Liabilities	14,896,278	18,086,935
Net Assets	363,245,686	362,169,330
Equity		
Retained Earnings	151,677,686	150,601,330
Revaluation Reserves	211,568,000	211,568,000
Total Equity	363,245,686	362,169,330

LEETON SHIRE COUNCIL
Budgeted Cash Flow - Consolidated
For Year Ending 30 June 2023

	2021-2022	2022-2023
	Forecast Budget	Original Budget
Cash Flow from Operating Activities		
Receipts:		
Rates and Annual Charges	13,977,235	14,139,463
User Fees and Charges	8,182,287	8,507,227
Interest and Investment Revenue	515,700	695,484
Grants & Contributions - Capital	13,204,643	593,066
Grants & Contributions - Operating	5,969,028	6,139,824
Other	2,591,881	839,220
Payments:		
Employee Costs	(14,161,503)	(12,431,906)
Borrowing Costs	(106,250)	(189,198)
Materials and Contracts	(7,704,351)	(11,349,201)
Other	(3,041,911)	(481,000)
Net Cash Provided (or used) in Operating Activities	19,426,760	6,462,978
Cash Flow from Investing Activities		
Receipts:		
Maturity of Investments	5,000,000	2,000,000
Deposits on Sale Real Estate Assets	-	1,000,000
Disposal of Infrastructure, Property, Plant & Equipment	250,000	315,000
Deferred Debtor Receipts	-	-
Payments:		
Purchase of Infrastructure, Property, Plant & Equipment	(38,019,054)	(12,613,395)
Deferred Debtor Advances Made	-	-
Net Cash Provided (or used) in Investing Activities	(32,769,054)	(9,298,395)
Cash Flow from Financing Activities		
Receipts:		
Borrowings and Advances	1,737,050	3,462,950
Payments:		
Borrowings and Advances	(463,925)	(556,579)
Other		
Net Cash Provided (or used) in Financing Activities	1,273,125	2,906,371
Net Increase/(Decrease) in Cash & cash Equivalents	(12,069,170)	70,954
Cash and Cash Equivalents at Beginning of Period	13,131,792	1,062,622
Cash and Cash Equivalents at End of Period	1,062,622	1,133,576
Plus Investments on Hand - End of Year	33,850,000	31,850,000
Total Cash, Cash Equivalents and Investments	34,912,622	32,983,576
Movement in Cash and Investments	(12,069,170)	(1,929,046)

Loan funding based on current budget with \$5.2M split between 2021/22 and 2022/23.

Budgeted Loan Schedule 2022/2023

Description	Loan % Rate	Final Payment Date	Principal 1 July 2022	New Loans 2021/22	New Loans 2022/23	Total Loans 2022/23	Annual Repayment	Principal Repayments	Interest Repayments	Principal Outstanding
Community Services										
LIRS 1 Loan - Community Multi-Purpose Centre	5.52%	19/09/2022	66,530				68,362	66,530	1,831	0
Roads										
LIRS 2 Loan - Petersham Road Works	4.85%	18/08/2023	198,051				188,483	130,418	8,065	67,633
Sporting Grounds and Facilities										
LIRS 3 Loan - Leeton Ovals Complex Dressing Shed Development	4.34%	22/07/2024	346,344				124,345	110,560	13,785	235,783
Showground Grandstand	2.59%	30/04/2030	163,903				22,751	18,738	4,013	145,166
Leeton Pool Returbishment	2.99%	30/04/2040	2,076,106				147,625	90,120	57,505	1,985,986
Existing Loans			2,850,934				501,565	416,367	85,198	2,434,567
Economic Development										
Vance Estate Development	4.77%	1/05/2032		1,400,000	0	1,400,000	88,833	57,619	28,000	1,342,381
*Roxy Theatre	4.77%	1/05/2042		1,131,100	1,868,900	3,000,000	190,357	49,667	60,000	2,950,333
LELC	4.77%	1/05/2032		500,000	0	300,000	19,036	12,347	6,000	287,653
Gogelderie Caravan Park Cabins	4.77%	1/05/2032		500,000	500,000	500,000	31,726	20,578	10,000	479,422
New Loans			0	3,531,100	2,368,900	5,200,000	329,952	140,212	104,000	5,059,788
Total Loans			2,850,934	3,531,100	2,368,900	5,200,000	831,517	556,579	189,198	7,494,355

*Roxy Theatre has a budgeted cost of \$2,962,650 (\$1,131,100 in 2021/22 and \$1,868,900 in 2022/23) but a loan of up to \$3,000,000 has been approved which creates a variance of \$37,050. The 2022/21 loan is included in the 2022/23 Capital Funding loan amount of \$3,462,950. To reconcile - \$3,462,950 less \$1,131,100 plus \$37,050 equals \$2,368,900

**LEETON SHIRE COUNCIL
 Capital Expenditure Funding Source and Asset Class
 For Year Ending 30 June 2023**

	Original 2021/22 Annual Budget	New Projects	Revoted Projects	Revoted and New projects
Capital Funding Source				
Rates and other untied funding	3,318,870	3,306,000	20,000	3,326,000
*Grants & Contributions used for Capital purposes	13,204,643	786,000	115,445	901,445
Internal Restrictions	2,798,500	1,531,000	-	1,531,000
External Restrictions				
- stormwater levy	30,000	30,000	-	30,000
- S7.12 Developer Contributions	150,000	200,000	-	200,000
- domestic waste management	364,000	77,000	-	77,000
- water supply	1,422,000	1,783,500	125,000	1,908,500
- sewerage services	2,242,500	1,021,500	155,000	1,176,500
Loans	2,400,000	3,462,950	-	3,462,950
Total Capital Funding	25,930,513	12,197,950	415,445	12,613,395
Capital Expenditure				
New assets				
- office equipment	520,000	285,000	50,000	335,000
- plant & equipment	-	-	-	-
- land & buildings	3,600,655	110,000	-	110,000
- parks, gardens & recreation	441,000	660,000	115,445	775,445
- roads, bridges, Stormwater & footpaths	730,500	201,000	-	201,000
- waste	139,000	77,000	-	77,000
- water supply	165,000	608,500	125,000	733,500
- sewerage services	1,632,500	56,500	125,000	181,500
Renewals (replacements)				
- plant & equipment	1,200,000	980,000	-	980,000
- land & buildings	8,285,300	3,379,950	-	3,379,950
- parks, gardens & recreation	215,000	230,000	-	230,000
- roads, bridges, Stormwater & footpaths	6,884,558	3,470,000	-	3,470,000
- waste	250,000	-	-	-
- water supply	1,257,000	1,175,000	-	1,175,000
- sewerage services	610,000	965,000	-	965,000
Total Capital Expenditure	25,930,513	12,197,950	415,445	12,613,395

*Grants & Contributions used for Capital purposes will not agree to the Income Statement. There will be timing differences and the Income Statement will include contributions not used and the table above will include operating income used for capital.

LEETON SHIRE COUNCIL
 New Major Works and Revotes by Area
 For Year Ending 30 June 2023
 This list includes both new projects and those that were in prior budgets but not yet started.

Revotes, New Projects

Group and area	Project Cost	Funded From:-				Total funding
		Reserve	General Fund	Loan	Grant	
Grand Total	12,613,395	4,923,000	3,326,000	3,462,950	901,445	12,613,395
Revotes	415,445	280,000	20,000	-	115,445	415,445
New Projects	12,197,950	4,643,000	3,306,000	3,462,950	786,000	12,197,950
Total General Fund	7,558,395	1,868,000	3,326,000	3,462,950	901,445	7,558,395
Corporate	351,000	46,000	305,000	-	-	351,000
Corporate	36,000	16,000	20,000	-	-	36,000
Council Chambers Table	20,000	-	20,000	-	-	20,000
Council Office - Replace Automated Doors	16,000	16,000	-	-	-	16,000
Information Technology	315,000	30,000	285,000	-	-	315,000
E Services	120,000	-	120,000	-	-	120,000
Element Org - Sewer	30,000	30,000	-	-	-	30,000
Information Technology - Network Infrastructure	100,000	-	100,000	-	-	100,000
Information Technology - PC Upgrades	45,000	-	45,000	-	-	45,000
Multimedia	20,000	-	20,000	-	-	20,000
Shire Activation	4,103,950	570,000	30,000	3,462,950	41,000	4,103,950
Animal control	110,000	110,000	-	-	-	110,000
Animal Pound Facility	110,000	110,000	-	-	-	110,000
Caravan Park	690,000	160,000	30,000	500,000	-	690,000
Gogeladerie Weir - House	30,000	-	30,000	-	-	30,000
Gogeladerie Weir - Cabins	500,000	-	-	500,000	-	500,000
Gogeladerie Weir - Function Shed	30,000	30,000	-	-	-	30,000
Gogeladerie Park - Universal Public Toilet	130,000	130,000	-	-	-	130,000
Housing	150,000	150,000	-	-	-	150,000
Eventide Homes Renewal	150,000	150,000	-	-	-	150,000
Leeton Museum and Art Gallery	191,000	150,000	-	-	41,000	191,000
LMAG Uptairs Development - Lift	71,000	150,000	-	79,000	-	71,000
LMAG Uptairs Development - Room Repairs & Refurb	120,000	-	79,000	-	41,000	120,000
Roxy Theatre	2,962,950	-	-	2,962,950	-	2,962,950
*Roxy Upgrade per November 4th Business Paper	2,962,950	-	-	2,962,950	-	2,962,950

DRAFT for Public Exhibition

LEETON SHIRE COUNCIL
 New Major Works and Revotes by Area
 For Year Ending 30 June 2023
 This list includes both new projects and those that were in prior budgets but not yet started.

Revotes, New Projects

Group and area	Project Cost	Funded From:-				Total funding
		Reserve	General Fund	Loan	Grant	
Operations - General Fund	5,103,445	1,252,000	2,991,000	-	860,445	5,103,445
Domestic Waste Management	77,000	77,000	-	-	-	77,000
Leeton Landfill - Solar Array Installation	27,000	27,000	-	-	-	27,000
Litter Fence (portable)	50,000	50,000	-	-	-	50,000
Plant Replacement	980,000	665,000	315,000	-	-	980,000
Plant Program	980,000	665,000	315,000	-	-	980,000
Recreation and Sports	375,445	110,000	150,000	-	115,445	375,445
Golf Course Maintenance Shed Modifications	40,000	-	40,000	-	-	40,000
Golf Course Upgrades-Car Park	115,445	-	-	-	115,445	115,445
Indoor Stadium Scoreboards Replacement	20,000	20,000	-	-	-	20,000
MacCaughy Park Play	50,000	50,000	-	-	-	50,000
New Off Leash Area Leeton	30,000	-	30,000	-	-	30,000
Playgrounds - Wetpour Rubber Surfacing	40,000	40,000	-	-	-	40,000
Plinths & Cemetery Capital Works	30,000	-	30,000	-	-	30,000
Roads & Nature Strip Beautification	30,000	-	30,000	-	-	30,000
Skate park Fence Replacement	20,000	-	20,000	-	-	20,000
Roads & Drainage	3,671,000	400,000	2,526,000	-	745,000	3,671,000
CBD Stage 2 Pine Avenue /Kurrajong Ave Median Renew	70,000	70,000	-	-	-	70,000
Chelmsford Town Square Road Reconstruction	300,000	300,000	-	-	-	300,000
Footpaths - Palm Ave Wst	80,000	-	80,000	-	-	80,000
Heavy Patching - Belle Vista Dr	20,000	-	20,000	-	-	20,000
Heavy Patching - Caloro St	20,000	-	20,000	-	-	20,000
Heavy Patching - Carbone Road	25,000	-	25,000	-	-	25,000
Heavy Patching - Carrington Dr	20,000	-	20,000	-	-	20,000
Heavy Patching - Muscat St	20,000	-	20,000	-	-	20,000
Heavy Patching - Short St	20,000	-	20,000	-	-	20,000
Kerb And Gutter - Melaleuca St	60,000	-	60,000	-	-	60,000
Kerb And Gutter - Muntenpen St	60,000	-	60,000	-	-	60,000
Kerb And Gutter - Teatree Ave	60,000	-	60,000	-	-	60,000
LSC Road Rehabilitation - Colinrooble Road	20,000	-	20,000	-	-	20,000
LSC Road Rehabilitation - Euroley Road	120,000	-	120,000	-	-	120,000
LSC Road Rehabilitation - Palm Ave East	60,000	-	60,000	-	-	60,000
LSC Road Rehabilitation - Railway Avenue	210,000	-	210,000	-	-	210,000
LSC Road Rehabilitation - Vance Road	180,000	-	180,000	-	-	180,000
LSC Road Rehabilitation - Wade Ave Nth	140,000	-	140,000	-	-	140,000
LSC Road Rehabilitation - Wilga Road	20,000	-	20,000	-	-	20,000
Parking Facilities	15,000	-	15,000	-	-	15,000
R2R - Amond Road	190,000	-	-	-	190,000	190,000
R2R - Boundary Road	265,000	-	-	-	265,000	265,000
R2R - Oak Street Roundabout	200,000	-	-	-	200,000	200,000
Regional Roads Repair	90,000	-	-	-	90,000	90,000
Resealing - Argyle St	25,000	-	25,000	-	-	25,000
Resealing - Blakely St	40,000	-	40,000	-	-	40,000
Resealing - Caloro St	50,000	-	50,000	-	-	50,000
Resealing - Cloola St	50,000	-	50,000	-	-	50,000
Resealing - Corbie Hill Rd	80,000	-	80,000	-	-	80,000
Resealing - Dooley Ln	40,000	-	40,000	-	-	40,000
Resealing - Dundas St	25,000	-	25,000	-	-	25,000
Resealing - Mackellar Rd	150,000	-	150,000	-	-	150,000
Resealing - Muscat St	50,000	-	50,000	-	-	50,000
Resealing - Scarlet St	35,000	-	35,000	-	-	35,000
Resealing - Short St	15,000	-	15,000	-	-	15,000
Resealing - Wattle Rd	70,000	-	70,000	-	-	70,000
Resealing - Yate Rd	5,000	-	5,000	-	-	5,000
Resheeting - Apostle Yard Rd	80,000	-	80,000	-	-	80,000
Resheeting - Collins Rd	180,000	-	180,000	-	-	180,000
Resheeting - Euroley Rd	40,000	-	40,000	-	-	40,000
Resheeting - Houghton Rd	70,000	-	70,000	-	-	70,000
Shoulder Widening - Wattle Road cont.	75,000	-	75,000	-	-	75,000
Shoulder Widening - Wilkinson Road	75,000	-	75,000	-	-	75,000
Stormwater Drainage Management Rural	100,000	-	100,000	-	-	100,000
Stormwater Drainage Management SMC	30,000	30,000	-	-	-	30,000
Stormwater Drainage Management Urban	100,000	-	100,000	-	-	100,000
Traffic Facilities	21,000	-	21,000	-	-	21,000

LEETON SHIRE COUNCIL
 New Major Works and Revotes by Area
 For Year Ending 30 June 2023
 This list includes both new projects and those that were in prior budgets but not yet started.

Revotes, New Projects

Group and area	Project Cost	Funded From:-				Total funding
		Reserve	General Fund	Loan	Grant	
Sewer	1,146,500	1,146,500	-	-	-	1,146,500
Inlet Pipework Upgrade and Mixer Lifting Equipment Rep	75,000	75,000	-	-	-	75,000
Leeton STP - Renewal	165,000	165,000	-	-	-	165,000
Manholes Renewals	100,000	100,000	-	-	-	100,000
Renewable Energy LED Installation Upgrade	43,500	43,500	-	-	-	43,500
Servicing Strategy	125,000	125,000	-	-	-	125,000
Sewer Pump Station #1 Reburisments	200,000	200,000	-	-	-	200,000
Sewer Relining and Investigation-Cedar /Railway/Ins Yan	75,000	75,000	-	-	-	75,000
Telemetry Upgrades - 2023	50,000	50,000	-	-	-	50,000
Tertiary Pond	300,000	300,000	-	-	-	300,000
Whitton STP - Solar Array installation	13,000	13,000	-	-	-	13,000
Water	1,908,500	1,908,500	-	-	-	1,908,500
Automatic Meter Reading Project-completion	25,000	25,000	-	-	-	25,000
Chelmsford Place Reservoir Painting	500,000	500,000	-	-	-	500,000
Chelmsford Place Water Tower Ladder Access	130,000	130,000	-	-	-	130,000
Flouride Dosing Plant	50,000	50,000	-	-	-	50,000
Hoist & Crane Equipment	50,000	50,000	-	-	-	50,000
Leeton RWP - VSD and Switch Board Upgrade	200,000	200,000	-	-	-	200,000
Leeton WTP Centre Trough Relining	50,000	50,000	-	-	-	50,000
Leeton WTP Sedimentation Tank Refurbishments	100,000	100,000	-	-	-	100,000
PLC Upgrade	45,000	45,000	-	-	-	45,000
Renewable Energy LED Installation Upgrade	43,500	43,500	-	-	-	43,500
Reservoirs/Dams	50,000	50,000	-	-	-	50,000
Servicing Strategy	125,000	125,000	-	-	-	125,000
Telemetry Upgrades - 2023	50,000	50,000	-	-	-	50,000
Water Main Replacements	450,000	450,000	-	-	-	450,000
Whitton WFP Access Ramp & Pit Platform/Pump Monorail	40,000	40,000	-	-	-	40,000
Projects excluded from the budget pending 100% grant funding	140,000	-	-	-	140,000	140,000
Gossamer Park Splash Pad	40,000	-	-	-	40,000	40,000
Gogelderie Park - Playground	120,000	-	-	-	120,000	120,000

*When allocated to funding and deliverables there is a difference of \$131,288. Part 2 on the Proxy Schedule as presented at the P/2 workshop is \$2,831,662. The FAGS Roads component is classed as General Fund for this report.

**Capital Work in Process Report
 As at March 31, 2022**

Work Status = Complete, Ongoing, In process, on Hold

Name	WIP O/B	This years budget	YTD Expenditure	Budget Remaining	%Budget used	Grant	Reserve/ GF	Loan	Total
	1,778,148	23,582,657	1,477,727	22,104,930	6%	12,920,645	6,353,185	2,831,100	22,104,931
General Managers Office									-
IP&R, Governance									-
Corporate Services	-	325,000	194,721	130,279	60%	-	130,279	-	130,279
Corporate Services	-	325,000	194,721	130,279	60%	-	130,279	-	130,279.23
Corporate Information Systems	-	325,000	194,721	130,279	60%	-	130,279.23	-	130,279.23
Asset Management	-	60,000	55,032	4,968	92%	-	4,968	-	4,968
GIS Hardware	-	3,000	2,841	159	95%	-	159	-	159
Landfill Software	-	60,000	65,852	5,852	110%	-	5,852	-	5,852
Element Org	-	100,000	57,000	43,000	57%	-	43,000	-	43,000
Procure2pay	-	102,000	13,996	88,004	14%	-	88,004	-	88,004
Shire Activation	1,216,922	11,499,099	255,410	11,243,689	2%	6,949,466	1,463,123	2,831,100	11,243,689
Community	-	500,000	-	500,000	0%	200,000	-	300,000	500,000
LELC Upgrade	-	500,000	-	500,000	0%	200,000	-	300,000	500,000
Housing	-	100,000	10,660	89,340	11%	-	89,340	-	89,340
Eventide Homes Renewal	-	100,000	10,660	89,340	11%	-	89,340	-	89,340
Culture	1,216,922	6,899,099	244,750	6,654,349	4%	4,749,466	773,783	1,131,100	6,654,349
Roxy Theatre	1,216,922	6,579,099	242,830	6,336,269	4%	4,656,386	548,783	1,131,100	6,336,269
* Roxy Renewals	1,051,692	3,270,655	53,029	3,323,684	-2%	1,689,584	503,000	1,131,100	3,323,684
Roxy Theatre	-	3,262,661	-	3,262,661	0%	1,969,452	-	-	1,969,452
Roxy Theatre Redevelopment 21/22	-	-	293,210	293,210	-	-	-	-	-
Roxy Forecourt(Funded MDBEDF)	-	-	2,649	2,649	-	997,350	-	-	997,350
Roxy New Works - Awning	165,230	45,783	-	45,783	0%	-	45,783	-	45,783
Roxy Theatre Forecourt	-	200,000	-	200,000	0%	-	200,000	-	200,000
Art Deco Touring Route Signage	-	120,000	1,920	118,080	2%	93,080	25,000	-	118,080
Economic Affairs	-	4,000,000	-	4,000,000	0%	2,000,000	600,000	1,400,000	4,000,000
Vance Estate Expansion	-	4,000,000	-	4,000,000	0%	2,000,000	600,000	1,400,000	4,000,000

**Capital Work in Process Report
As at March 31, 2022**

Work Status = Complete, Ongoing, In process, on Hold

Operations	561,227	11,758,558	1,027,596	10,730,962	9%	5,971,179	4,759,783	-	10,730,963
Waste and Sustainability	-	300,000	16,295	283,705	5%	200,000	83,705	-	283,705
Energy Renewal Project	-	300,000	16,295	283,705	5%	200,000	83,705	-	283,705
Plant & Vehicle Replacement	-	110,000	-	110,000	0%	-	110,000	-	110,000
Hydralada	-	110,000	-	110,000	0%	-	110,000	-	110,000
Public Conveniences	-	345,000	-	345,000	281%	200,000	145,000	-	345,000
Public Conveniences - MPC Toilet	-	75,000	-	75,000	0%	-	75,000	-	75,000
Public Convenience - Wamoon Park	-	70,000	-	70,000	0%	-	70,000	-	70,000
Public Convenience - Sycamore Street	-	100,000	-	100,000	0%	100,000	-	-	100,000
Yanco Women's Changerooms and toilets	-	100,000	-	100,000	0%	100,000	-	-	100,000
Cemetery Facilities	-	40,000	-	40,000	-	-	40,000.00	-	40,000.00
Cemetery Devt. Plan	-	40,000	-	40,000	0%	-	40,000	-	40,000
Open Spaces & Recreation	360,139	896,000	623,105	272,895	70%	-	272,895	-	272,895
Swimming Pools	360,139	896,000	623,105	272,895	70%	-	272,895.13	-	272,895
Swimming Pools - Renewal Leeton	360,139	896,000	623,105	272,895	70%	-	272,895	-	272,895
Water Infrastructure	-	400,000	1,880	398,120	0%	-	398,120	-	398,120
CBD Fire Services Compliance – in conjunction with Roxy redevelopment	-	400,000	1,880	398,120	0%	-	398,120	-	398,120
Sewer Infrastructure	9,041	4,210,000	228,066	3,981,934	5%	1,069,997	2,911,936	-	3,981,934
Wamoon Sewerage Project - RESTART funded 18/19	9,041	4,100,000	204,216	3,895,784	5%	1,069,997	2,825,786	-	3,895,784
Building - Renewals, Yanco STP	-	110,000	23,850	86,150	22%	-	86,150	-	86,150
Roads, Transport and Stormwater	1,408,968	17,002,440	158,249	5,299,309	1%	4,501,182	798,127	-	5,299,309
LSC Road Rehabilitation	-	455,000	23,687	431,313	0%	-	431,313	-	431,313
Roxy Lane – in conjunction with Roxy redevelopment	-	55,000	-	55,000	0%	-	55,000	-	55,000
Wamoon Urban Road- Bourke Road	-	190,000	15,193	174,807	-	-	174,807	-	174,807
Wamoon Urban Road- Oxley Road	-	80,000	4,720	75,280	-	-	75,280	-	75,280
Wamoon Urban Road- Brisbane Road	-	130,000	3,773	126,227	-	-	126,227	-	126,227
Fixing Local Roads - Canal Street	-	2,050,000	0	2,050,000	-	1,742,500	307,500	-	2,050,000
New Paths	-	373,000	2,577	370,423	1%	370,423	0	-	370,423
Maiden Avenue - LRCI	-	373,000	2,577	370,423	1%	370,423	0	-	370,423
Kerb& Gutter Renewal - Wamoon Avenue - Construction	-	250,000	-	250,000	-	250,000	-	-	250,000
CBD Enhancement Stage 3 - Chelmsford Place	192,046	2,329,558	131,985	2,197,573	6%	2,138,259	59,314	-	2,197,573

LEETON SHIRE COUNCIL

Restrictions Listing

For Year Ending 30 June 2023

This list includes both new projects and those that were in prior budgets but not yet started.

Restriction Name	Proposed Balance 30/6/2022	Budgeted Capital spend	Budgeted Transfers	Budgeted Balance
Internal				
Infrastructure Restrictions				
Aerodrome Restriction	200,000.00			200,000.00
Buildings Restriction	1,000,000.00	196,000.00		804,000.00
Infrastructure (General) Restriction	1,320,613.00	150,000.00		1,170,613.00
Eventide Homes		150,000.00		
Plant Replacement Restriction	1,550,000.00	665,000.00		885,000.00
Roads General Restriction	1,492,500.00	370,000.00		1,122,500.00
Swimming Pool Restriction	54,000.00			54,000.00
Child Care Centre Restriction	200,000.00			200,000.00
				-
				-
Co-contribution Restrictions				
Vance Estate Co-contribution	800,000.00			800,000.00
Leeton Museum & Art Gallery co-contribution Restriction	300,000.00	150,000.00		150,000.00
Renewable Energy Efficiencies Co-contribution Restriction	120,000.00			120,000.00
Sportsground Improvement Restriction	300,000.00			300,000.00
				-
				-
Provisions				
Election Provision	-		50,000.00	50,000.00
Mainstreet Project (façade painting) Provision	54,329.08			54,329.08
Employee Entitlements Provision	1,326,953.76			1,326,953.76
Workers Compensation Equalisation Provision	165,000.00			165,000.00
Cemetery Expansion Provision				-
Internal Subtotal	8,883,395.84	1,531,000.00	50,000.00	7,402,395.84
External				
Unexpended Loan Restriction	-			0
Unspent Grants Restriction	1,509,230.75			1,509,230.75
Stormwater Levy Restriction	91,714.02	30,000.00	92,000.00	153,714.02
Section 94 (General) Restriction	132,459.20	200,000.00	200,000.00	132,459.20
Section 64 - Stormwater	-		2,000.00	2,000.00
Deposits, Retentions and Bonds	330,674.00			330,674.00
DWM - Operations Restriction	684,683.70	327,000.00	496,628.30	854,312.00
DWM - Landfill Remediation Provision	2,618,959.78	250,000.00		2,868,959.78
DWM - Subtotal	3,303,643.48	77,000.00	496,628.30	3,723,271.78
Water - Retained earnings	16,362,179.21	1,908,500.00	322,446.43	14,776,125.64
Water - Unfinished works	-			-
Deposits, Retentions and Bonds	-			-
Section 64 - Water	29,731.79		10,000.00	39,731.79
Water - Subtotal	16,391,911.00	1,908,500.00	332,446.43	14,815,857.43
Sewer - Retained earnings	7,340,587.92	1,176,500.00	98,348.16	6,262,436.08
Sewer - Unfinished works	-			-
Deposits, Retentions and Bonds	-			-
Section 64 - Sewer	-			-
Sewer - Subtotal	7,340,587.92	1,176,500.00	98,348.16	6,262,436.08
External Subtotal	29,100,220.37	3,392,000.00	1,221,422.89	51,731,208.55
Total	37,983,616.21	4,923,000.00	1,271,422.89	59,133,604.39
Reserve by Fund				
General	14,251,117.29	1,838,000.00	840,628.30	12,413,117.29
Water	16,391,911.00	1,908,500.00	332,446.43	14,483,411.00
Sewer	7,340,587.92	1,176,500.00	98,348.16	6,164,087.92
Total	37,983,616.21	4,923,000.00	1,271,422.89	33,060,616.21
General Fund Unrestricted	1,034,905.17			- 77,040.17



LEETON
SHIRE COUNCIL

**Revenue Policy
Including Fees and Charges**

2022/2023

Page 1 of 50

Revenue Policy

This document constitutes the Leeton Shire Council Revenue Policy and is prepared in accordance with Section 405 of the Local Government Act 1993.

Each year Council is required to determine fees and charges for services it provides. In the setting of the fees for its goods and services, the Council is endeavouring to adopt a "user-pays" principle, while being ever mindful of the capacity of the client to pay the fees being set out. Accordingly, the fees set by Council in some cases will not recover the full cost of providing the goods and services. The fees and charges are made up of fees provided under relevant Acts and fees determined by Council.

Section 608 (1) of the Local Government Act 1993 (Act), provides that " a Council may charge and recover an approved fee for any service it provides."

Section 608 (2) describes the services for which an approved fee may be charged. These include:

- Supplying a service, product or commodity.
- Giving information.
- Providing a service in connection with Council's regulatory functions.
- Allowing admission to any building or enclosure.

Effect of other Acts

Section 610 (1) If the amount of a fee for a service is determined under another Act:

- Council may not determine an amount that is inconsistent with the amount determined under the other Act, and
- Council may not charge a fee in addition to the amount determined under the other Act.

Section 610 (2) If the charging of a fee for a service is prohibited under another Act, a Council must not charge a fee for the service under this Act.

The Revenue Policy includes the following for the year 2022/2023:

- Fees and Charges
- Ordinary Rates - Rating Categories
- Rates and Charges Increases
- Sewerage Charges
- User Charges - Water
- Waste Management Charges
- Stormwater Management Charges
- Liquid Trade Waste Charges
- Private Works
- Statement of Borrowings
- National Competition Policy
- Subsidy Guidelines

While every effort has been made to cover all fees and charges applicable to 2022/2023, a need may arise to introduce a new fee or charge that is unforeseen at this time. Changes to the application of GST may occur if the current legislation changes during the year. Any changes to the application of the GST will be altered as soon as notification is received.

The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change on 1 July 2022.

Fees and Charges

Establishment of a Fee or Charge

The key steps to identifying a fee or charge are:

- Identifying which activities, functions or programs to which a fee or charge will apply.
- Identifying the full cost of providing the service.
- Identifying and quantifying Community Service Obligations.
- Confirming and agreed pricing policy for the Council.
- Confirming the agreed fee or charge to be levied.
- Confirming if any subsidies on the fee or charge will apply.

The fees and charges included in this document will be charged to all of Council's clients that avail themselves of the Council's goods and services.

Codes have been used to distinguish between each policy (as shown below), and these appear beside the various fees contained in this document to be charged in the ensuing year.

A These items are priced at the figure stipulated by legislation.

At the time of adoption, fees classified as Type A, that is fees charged under relevant legislation were current. Subsequent changes to legislation may alter the price and the new price will be added to the Fees and Charges schedule commencing from the date authorised by the amended legislation

C These items are priced so as to return a total cost recovery for the activities provided.

D These items are priced to cover the cost of the item plus normal commercial mark-ups.

E These items are priced below the cost of providing this activity as Council considers that full cost recovery would deprive members of the community of the ability to participate/ enjoy these activities.

F As approved by NSW Water, Department of Primary Industries, and adopted as Council policy.

There is no "B" code used in the pricing policy.

The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change on 1 July 2022. Where a discrepancy exists between legislated and listed Charges then the Legislated Charge will prevail.

Goods and Services Tax

Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges by the description of Taxable and have GST included in the price.

Commercial Sensitivity

Where a fee or charge can be subjected to commercial competition, the cost of such charges has been classified as "Price on Application" (POA) to ensure Council's competitive position. A quotation can be supplied that will list the various components of the fee or charge on request.

Interest Charges

Council is responsible for fixing, by formal resolution, the level of interest penalties to apply in respect of all overdue accounts.

In respect of rates and charges the maximum level of interest is determined each year and advised to Council by the Office of Local Government. Section 566 (3) states "*the rate of interest is set by Council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette.*" Council will apply the maximum amount of interest on the basis that it provides a penalty to those ratepayers who fail to meet their obligations in regard to rates outstanding. This is done bearing in mind that in relation to rate payments:

- There are several payment options available to ratepayers;
- It is a foreseeable expenditure;
- Ratepayers with hardship are able to apply to Council for consideration.

Council proposes to apply the maximum permissible rate of interest payable on outstanding rates and charges at a simple rate calculated daily.

The maximum rate announced by the Minister for Local Government for the 2022/2023 period is 6.0 per cent. Council will adopt the rate confirmed by the Minister and this rate will be applied to overdue rates, water and sewer charges accounts.

The discretion to write off extra charges can be exercised if special circumstances can be demonstrated by the ratepayers involved. A request in writing will be required.

Interest will be calculated 4 days after the account is past due and calculated daily.

Proposed Rates and Rating Categories

The Independent Pricing and Regulatory Tribunal (IPART) has determined that Council's general income may be increased up to 1.8 per cent under section 506 of the Local Government Act 1993 for the rating year commencing 1 July 2022.

Rating Method

The Local Government Act 1993 provides Council with the following three alternative methods of levying rates:

- Solely ad valorem rating i.e. cents in the \$ on land value.
- Minimum rate plus ad valorem rate.
- A base amount of up to 50% of the total yield required to be raised from a category or sub-category of a rate and applied to all rateable parcels within that category or sub-category plus an ad valorem rate to raise the additional required.

Council currently uses the base rate plus ad valorem rate, a method that has been in operation for many years and has proved satisfactory.

Rates Statement

Rates are levied on the land value of the property as determined by the Valuer General and in accordance with the Local Government Act 1993.

Categorisation of Land

Council in accordance with Section 514 Local Government Act 1993 must declare each parcel of rateable land in its area to be within one of the following categories:

- Residential
- Business
- Farmland
- Mining

Categorised as Residential

(Section 516 Local Government Act 1993)

Land is to be categorised as **residential** if it is a parcel of land valued as one assessment and:

- its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house etc.); or
- in the case of vacant land, it is zoned or designated for residential purposes; or
- it is rural residential land

Categorised as Business

(Section 518 Local Government Act 1993)

Land is to be categorised as **business** if it cannot be categorised as farmland, residential or mining.

Categorised as Farmland

(Section 515 Local Government Act 1993)

Land is to be categorised as **farmland** if it is a parcel of rateable land valued as one assessment and its dominant use is for farming which:

- has significant and substantial commercial purpose or character, and
- is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

Land is not to be categorised as farmland if it is rural residential land.

The regulations may prescribe circumstances in which land is or is not to be categorised as farmland.

Categorised as Mining

(Section 517 Local Government Act 1993)

Land is to be categorised as **mining** if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.

The regulations may prescribe circumstances in which land is or is not to be categorised as mining.

Rate Structure for 2022/2023

The table below shows the adopted rates for 2022/2023 using the base rate with ad valorem calculation. The rate increase that has been adopted is yet to be determined but will be no more than 1.8%. The rate of 1.8% has been used in the calculation below.

Category	Ad Valorem Cents per \$	Base Amount \$	2022/2023 Notional Yield \$
RESIDENTIAL	0.00748273	492.00	4,127,677
BUSINESS	0.00901359	342.00	674,716
FARMLAND	0.00772242	762.00	3,135,447

Sewerage Charges for 2022/2023

The proposed increase in the total yield for sewerage charges in 2022/2023 is about 5 percent.

Residential

An annual charge of \$ 670.00 per assessment is to apply to all residential assessments within the Leeton, Yanco and Whitton Sewerage Local Rate Area. This is expected to yield \$ 2,089,730.

Non-Residential

The usage charge is proposed to be \$ 1.25 cents per kilolitre with a minimum charge equivalent to the Residential charge of \$ 670.00.

The non-residential sewer access charge is calculated by reference to the estimated quantity of waste water returned to the sewerage network. This is calculated, on a per billing period basis, by using the meter size as shown below multiplied by the Sewerage Discharge Factor.

Meter Size	2022/2023	2021/2022
20mm	142.00	135.18
25mm	223.00	212.25
32mm	365.00	347.75
40mm	571.00	543.35
50mm	891.00	849.00
80mm	2,283.00	2,174.00
100mm	3,566.00	3,396.00
150mm	8,023.00	7,641.00
200mm	14,263.00	13,584.00

The non-residential sewerage access and user charge is estimated to raise \$ 648,900.

Accounts for the combined sewerage access and usage charge will be issued in September, January and May of each calendar year coinciding with the water accounts being issued.

User Charges for 2022/2023

Water Charges

Council has adopted the Best Practice Guidelines (BPG) for water pricing in accordance with NSW Department of Primary Industry - Water requirements and as such incorporates access charges based on the meter size formula as specified in three BPG. The consumption charges are based on volume used as measured by the water meters installed at each property. These meters are read quarterly in September, January and May of each year.

The meter sizes used to calculate the access charges are listed below.

Meter Size	2022/2023	2021/2022
20mm	295.00	294.00
25mm	295.00	294.00
32mm	750.00	750.00
40mm	1,170.00	1,170.00
50mm	1,881.00	1,826.00
65mm	3,180.00	3,087.00
80mm	4,817.00	4,677.00
100mm	7,200.00	7,200.00
150mm	12,643.00	12,275.00

In 2022/2023 the residential water access charge is expected to yield \$1189479 while the non-residential water access charge is expected to yield \$ 384647.

Consumption Charges

Residential and Farmland

Council is continuing to use a 3 tier user charge structure for residential and farmland properties excluding strata units. Strata units generally only have a master meter so the tier structure is not a suitable or equitable method of charging. On these properties Council has elected to use a flat rate for any consumption charges. Those strata units that do have individual meters will be charged using the 3 tier method.

Usage per kilolitre	2022/2023	2021/2022
For the first 300kl	1.25	1.18
From 301kl to 600kl	1.75	1.70
Thereafter	3.10	2.99
Strata Properties master meter	1.92	1.86

The BPG requires at least 75% of overall residential water revenue be raised from user charges. As this was not historically how Council charged its fees they are in the process of making changes that will be phased in over a period of time so as to not adversely affect users. It is important that the BPG is achieved as it will assist Council in satisfying the criteria for future grant funding of major water and sewer projects.

A consumer using the average annual residential consumption of around 400kl will pay an additional \$21 total water charge in 2022/2023 over what would have been paid in 2021/2022. This is an increase of about 2.6% in the total charge.

The increases in the charges are required to ensure that Council's water fund achieves the following objectives:

- A surplus operating position is achieved so that the fund is financially sustainable on a long term basis.
- Council is required to comply with the Best Practice Pricing Guidelines which stipulates that the charges must be raised on a 75% usage and 25% access charge.
- The continued viability of the water supply fund is essential so that a safe and reliable network is maintained.
- Any additional revenue will also be used to renew ageing infrastructure and fund ongoing asset renewal in accordance with Council's adopted Asset Management Plans. Water charges are restricted under the Local Government Act and can only be used for water supply purposes.

Industrial and Commercial

The consumption charges for 2022/2023 are proposed to be set at two levels as shown below.

Usage per kilolitre	2022/2023	2021/2022
For the first 300kl	1.25	1.18
Thereafter	1.75	1.70

Waste Management Charges

Under the Local Government Act Council must make and levy an annual charge for the provision of waste management services for each parcel of rateable land. Council has reviewed the waste management operations in order to determine the appropriate current and future costs to be included as part of the reasonable costs determination. The Act does not allow for the subsidisation of domestic waste management from general rates revenue, nor does it allow for the revenue raised from the charge to be spent in any area other than waste management.

Additional waste collection services can be provided. The costs of this service are listed in the table below.

For those properties that do not have a waste collection service available an annual Landfill Access Charge will apply.

Council will apply a Commercial Waste Management charge to all commercial properties. These fees are charged on the basis of each property serviced multiplied by the number of services provided.

Waste Management Service	2022/2023	Estimated Yield	Qty
Availability Charge Each parcel of rateable land for which the service is available, per service. 240 litre receptacle supplied by Council.	300.00	1,235,400.00	4,118
Each parcel of non-rateable land for which the service is available, per service. 240 litre receptacle supplied by Council.	300.00		
For each additional weekly waste collection service	10.00		
Landfill Access Charge Each parcel of rateable land for which the service is available and unoccupied. (GST inc*)	65.00	77,025.00	1,185
Non domestic service per service provided. 240 litre receptacle supplied by Council.	300.00	189,900.00	633

Recycling Service

Council provides a fortnightly recycling service to residential properties and gives the option where available to non-residential and non-rateable properties. This service allows residents to recycle more resulting in a reduction in waste having to be disposed to landfill. This service allows maximum recovery of resources, helps reduce greenhouse gas emissions and prolongs the life of the landfill.

Additional recycling collection services can be provided. The cost of this service are listed in the table below.

Recycling Service	2022/2023	Estimated Yield	Qty
Availability Charge Each parcel of rateable land for which the service is available and occupied, per service. 240 litre receptacle supplied by Council.	150.00		
Non-residential property for which the service is available and requested, per service. 240 litre receptacle supplied by Council.	150.00		
Non-rateable property for which the service is available and requested, per service. 240 litre receptacle supplied by Council.	150.00		
		634,500	4,230
For each additional fortnightly recycling collection service	10.00		

Stormwater Management Service Charge

(Section 496A Local Government Act 1993)

The Act provides Council with the ability to make and levy a charge for the provision of stormwater management services for each parcel of rateable land for which the service is available. This charge will be expended on identified projects to alleviate drainage and stormwater problems in urban areas.

Income raised from this charge will also be spent to fund new projects, which when approved by Council will be incorporated into an overall Stormwater Management Plan for urban areas within Leeton Shire.

Projects included in the Stormwater Management Plan will be additional to the existing recurrent level of expenditure allocated for drainage maintenance and infrastructure works.

Property Type	2022/2023	Yield	2021/2022
Residential rated properties	25.00		25.00
Business rated properties	25.00		25.00
Strata Properties per unit	12.50		12.50
Quantity	3,790	94,750	

Onsite Sewerage Management System (OSSM)

(Section S68 Approvals Local Government Act 1993)

The Act provides Council with the ability to make and levy an administration service fee for the provision of OSSM Licence to Operate for all properties where an OSSM is installed. This fee has been set at \$ 11.00 per OSSM and is expected to raise approx. \$18,000.

Liquid Trade Waste Charges

Fees and charges for Liquid Trade Waste are broken up into two components as shown below:

- An annual fee for management of liquid waste.
- A usage charge based on the volume discharged into the sewer measured by water consumption multiplied by a Trade Waste Discharge Factor multiplied by a treatment cost.

Type	2022/2023	2021/2022
Annual Fee for management of liquid trade waste billed triannually within the three (3) water billing periods.	204.00	198.00
Category 1 - Dischargers where appropriate site pre-treatment is in place, per Kilolitre	0.00	0.00
Category 1 - Dischargers without appropriate site pre-treatment is in place, per Kilolitre	2.28	2.20
Category 2 - Dischargers where appropriate site pre-treatment is in place, per Kilolitre	2.28	2.20
Category 2 - Dischargers without appropriate site pre-treatment is in place, per Kilolitre	20.19	19.60

Private Works

Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on that land. These works are called Private Works and Council has not set a standard charge to carry out these works, so each one will be priced individually.

When calculating the cost of carrying out these works Council will cover all direct costs and overheads and where appropriate add a profit element. The profit element of pricing will vary depending on the relevant organisations, taking into account considerations of service to the community and general market competitiveness.

Private works may include but not limited to:

- Kerb and gutter construction,
- Road and associated works contribution,
- Drainage contribution,
- Water supply related works, and
- Sewerage and drainage connections.

Private works charges will therefore be calculated on the basis of the cost to Council, normal market values plus a margin of 20 percent to cover administration and overhead costs. The total calculated cost will be subject to GST.

It is strongly recommended that a quotation/estimate be obtained from Council prior to requesting or ordering private works undertakings.

All private works must be authorised by the client and the client must agree to pay the estimated cost prior to the work commencing.

The Plant Hire Rates for each item of Council plant are available by contacting Council. All plant must be operated by Council staff and this cost will be supplied on request.

It should be noted that Council's capacity to perform private works is very limited.

Statement of Borrowings

Council anticipates borrowing the following amounts in 2022/2023:

Brought forward from prior year:-

• Roxy Theatre Redevelopment	3,000,000
• Vance Estate Expansion	1,400,000
• Leeton Early Learning Centre expansion	300,000

New loans:-

• Gogelderie Riverside Park cabins	500,000
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2022/23 Total: 5,200,000

Council's existing borrowings as at 1 July 2023 are:

• Multi Purpose Centre	66,530
• Petersham Road Works	198,051
• Ovals	346,344
• Showground Grandstand	163,903
• Leeton Pool Refurbishment	2,076,106

Total: 2,850,934

Budgeted Total: 8,050,934

National Competition Policy

The Local Government Act 1993 requires Council to include in its Operational Plan a statement of principal activities of a business or commercial nature to be undertaken by Council.

In assessing Council's activities it has been determined that Council's Water Supply and Sewerage Supply operations have over a \$2.0m turnover as so are classified as a Category 1 business which means that the business is to adopt a corporate and commercial approach to how it operates. This includes the removal or disclosure of subsidies and appropriate pricing policies.

As at 30 June, 2021 the Statement of Financial Position of both Category 1 businesses reveal the following net assets resulting from operations.

Business	Retained Earnings \$'000	Revaluation Reserves \$'000
Water Supply	25,623	34,228
Sewerage Supply	21,029	25,867

Council has established a complaints handling mechanism to deal with any competitive neutrality complaints against the Council for the manner in which it has conducted its operations. Council has not received any complaints in relation to competitive neutrality principles as at the date of preparing this policy.

Subsidies Granted by Council

Subsidy %	Organisation Type	Budgeted Subsidy Amount
50%	Sporting Group Subsidies	\$8,125
	Crown Land Subsidies - Leases	\$70,000
Property Owners in the below Groups		
80%	Group 1 - Religious Organisations	\$16,189
90%	Group 2 - Charitable Organisations	\$8,681
90%	Group 3 - Not-for-Profit	\$1,617
Total Subsidies Allowed for 2022-2023		\$104,612

Subsidy Guidelines

Community facilities are Council owned buildings/facilities and reserves which are used by community based not-for-profit groups to provide recreational, cultural, sporting and community service activities.

Community facilities are often, but not always, situated on Council Land, public open space or Crown Land for which Council has long term management and legislative responsibility.

Those fees and charges that include reduced fees for Community Groups and Not-For-Profits will not fall under this Subsidy Guideline.

Council may assist community users by providing a subsidy for rent or against Council's adopted fees and charges. Council offers a maximum subsidy of up to 80% for sporting groups and 90% for front line services.

Council seeks to ensure that the cost to Council of the provision of community facilities is absolutely open and transparent. Council has a fiduciary responsibility to all ratepayers and must clearly identify the actual cost of all rental subsidies.

A community group or user may also request a waiver on Council's adopted fees and charges. Fee waivers must be approved by Council.

Rental subsidies will be as specified in the legal agreement. The use of Community property other than as specified in Council's adopted fees and charges must be documented by a lease or licence using a contestable process to satisfy legislative requirements. Users will not be allowed to occupy Community property without legal tenure.

The level of the rental subsidy will be determined against the market rental value shown in the legal agreement.

Community groups and organisations using Council's properties will be required to report annually on performance indicators in relation to the facility and the group's activities. Council will provide guidance and advice on the collection of this information. Council insists on the highest level of transparency in the management of its properties.

In all cases the level of subsidy will be reviewed on an annual basis. The review does not imply a change in the level of subsidy but is required so that Council is fully informed on the total level of subsidies being applied to fulfil the requirements of State Government legislative requirements in relation to the provision of facilities on Operational land, Community land, Crown public recreation reserves and open space.

The following information may be sought from Community groups and Organisations claiming Council subsidies:

- Financial Statements, Annual Reports and Articles of Incorporation;
- Proof of charitable status;
- Residential status of participants and
- Other information to clarify the nature of the group or activity.

Subsidy Category Criteria

The category criteria are documented in the table below.

CATEGORY	SUBSIDY	CRITERIA	SUBSIDY % FOR CRITERIA
One: Community Service Frontline A service that meets Community needs for example, programs that meet the development needs of children and young people with disabilities. Usually not-for-profit.	Up to 90% subsidy (exclusive of GST)	Social and Community benefit of activity including clear alignment with community priority identified by Council.	40%
Organisation is voluntary with no regular source of income		25%	
Extent of benefit to Leeton Shire residents (more than 60% of participants)		25%	
Two: Community Partnership A service that provides services in partnership with the Community but does not address frontline Community issues. For example to improve the health of residents through participation in community sport.	Up to 80% subsidy (exclusive of GST)	Social and Community benefit of activity including clear alignment with community priority identified by Council.	40%
Organisation is voluntary with no regular source of income		30%	
Extent of benefit to Leeton Shire residents (more than 60% of participants)		10%	
Three: Partially Assisted A service that demonstrates partial funding and support but requires some rental subsidy from Council to provide the service.	50% to 80% subsidy (exclusive of GST)	Social and Community benefit of activity including clear alignment with community priority identified by Council.	40%
Organisation is voluntary with no regular source of income		20%	
Extent of benefit to Leeton Shire residents (more than 60% of participants)		20%	
Four: Self Funded Service	Assessed on a case by case basis. Generally not subsidised.		
Five: Sporting Groups A service that provides services in partnership with the Community to improve the health of residents through participation in community sport.	50%	Social and Community benefit of activity including clear alignment with community priority identified by Council. Organisation is voluntary Extent of benefit to Leeton Shire residents (more than 60% of participants)	50%



LEETON
SHIRE COUNCIL

**Schedule of Fees and Charges
for the year commencing 1 July 2022**

LEETON SHIRE COUNCIL
Fees and Charges for 2022-2023
INDEX

Content	Page No	Content	Page No
ADMINISTRATION	16-18	WASTE MANAGEMENT	33-34
Business Waste and Recycling	16	Asbestos	33
Administration Charges	17	Waste Disposal and Recycling	33
Rates and Charges	17	Commercial Fees	34
Freedom of Information	17	Residential and Commercial Fees	34
Crowd Control Barriers	17	CEMETERY	35
GIS/Mapping Services	18	Monumental Section (Leeton)	35
DESIGN AND CONSTRUCTION	19	Monumental Section (Whitton)	35
Printing, Photocopying and Scanning	19	Vault/Capella Sections	35
Flood Information or Certificate	19	Rose Garden	35
PUBLIC ORDER AND SAFETY	20-21	Lawn Cemetery	35
Ranger Services	20	Miscellaneous	35
Other Public Order and Safety	21	STREET STALLS	36
HEALTH	21-22	Street Stalls	36
Health Inspection	21	WATER SERVICES	36
Amusement Devices	21	Water Supply Services	36-37
Sewerage Management Facility	22	Sale of Raw Water	37
Protection of Environment	22	SEWERAGE SERVICES	37
Noxious Weeds	22	Sewerage Supply Services	37
CHILDREN'S SERVICES	22	Other Charges	37
Leeton Early Learning Centre	22	TRADE WASTE	38-39
Leeton Out of School Care	22	Category Charges	38
Leeton Vacation Care	22	Excess Mass Charge	38-39
HOUSING AND COMMUNITY	23-25	RECREATION & CULTURE	39-46
Housing Rentals	23	Mountford Park Stage	39
Lease and Licence Preparation	23	All Swimming Pools	39-40
Leeton Multipurpose Community Centre	24-25	Indoor Stadium	40-41
TOWN PLANNING	25-30	Parkview Tennis Courts	41
Development Application	25-26	Leeton Ovals Complex	42
Modification of Development Consent	27-28	Yanco Sports Ground	43
Review of Determination	28-29	Leeton Golf Course	43-44
Planning Proposals	29	Roxy Theatre	44
Other Planning and Development	29	Hire of Inflatable Movie Screen	45
Subdivision Works Certificate	29	Leeton Museum & Art Gallery	45
Bonds	29	Public Halls	45
Construction Certificates	30	Library	46
Inspections (Subdivision Works)	30	TRANSPORT & COMMUNICATIONS	47
Section 64 and Section 7.12 Contributions	30	Kerbing, Cross-overs	47
Heritage Colour Schemes	30	Temporary Road Closure	47
MINING, MANUFACTURING & CONSTRUCTION	31-33	Private Works	47
Building Certificates	31	Footpaths	47
S68 Approvals	31	Heavy Vehicle Access Charge	47
Caravan Park, Camping Ground & Home Estates	32	Car Park Hire	47
Compliance Certificates	32	Signage	47
Inspections	32-33	ECONOMIC ACTIVITIES	48-49
		Tourism and Information Centre	48-49
		PLANT HIRE	49

The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change on 1 July 2021. Where a discrepancy exists between legislated and listed Charges then the Legislated Charge will prevail.

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ADMINISTRATION							
Waste and Recycling							
RT	240L Bin Waste	\$,496 Rates and charges	GST exempt	C	per service		
RT	240L Bin Waste (if GST applicable)	\$,496 Rates and charges	Taxable	C	per service		
RT	Business Recycling (240L Bin)	\$,501 Rates and charges	GST exempt	C	per service		
RT	Business Recycling (GST applicable)	\$,501 Rates and charges	Taxable	C	per service		
Administration Charges							
76	Council Chambers Hire - half day with kitchen	Use of Facilities - other	Taxable	D	half day with kitchen	80.00	85.00
77	Council Chambers Hire - full day with kitchen	Use of Facilities - other	Taxable	D	full day with kitchen	114.00	120.00
78	Photocopies - Black & White per page - A4	Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable	D	page	1.60	2.00
79	Photocopies - Black & White per page - A3	Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable	D	page	1.80	2.00
80	Photocopies - Multiple Black & White copies Photocopies - Council Sub Committees	Use of General Equipment Fee - Civic and other, Staff Assisted Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable GST Exempt	D E		As negotiated No Charge	As negotiated No Charge
81	Photocopies - Other Community Groups - Black & White	Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable	E	page	1.40	2.00
82	Photocopies - Colour per page - A4	Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable	D	page	1.80	2.00
83	Photocopies - Colour per page - A3	Use of General Equipment Fee - Civic and other, Staff Assisted	Taxable	D	page	3.00	4.00
84	Colour Printing - Multiple Copies Copies of Council Business Papers	Use of General Equipment Fee - Civic and other, Staff Assisted Fee for accessing or printing required information	Taxable GST Exempt	D E		As negotiated No Charge	As negotiated No Charge
	Copies of Council Minutes	Fee for accessing or printing required information	GST Exempt	E		No Charge	No Charge
85	Replacement Keys - where keys are issued to users of Council's amenities and facilities, replacement keys will be charged for	Replacement Keys	Taxable	C	fee	Cost plus \$15	Cost plus \$16
86	Casual Hire Council Facilities - Public Liability Insurance Fee	Use of Facilities - other	Taxable	E	fee	35.00	37.00
Rates & Charges							
141	Certificate pursuant to Section 603 of LGA	Section 603 Certificate fee	GST Exempt	A	certificate	85.00	90.00
142	Urgency Fee - Certificate Section 603 to be available within 24 hrs (additional)	Section 603 Certificate fee	GST Exempt	C	certificate	57.00	60.00
RT	Interest Rate for Overdue Rates and Water Charges	Interest rate set by the Office of Local Government	GST Exempt	A	%	6%	6%
21	Commercial Rate Inquiry	Fee for accessing, emailing or printing required information	GST Exempt	E	per enquiry	13.00	14.00
22	Commercial Rate Book	Fee for providing full Shire of Leeton rates book	GST Exempt	E	each	169.00	178.00
23	Record Searches - Searches involving over 14 minutes investigation. Pro-rata charge is \$18.00 per 15 minutes	Fee for accessing, emailing or printing required information	GST Exempt	C	hour	72.00	76.00
20	Printing or emailing Multiple Rates and/or Water Notices - Current Year	Fee for accessing, emailing or printing required information	GST Exempt	C	per copy	20.00	22.00
24	Printing or emailing Multiple Rates and/or Water Notices - Previous Years	Fee for accessing, emailing or printing required information	GST Exempt	C	per copy	24.00	26.00
25	History Transaction Listing - Rates and Water	Fee for accessing, emailing or printing required information	GST Exempt	C	per copy	18.00	19.00
26	Rates and Water Refund Requests and Transfers required where incorrect reference has been used	Fee for accessing, emailing or printing required information	GST Exempt	C	per transaction	18.00	19.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ADMINISTRATION							
Rates & Charges Continued							
27	Rates and Water Refund Requests and Transfers required when an overpayment has been made. One transfer free per year per ratepayer	Fee for accessing, emailing or printing required information	GST Exempt	C	per transaction	18.00	19.00
28	Dishonoured Payment (Cheque or Direct Debit) Charge	Fee for accessing, emailing or printing required information	Taxable	C	per transaction	40.00	43.00
29	Completion of Consent Orders -Agreeing and Signing for Judgement Debt to be removed from ratepayer's credit rating. Pro-rata charge is \$18.00 per 15 mins.	Fee for accessing, emailing or printing required information	Taxable	C	per transaction	72.00	76.00
RT	Debt Recovery charges on Overdue Rates and Charges, including any Intervention and Service Fees.		Both	C	Fee	Cost Recovery	Cost Recovery
30	Application for Review of Fire and Emergency Services Levy Land Classification - Refundable if classification is reviewed and is subsequently changed by Council	Review Fire & Emergency Services Levy Classification	GST exempt	A	rateable property	50.00	50.00
31	Certificate of Valuation per Section 76 of the Valuation of Land Act	Fee for accessing, emailing or printing required information	GST Exempt	C	certificate	33.00	35.00
32	Notice of Sale and Transfer of Land - annual update	Fee for accessing, emailing or printing required information	GST exempt	D	year	178.00	188.00
33	Notice of Sale and Transfer of Land - special request	Fee for accessing, emailing or printing required information	GST exempt	D	sheet	5.70	6.00
RT	Administration Service Fee (Included on Rates Notices)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	Year	10.00	11.00
Government Information Public Access							
34	GIPA Information Act Application Fee - Access to Records (personal affairs)	Fee for accessing or printing required information	GST Exempt	A	issue	30.00	30.00
35	GIPA Information Act Application Fee - All other requests	Fee for accessing or printing required information	GST Exempt	A	issue	30.00	30.00
36	GIPA Information Act Application Fee - Internal Review (all circumstances)	Fee for accessing or printing required information	GST Exempt	A	issue	40.00	40.00
37	GIPA Information Act Processing Charge - Personal affairs (first 20 hours no charge, then \$30 per hour)	Fee for accessing or printing required information	GST Exempt	A	hour	30.00	30.00
Crowd Control Barriers							
38	Crowd Control Barrier Hire - minimum charge \$13 - Not for Profit	Use of Facilities - other	Taxable	E	per Barrier / per day	13.00	14.00
39	Crowd Control Barrier Hire - minimum charge \$33 - Commercial	Use of Facilities - other	Taxable	E	per Barrier / per day	34.00	36.00
40	Crowd Control Barrier - Erect and Disassemble (per Council employee per hour). Commercial	Use of Facilities - other	Taxable	E	per hour	223.00	235.00
41	Crowd Control Barrier - Erect and Disassemble (per Council employee per hour). Not for Profit	Use of Facilities - other	Taxable	E	per hour	135.00	142.00
42	Witches Hats - holding deposit refundable on return in good order	Use of Facilities - other	GST exempt	E	deposit	200.00	200.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ADMINISTRATION							
GIS/Mapping Services							
43	Custom Maps	Fee for accessing or printing required information	GST Exempt	C	per hour plus standard map output fee	106.00	112.00
44	Customer GIS Analysis	Fee for accessing or printing required information	GST Exempt	C	per hour plus standard map output fee	148.00	156.00
45	Map printing sheet size - A4	Fee for accessing or printing required information	GST Exempt	C	page	22.00	24.00
46	Map printing sheet size - A3	Fee for accessing or printing required information	GST Exempt	C	page	29.00	31.00
47	Map printing sheet size - A2	Fee for accessing or printing required information	GST Exempt	C	page	36.00	38.00
48	Map printing sheet size - A1	Fee for accessing or printing required information	GST Exempt	C	page	49.00	52.00
49	Map printing sheet size - A0	Fee for accessing or printing required information	GST Exempt	C	page	58.00	61.00
50 T 51 F	Permanent Road Closure Application (actual costs include - advertising, survey plans, DA fees, LPI registration) - Formed Roads	Fee for road closure processes	Both	C	application	\$2,575 + actual costs	\$2,705 + actual cost
52 T 53 F	Permanent Road Closure Application (actual costs include - advertising, survey plans, DA fees, LPI registration) - Unformed Roads (Crown Land)	Fee for road closure processes	Both	C	application	\$4,635 + actual costs	\$4,870 + actual cost
54 T 55 F	Easement Negotiations (actual costs include - advertising, survey plans, DA fees, LPI registration) - Council Land	Fee for road closure processes	Both	C	application	\$2,575 + actual costs	\$2,705 + actual cost
56	Plan search and Survey mark search (DP, PM's, SSM's) Pro-rata charge is \$17.00 per 15 mins	Fee for accessing or printing required information	GST Exempt	C	each	72.00	76.00

DRAFT
For Public Exhibition

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
DESIGN AND CONSTRUCTION							
Printing and Photocopying - Private Service							
57	Black and White - A0	Fee for accessing or printing required information	Taxable	C	page	16.00	17.00
58	Black and White - A1	Fee for accessing or printing required information	Taxable	C	page	14.00	15.00
59	Black and White - A2	Fee for accessing or printing required information	Taxable	C	page	11.00	12.00
60	Colour - A0	Fee for accessing or printing required information	Taxable	C	page	66.00	70.00
61	Colour - A1	Fee for accessing or printing required information	Taxable	C	page	43.00	46.00
62	Colour - A2	Fee for accessing or printing required information	Taxable	C	page	32.00	34.00
63	Plan Copying - A0 per sheet - Private service	Fee for accessing or printing required information	Taxable	C	sheet	66.00	70.00
64	Plan Copying - A1 per sheet - Private service	Fee for accessing or printing required information	Taxable	C	sheet	43.00	46.00
65	Plan Copying - A2 per sheet - Private service	Fee for accessing or printing required information	Taxable	C	sheet	32.00	34.00
66	Plan Copying - A0 per sheet - Regulatory function	Fee for accessing or printing required information	GST exempt	C	sheet	32.00	34.00
67	Plan Copying - A1 per sheet - Regulatory function	Fee for accessing or printing required information	GST exempt	C	sheet	22.00	24.00
68	Plan Copying - A2 per sheet - Regulatory function	Fee for accessing or printing required information	GST exempt	C	sheet	16.00	17.00
Scanning (onto customer supplied device)							
69	A0	Fee for accessing or printing required information	Taxable	C	page	3.20	4.00
70	A1	Fee for accessing or printing required information	Taxable	C	page	2.70	3.00
71	A2	Fee for accessing or printing required information	Taxable	C	page	2.20	3.00
72	Copies of Maps (Council Property)	Fee for accessing or printing required information	GST exempt	C	page	20.00	22.00
Flood Information or Certificate							
73	Search of flood effected property	Fee for accessing or printing required information	Taxable	E	per lot	No Charge	No Charge
74	Flood level search fee (Certificate generated)	Fee for accessing or printing required information	Taxable	C	per lot/building	135.00	142.00
PUBLIC ORDER & SAFETY							
Ranger Services							
200	Microchipping - First animal	Impounded and Companion animals - Microchipping fee	Taxable	C	per animal	31.00	33.00
201	Microchipping - subsequent animals	Impounded and Companion animals - Microchipping fee	Taxable	C	per animal	23.00	25.00
195	Companion Animal Surrender fee	Impounding fees - private impounding	GST Exempt	E	per animal	40.00	43.00
199	Lifetime Animal Registration Animal Not Desexed Additional late fee if the registration has not been paid within 28 days after the date on which the companion animal is required to be registered (dog 6 months of age, cat 4 months of age)	Companion animals registration fee	GST Exempt	A	per animal	224.00	224.00
			GST Exempt	A	per animal	18.00	18.00
	Dog - Working	Companion animals registration fee		A	per animal	-	-
	Dog - Service of the State	Companion animals registration fee		A	per animal	-	-
	Assistance Animal	Companion animals registration fee		A	per animal	-	-
198	Lifetime Animal Registration Animal Desexed	Companion animals registration fee	GST Exempt	A	per animal	66.00	66.00
	Dog - desexed (sold by pound/animal shelter)	Companion animals registration fee	GST Exempt	A	per animal	-	-
197	Lifetime Animal Registration Pensioner Concession Animal Desexed	Companion animals registration fee	GST Exempt	A	per animal	27.00	27.00
196	Lifetime Animal Registration Registered Breeder/not recommended Not Desexed	Companion animals registration fee	GST Exempt	A	per animal	66.00	66.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
PUBLIC ORDER & SAFETY							
Ranger Services							
202	Dog Impounding - Release fee (one of fee)	Impounding fees - release for animals	GST Exempt	C	per animal	39.00	41.00
	Cat - desexed or not desexed	Companion animals registration fee		A	per animal	56.00	56.00
	Cat - eligible pensioner	Companion animals registration fee	GST Exempt	A	per animal	27.00	27.00
	Cat - desexed (sold by pound/shelter)	Companion animals registration fee		A	per animal	-	-
	Cat - not desexed and kept by recognised breeder for breeding purposes or not recommended Annual permit - undesexed cat	Companion animals registration fee	GST Exempt	A	per animal	56.00	56.00
		Companion animals registration fee	GST Exempt	A	per animal	81.00	81.00
	Annual permit - Dangerous dog	Companion animals registration fee	GST Exempt	A	per animal	197.00	197.00
	Annual permit - Restricted dog	Companion animals registration fee	GST Exempt	A	per animal	197.00	197.00
	Annual permit - late fee	Companion animals registration fee	GST Exempt	A	per animal	18.00	18.00
	Stock on roads	Call out fee	GST Exempt	C	per call out	Cost recovery	Cost recovery
PUBLIC ORDER & SAFETY							
194	Common fees (per head)	Impounding fees for animals	GST Exempt	C	fee - daily maintenance	39.00	No longer under Council
193	Stock Impounding Fees (3) - Driving (horses, bulls cows, goats or pigs)	Impounding fees for animals	GST Exempt	C	per head per km	Cost Recovery	Cost Recovery
192	Stock Impounding Fees (3) - Driving (sheep)	Impounding fees for animals	GST Exempt	C	per head per km	Cost Recovery	Cost Recovery
191	Stock Impounding Fees (3) - Sustenance (horses, bulls cows)	Impounding fee - sustenance and care of animals	GST Exempt	C	per head per day	40.00	43.00
190	Stock Impounding Fees (3) - Sustenance	Impounding fee - sustenance and care of animals	GST Exempt	C	per head per day	31.00	33.00
189	Stock Impounding Fees (3) - Impounding	Impounding fees for animals	GST Exempt	C	(1 to 20 Sheep)	Cost Recovery	Cost Recovery
188	Stock Impounding Fees (3) - Impounding	Impounding fees for animals	GST Exempt	C	(21 to 50 sheep)	Cost Recovery	Cost Recovery
187	Stock Impounding Fees (3) - Impounding	Impounding fees for animals	GST Exempt	C	(51 to 100 sheep)	Cost Recovery	Cost Recovery
186	Stock Impounding Fees (3) - Impounding	Impounding fees for animals	GST Exempt	C	per add. Sheep	Cost Recovery	Cost Recovery
185	Advertising Fee (all stock)	Impounding fees for animals	GST Exempt	C	all stock	At Cost	At Cost
184	Stock Entry and Release Fees	Impounding fees - release for animals	GST Exempt	C	all stock	39.00	41.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
PUBLIC ORDER & SAFETY							
Other Public Safety and Order							
183	Abandoned Motor Vehicles	Impounding fee- vehicles	GST Exempt	C	per vehicle	274.00	288.00
DD 291	License for Usage of Footpaths	Licence - Public Order and Safety	GST Exempt	E	per year	29.00	31.00
HEALTH							
DD 282	Health Surveyor - Inspection Fees (food premises & cooling towers). A minimum inspection fee applies of \$115.00 plus Administration Fee	General food premises inspection fee	GST Exempt	C	hour	179.00	189.00
DD 283	Administration Charge - Cooling Towers Inspections	General premises inspection fee	GST Exempt	C	per inspection	32.00	34.00
DD 284	Food Premises - Bi-Annual Inspection Fees plus Administration Fee	General food premises inspection fee	GST Exempt	C	per premises	Cost Recovery	Cost Recovery
DD 284	Food safety inspection - issue of improvement notice	General premises inspection fee	GST Exempt	A	per notice	330.00	330.00
DD 284	Commercial Temporary or Special Event involving food stalls Minimum Fee applies of \$155 plus Administration Fee	General food premises inspection fee	GST Exempt	C	hour	213.00	224.00
DD 286	Administration Charge - Food Premises Inspections	General food premises inspection fee	GST Exempt	C	per inspection	32.00	34.00
DD 287	Beauty Salons / Skin Penetration - Annual inspection Fee. A minimum inspection fee applies of \$115	General premises inspection fee	GST Exempt	C	hour	179.00	189.00
DD 288	Administration Charge - Beauty Salon/Skin Penetration Inspections	General premises inspection fee	GST Exempt	C	per inspection	32.00	34.00
DD 287	Hairdressing Salons (where no beauty treatments undertaken) including home and mobile hairdressing - Annual inspection Fee. A Minimum inspection fee applies of \$115	General premises inspection fee	GST Exempt	C	hour	179.00	189.00
DD 284	Undertakers/Mortuary Inspection. Minimum Fee applies of \$155.00	General premises inspection fee	GST Exempt	C	hour	213.00	224.00
203	Permits for Distribution of Handbills	Fee to distribute promotional material on community land.	GST Exempt	C	event	29.00	31.00
348	Sale of Sunscreen - 1 litre		GST exempt	C	per item	Cost Recovery	Cost Recovery
349	Sale of Sunscreen - Tube		GST exempt	C	per item	Cost Recovery	Cost Recovery
204	Special licence for holding of Jamborees, festivals and other such events	Permit to hold a special event	GST Exempt	C	event	65.00	69.00
	Pool CPR Signs - Supply Only		Taxable	D	per sign	18.00	19.00
310	Rural Identification Signs - Supplied and installed		Taxable	D	per sign	74.00	78.00
311	Rural Identification Signs - Supply only		Taxable	D	per sign	41.00	44.00
Amusement Devices							
DD 292	Amusement Device - Approval to Operate per Premises	Application fee or renewal of application to install or operate an amusement device including inspection	GST Exempt	C	application	130.00	137.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
HEALTH							
Onsite Sewerage Management Facility(OSSM) S68 Approvals Local Government Act 1993 - Part							
DD 293	Application for the Approval to Install or Construct an Onsite Sewerage Management Facility - Residential (Includes an Inspection and Approval to Operate Fee)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	application	424.00	446.00
DD 293	Application for the Approval to Install or Construct an Onsite Sewerage Management Facility - Non Residential (Includes an Inspection and Approval to Operate Fee)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	application	424.00	446.00
DD 294	Application for the Approval to Alter or Add to an Existing Onsite Sewerage Management Facility - Residential (Includes an Inspection)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	application	201.00	212.00
DD 294	Application for the Approval to Alter or Add to an Existing Onsite Sewerage Management Facility - Non Residential (Includes an Inspection)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	application	201.00	212.00
DD 280	Additional Inspection - Minimum Charge \$110	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	per hour	179.00	189.00
DD 281	Approval to Operate an On-site Sewerage Management Facility (Includes an Inspection)	Licence to Operate an Onsite Sewerage Management Facility	GST Exempt	C	application	124.00	131.00
Protection of the Environment							
205	Application to Burn	Other statutory approvals	GST Exempt	D	application	68.00	72.00
Noxious Weeds							
206	Noxious Weeds Certificate - Private - Minimum charge \$105	Noxious weeds property fee	GST Exempt	C	per certificate / per hour	179.00	189.00
	Noxious Weeds Property Inspections	Noxious Weeds property inspection fee	GST Exempt	E	per inspection	No charge	No charge
CHILDRENS SERVICES							
Leeton Early Learning Centre							
LELC	Early Learning Centre - 0 to 2 years	Children's Services	GST Exempt	C	day	107.00	111.00
LELC	Early Learning Centre - 2 to 3 years	Children's Services	GST Exempt	C	day	105.00	109.00
LELC	Early Learning Centre - 3 to 4 years	Children's Services	GST Exempt	C	day	102.00	106.00
LELC	Early Learning Centre - 4 to 5 years	Children's Services	GST Exempt	C	day	101.00	105.00
Leeton Out of School Hours							
450	Out of School Hours Care - Booked Day	Children's Services	GST Exempt	C	day	28.00	30.00
451	Out of School Hours Care - Casual Day	Children's Services	GST Exempt	C	day	33.00	35.00
Leeton Vacation Care - Booked Days							
448	Local days	Children's Services	GST Exempt	C	day	64.00	66.00
449	Excursions days	Children's Services	GST Exempt	C	day	73.00	76.00
Leeton Vacation Care - Casual Days							
455	Local days	Children's Services	GST Exempt	C	day	70.00	74.00
456	Excursions days	Children's Services	GST Exempt	C	day	79.00	83.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
HOUSING & COMMUNITY							
Housing Rentals							
457	3 Brobenah Road - University Students	Lease of council property	Input Taxed	C	House per week per student	As per contract	As per contract
458	5 Brobenah Road - University Students spouse/partner	Lease of council property	Input Taxed	C	House per week per person	As per contract	As per contract
459	3 Brobenah Road - Occasional Hire Medical or Allied Health Staff	Use of Facilities - Housing Rentals	Taxable	C	House per week per student	\$125+ Cleaning Fee	Market Rate (less 30% for Healthcare Students) plus Cleaning fee
460	5 Brobenah Road - Leeton Shire Council	Use of Facilities - Housing Rentals	Taxable	C	House per week	Cleaning Fee	Cleaning Fee
461	5 Brobenah Road - Occasional Hire Businesses (Minimum 3 nights)	Use of Facilities - Housing Rentals	Taxable	C	House per night	105.00	111.00
462	Henry Lawson Cottage, Daalbata Rd - University Students	Lease of council property	Input Taxed	C	House per week per student	As per contract	As per contract
463	Henry Lawson Cottage, Daalbata Rd - University Students spouse/partner	Lease of council property	Input Taxed	C	House per week per person	As per contract	As per contract
464	Henry Lawson Cottage, Daalbata Rd - Occasional Hire Medical or Allied Health Staff	Use of Facilities - Housing Rentals	Taxable	C	House per week	As per contract (market rate) \$125 + Cleaning Fee	As per contract (market rate) Market Rate (less 30% for Healthcare Students) plus Cleaning fee
465	Henry Lawson Cottage, Daalbata Rd - Leeton Shire Council Short Stay	Use of Facilities - Housing Rentals	Taxable	C	House per week	Cleaning Fee	Cleaning Fee
466	Henry Lawson Cottage, Daalbata Rd - Occasional hire businesses (Minimum 3 nights)	Use of Facilities - Housing Rentals	Taxable	C	House per night	110.00	116.00
467 & 468	Bush Bursary - 3 Brobenah Rd & Henry Lawson Cottage, Daalbata Rd	Use of Facilities - Housing Rentals	Taxable	C	House per week	Cleaning Fee	Cleaning Fee
469 & 470	Murrumbidgee Health Service - 3 Brobenah Rd & Henry Lawson Cottage, Daalbata Rd.	Use of Facilities - Housing Rentals	Taxable	C	House per week	\$125 + Cleaning Fee	Market Rate (less 30% for Healthcare Students) plus Cleaning fee
471	Cleaning fee for - 3 Brobenah Rd & Henry Lawson Cottage, Daalbata Rd to be charged each time service used or on exit.	Use of Facilities - Housing Rentals	Taxable	C	Clean	Cost Recovery	Cost Recovery
472	4 Surf Lane, Yanca	Lease of council property	Input Taxed	C	House	As per contract	As per contract
473	Brobenah Reserve	Lease of council property	Input Taxed	C	House	As per contract	As per contract
474	Caretakers Residence Bus Terminal	Lease of council property	Input Taxed	C	House	As per contract	As per contract
Lease Preparation/Standard Licence Preparation (where prepared in-house). Any legal fees to be paid by the lessee where required							
475	Administration Fee per Application	Application fee for new lease of council property	Taxable	C	Property	132.00	250.00
476	Fee for preparing a Lease or Licence for Council Property in House- Community Organisations	Application fee for new lease of council property	Taxable	C	Property	200.00	250.00
477	Fee for preparing a Lease or Licence for Council Property in House- Commercial	Application fee for new lease of council property	Taxable	C	Property	316.00	332.00
478	Fee for preparing a lease or Licence for Agistment/Grazing rights on Council Land in House	Application fee for new lease of council property	Taxable	C	Property	137.00	250.00
479	Fee for preparing a Lease or Licence for Council Property by a Legal Practitioner	Application fee for new lease of council property	Taxable	C	Property	Cost Recovery	Cost Recovery
480	Advertising Costs	Costs associated with Leases and Licences	Taxable	C	Property	Cost Recovery	Cost Recovery

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
HOUSING & COMMUNITY							
Leeton Multipurpose Community Centre - Hire Fees							
1000	Hire of any of Councils Facilities - Refundable Bond	Use of Facilities - other	GST Exempt	C	Facility	200.00	200.00
1001	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the kitchen and all toilets - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	47.00	50.00
1002	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the kitchen and all toilets - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	Full day	68.00	72.00
1003	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen - CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	124.00	131.00
1004	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen - CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	Full day	169.00	178.00
1005	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen and all toilets - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	47.00	50.00
1006	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen and all toilets - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	Full day	68.00	72.00
1007	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop - including the Kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	147.00	155.00
1008	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop - including the Kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	Full day	205.00	216.00
1009	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - Civic centre	Taxable	C	Up to 2 hours	31.00	33.00
1010	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	46.00	49.00
1011	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - Civic centre	Taxable	C	Full day	61.00	65.00
1012	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - Civic centre	Taxable	C	Up to 2 hours	52.00	55.00
1013	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	91.00	96.00
1014	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - Civic centre	Taxable	C	Full day	123.00	130.00
135	Large Kitchen - COMMUNITY GROUPS	Use of Facilities - Civic centre	Taxable	C	If used in conjunction with other space	-	-
1015	Large Kitchen - COMMUNITY GROUPS (rate depends on stated use)	Use of Facilities - Civic centre	Taxable	C	if used on its own	\$43 - \$58	\$45 - \$61
135	Large Kitchen - CORPORATE/PRIVATE	Use of Facilities - Civic centre	Taxable	C	If used in conjunction with other space	-	-
1016	Large Kitchen - CORPORATE/PRIVATE (rate depends on stated use)	Use of Facilities - Civic centre	Taxable	C	if used on its own	\$65 - \$93	\$68 - \$98
1017	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	91.00	96.00
1018	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	Full day	135.00	142.00

Fees and Charges for 2022-2023								
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23	
HOUSING & COMMUNITY								
Leeton Multipurpose Community Centre - Hire Fees (continued)								
1019	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	245.00	258.00	
1020	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Civic centre	Taxable	C	Full day	346.00	364.00	
1021	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	91.00	96.00	
1022	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	Full day	135.00	142.00	
1023	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	313.00	329.00	
1024	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Civic centre	Taxable	C	Full day	406.00	427.00	
1025	Outdoor Area and Toilets - COMMUNITY GROUPS	Use of Facilities - Civic centre	Taxable	C	Per use	24.00	26.00	
1026	Outdoor Area and Toilets - CORPORATE/PRIVATE	Use of Facilities - Civic centre	Taxable	C	Per use	57.00	60.00	
1027	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen	Use of Facilities - Civic centre	Taxable	C	Multiple/cons secutive days	By Negotiation	By Negotiation	
1028	Office Spaces - Permanent or Casual Basis	Use of Facilities - Civic centre	Taxable	C	As negotiated	By Negotiation	By Negotiation	
Community Group Memberships								
	Community Group Memberships entitle members to a 50% discount on the standard community group hire rates up to the membership cost. Any hire in excess of the membership fee will be charged at the usual community group rates.							
1029	Level 1 (monthly meetings)	Use of Facilities - Civic centre	Taxable	C	Yearly	147.00	155.00	
1030	Level 2 (fortnightly meetings)	Use of Facilities - Civic centre	Taxable	C	Yearly	432.00	454.00	
1031	Level 3 (weekly meetings)	Use of Facilities - Civic centre	Taxable	C	Yearly	853.00	897.00	
1032	Storage Spaces - small	Use of Facilities - Civic centre	Taxable	C	Yearly	66.00	70.00	
1033	Storage Spaces - large	Use of Facilities - Civic centre	Taxable	C	Yearly	88.00	93.00	
TOWN PLANNING								
Development Application								
DD 250	Lodgement Fee for New Dwelling (Cost up to \$100,000)	Development Application fee for dwelling houses, additions to dwelling houses where estimated cost is \$100,000 or less	GST Exempt	A	application	\$170 plus \$3.64 per \$1,000 up to a maximum of \$455	\$170 plus \$3.64 per \$1,000 up to a maximum of \$455	
	PlanFIRST Levy	Applicable to development applications over \$50,000	GST Exempt	A	application	0.064% of development cost	0.064% of development cost	
DD 250	Lodgement Fee for Development Application (Cost not exceeding \$5,000)	Development Application fee for building, works or demolition	GST Exempt	A	application	110.00	110.00	
DD 250	Lodgement Fee for Development Application (Cost not exceeding \$50,000)	Development Application fee for building, works or demolition	GST Exempt	A	application	\$170 plus an additional \$3 per \$1,000 of estimated cost	\$170 plus an additional \$3 per \$1,000 of estimated cost	
DD 250	Lodgement Fee for Development Application \$50,001-\$250,000	Development Application fee for building, works or demolition	GST Exempt	A	application	\$352 plus an additional \$3.64 for each \$1,000 by which the cost exceeds \$50,000	\$352 plus an additional \$3.64 for each \$1,000 by which the cost exceeds \$50,000	
DD 250	Lodgement Fee for Development Application (Cost exceeding \$250,000 but not exceeding \$500,000)	Development Application fee for building, works or demolition	GST Exempt	A	application	\$1,160 plus an additional \$2.34 for each \$1,000 by which the cost exceeds \$250,000	\$1,160 plus an additional \$2.34 for each \$1,000 by which the cost exceeds \$250,000	
DD 250	Lodgement Fee for Development Application (Cost exceeding \$500,000 but not exceeding \$1M)	Development Application fee for building, works or demolition	GST Exempt	A	application	\$1,745 plus an additional \$1.64 for each \$1,000 by which the cost exceeds \$500,000	\$1,745 plus an additional \$1.64 for each \$1,000 by which the cost exceeds \$500,000	

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TOWN PLANNING							
Development Application (continued)							
DD 250	Lodgement Fee for Development Application (Cost exceeding \$1M but not exceeding \$10M)	Development Application fee for building, works or demolition	GST Exempt	A	application	\$2,615 plus an additional \$1.44 for each \$1,000 by which the cost exceeds \$1M	\$2,615 plus an additional \$1.44 for each \$1,000 by which the cost exceeds \$1M
DD 250	Lodgement Fee for Development Application (Cost exceeding \$10M but not exceeding \$100M)	Development Application fee for building, works or demolition	GST Exempt	A	application	\$15,875 plus an additional \$1.19 for each \$1,000 by which the cost exceeds \$10M	\$15,875 plus an additional \$1.19 for each \$1,000 by which the cost exceeds \$10M
DD 250	Lodgement Fee for Development Application not involving the erection of a building, the carrying out of work or the subdivision of land, i.e. change of use.	Development Application fee for development not involving the erection of a building, works, subdivision of land or demolition of a building or work.	GST Exempt	A	application	286.00	285.00
DD 250	Lodgement Fee for Development Application for the Erection Advertisement Signage	Development Application for Advertisement	GST Exempt	A	application	\$215 plus \$70 for each advertisement in excess of one	\$285 plus \$93 for each advertisement in excess of one
DD 271	Subdivision of Land - Strata Subdivision	Development Application fee for subdivision of land or strata subdivisions	GST Exempt	A	development	\$330 plus \$65 per additional lot	\$330 plus \$65 per additional lot
DD 269	Subdivision of Land - No New Road	Development Application fee for subdivision of land or strata subdivisions	GST Exempt	A	development	\$330 plus \$53 per additional lot	\$330 plus \$53 per additional lot
DD 270	Subdivision of Land - New Road	Development Application fee for subdivision of land or strata subdivisions	GST Exempt	A	development	\$655 plus \$65 per additional lot	\$665 plus \$65 per additional lot
DD 261	Maximum Additional Fee for Referral to Design Review Panel (SEPP No 65) for Residential Apartment Development	Additional fee - residential flat development	GST Exempt	A	application	3,000.00	3,000.00
DD 261	Designated Development - maximum additional fee	Additional fee - designated development	GST Exempt	A	development	920.00	920.00
DD 256	Maximum Advertising Fees - Designated Development (2 Ads)	Additional fees - development required advertising	GST Exempt	A	development	2,220.00	2,220.00
DD 256	Maximum Advertising Fees - Advertised Development	Additional fees - development required advertising	GST Exempt	A	development	1,105.00	1,105.00
DD 256	Maximum Advertising Fees - Prohibited Development	Additional fees - development required advertising	GST Exempt	A	development	1,105.00	1,105.00
DD 257	Maximum Advertising Fees - Development for which an environmental planning instrument or development control plan requires notice other than above	Additional fees - development required advertising	GST Exempt	E	development	1,169.00	1,105.00
DD 250	Concurrence - Additional charge for each concurrence body	Fee for development application collected by council on behalf of an	GST Exempt	A	development	320.00	320.00
DD 250	Concurrence Additional Fee payable to Council for Development Application	Additional processing fee for development requiring concurrence	GST Exempt	A	development	140.00	140.00
DD 250	Concurrence - Note: for development over \$4,000,000 please contact council	Additional processing fee for development requiring concurrence	GST Exempt	A	development	POA	POA
DD 250	Integrated Development - additional charge for each approval body	Fee for development application collected by council on behalf of an approval authority(s)	GST Exempt	A	development	320.00	320.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TOWN PLANNING							
Modification of Development Consent							
DD 250	Integrated Development - Additional fee payable to Council for Development Application	Additional processing fee in respect of an application for integrated development	GST Exempt	A	development	140.00	140.00
	Note: If two or more fees are applicable to a single development application (such as an application to subdivide land and erect a building on one or more lots created by the subdivision), the maximum fee payable for the development is the sum of those fees.	Application involving two or more developments					
DD 268	Modification involving minor error or miscalculation, S.96 (i)	Section 96 Application - if council is the consent authority	GST Exempt	A	application	71.00	71.00
DD 268	S.91 (1A) S. 96AA - Modification, minimal environmental impact	Section 96 Application - if council is granted consent by the Court	GST Exempt	A	application	Maximum fee 50% of original DA fee or \$645 whichever is the lesser	Maximum fee 50% of original DA fee or \$645 whichever is the lesser
DD 268	Review of Modification Application [s.96 AB]	Section 96 Application - if council is the consent authority	GST Exempt	A	application	50% of original DA fee	50% of original DA fee
DD 268	Application for Modification under Section 96(2) or s.96AA(1) if original fee was less than \$100	Section 96 Application - if council is the consent authority	GST Exempt	A	development	50% of the original fee	50% of the original fee
	Application for Modification under Section 96(2) or s.96AA(1) if original fee was more than \$100, as follows:						
DD 272	(i) Application that does not involve the erection of a building, the carrying out of work or the demolition of work or building	Section 96 Application - if council is the consent authority	GST Exempt	A	development	50% of the original fee	50% of the original fee
DD 268	(ii) Application that involves the erection of a dwelling-house with an estimated cost of construction of less than \$100,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	190.00	190.00
	(iii) any other development, as follows:						
DD 268	estimated cost of original development - up to \$5,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	55.00	55.00
DD 268	estimated cost of original development - \$5,001 - \$250,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	\$85 plus \$1.50 for each \$1,000 of the estimated cost	\$85 plus \$1.50 for each \$1,000 of the estimated cost
DD 268	estimated cost of original development - \$250,001 - \$500,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	\$500 plus an additional \$0.85 for each \$1,000 (or part) estimated cost exceeds \$250,000	\$500 plus an additional \$0.85 for each \$1,000 (or part) estimated cost exceeds \$250,000
DD 261	estimated cost of original development - \$500,001 - \$1,000,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	\$712 plus an additional \$0.50 per each \$1,000 (or part) estimated cost exceeds \$500,000	\$712 plus an additional \$0.50 per each \$1,000 (or part) estimated cost exceeds \$500,000

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TOWN PLANNING							
Modification of Development Consent (Continued)							
DD 261	estimated cost of original development - \$1,000,001 - \$10,000,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	\$987 plus an additional \$0.40 per each \$1,000 (or part) estimated cost exceeds \$1,000,000	\$987 plus an additional \$0.40 per each \$1,000 (or part) estimated cost exceeds \$1,000,000
DD 261	estimated cost of original development - More than \$10,000,000	Section 96 Application - if council is the consent authority	GST Exempt	A	development	\$4,737 plus an additional \$0.27 per \$1,000 (or part) by which estimate cost exceeds \$10,000,000	\$4,737 plus an additional \$0.27 per \$1,000 (or part) by which estimate cost exceeds \$10,000,000
DD 261	Additional Fee if Notice under 96(2) or 96AA(1) is required	Section 96 Application - if council is the consent authority	GST Exempt	A	development	665.00	665.00
DD 250	Additional Fee payable if clause 115 (1A) applies	Section 96 application - additional fees	GST Exempt	A	application	760.00	760.00
Review of Determination							
DD 264	Request for review of determination not involving erection of building, carrying out of work or demolition	Review of determination of development application	GST Exempt	A	application	50% of original fee	50% of original fee
DD 264	Request involving erection of a dwelling house (Cost \$100,000 or less)	Review of determination of development application	GST Exempt	A	application	191.00	190.00
DD 264	Request for review (Cost up to \$5,000)	Review of determination of development application	GST Exempt	A	application	55.00	55.00
DD 264	Request for review (Cost \$5,001 - \$250,000)	Review of determination of development application	GST Exempt	A	application	\$85 plus \$1.50 for each \$1,000 of the estimated cost	\$85 plus \$1.50 for each \$1,000 of the estimated cost
DD 264	Request for review (Cost \$250,001 - \$500,000)	Review of determination of development application	GST Exempt	A	application	\$500 plus an additional \$0.85 per \$1,000 over \$250,000	\$500 plus an additional \$0.85 per \$1,000 over \$250,000
DD 264	Request for review (Cost \$500,001 - \$1,000,000)	Review of determination of development application	GST Exempt	A	application	\$712 plus an additional \$0.50 per each \$1,000 over \$500,000	\$712 plus an additional \$0.50 per each \$1,000 over \$500,000
DD 264	Request for review (Cost \$1,000,001 - \$10,000,000)	Review of determination of development application	GST Exempt	A	application	\$987 plus an additional \$0.40 per each \$1,000 over \$1,000,000	\$987 plus an additional \$0.40 per each \$1,000 over \$1,000,000
DD 264	Fee for review of decision to reject a DA under s.82B - estimated cost of development less than \$100,000	Review of determination of development application	GST Exempt	A	application	55.00	55.00
DD 264	Fee for review of decision under s.82B - estimated cost of development is \$100,000 or more and less than or equal to \$1,000,000	Review of determination of development application	GST Exempt	A	application	150.00	150.00
DD 264	Fee for review of decision under s.82B - estimated cost of development is more than \$1,000,000	Review of determination of development application	GST Exempt	A	application	250.00	250.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TOWN PLANNING							
Review of Determination (continued)							
DD 264	Additional Fee if Notice of Application of Review is required under S.82A	Advertising/Notification fee in relation to an Application that requires advertising (other than DA)	GST Exempt	A	application	not more than \$620	not more than \$620
DD 264	State Significant Development as per the EP&A Act	Fee for development application collected by council on behalf of an approval authority(s)	GST Exempt	A	development	As per division IAA EP & A Regs 2000	As per division IAA EP & A Regs 2000
Planning Proposals							
DD 250	Planning Proposal (Plan preparation) - Preparation of Plans	Rezoning fee	GST Exempt	C	development	POA	POA
DD 250	Planning Proposal (Plan preparation) - Preparation of Legal Documents	Rezoning fee	GST Exempt	C	development	POA	POA
DD 250	Planning Proposal (Plan preparation) - Advertising (2 notices plus exhibition)	Rezoning fee	GST Exempt	C	development	POA	POA
DD 250	Planning Proposal (Plan preparation) - Referral to Government Departments	Rezoning fee	GST Exempt	C	development	POA	POA
DD 250	Planning Proposal (Plan preparation) - Submission to Department of Planning	Rezoning fee	GST Exempt	C	development	POA	POA
DD 250	Studies to Support Planning Proposal	Rezoning fee	GST Exempt	C	development	POA	POA
Other Planning and Development Fees							
408	Public Access Information	Fee for accessing or printing required information	GST Exempt	C	Per Request	23.00	30.00
409	Determination of Dwelling Right Entitlement	Fee for accessing or printing required information	GST Exempt	C	Per Search	134.00	141.00
410	Certificate for Development on Bush Fire prone land	Bushfire Attack Level Certificate fee	Taxable	C	development	162.00	171.00
406	Drainage or Sewer Main Diagram	Fee for accessing or printing required information	GST Exempt	E	diagram	18.00	30.00
405	Section 149(2) Certificates	Application fee for s149 Planning Certificate	GST Exempt	A	certificate	53.00	56.00
404	Section 149(5) Certificates	Application fee for s149 Planning Certificate	GST Exempt	A	certificate	80.00	85.00
	Urgency fee for 149(2) and/or 149(5)	Urgency fee for s 149 certificate to be issued within 24 hours	Taxable	C	certificate	133.00	140.00
403	Outstanding Notices/Orders Property Enquiries	Fee for s735A certificate as to outstanding notices and orders, Fee for Certificate as to outstanding notices and orders s121ZP EPAA	GST Exempt	C	per property	54.00	57.00
407	Certified copy of document, map or plan	Fee for Certified Copy of document, map or plan	GST Exempt	A	map	56.00	59.00
Subdivision Certificate							
DD 267	Subdivision Certificate Application	Subdivision certificate fee	GST Exempt	C	certificate	\$167 + \$26 per new lot	\$176 + \$28 per new lot
DD 267	Request for Survey Plan	Fee for accessing or printing required information	GST Exempt	C	portion/lot	71.00	73.00
Bonds							
780	Bond - Lodgement Fee	Administration Fee Bond	Taxable	C	Per Bond certificate	217.00	224.00
781	Bond - Outstanding Civil Works or Civil Works Bond - Where required to enable sign off of the works for Certificate Purposes		GST Exempt	D		Estimated cost plus 30%	Estimated cost plus 30%
782	Bond - Maintenance Period Bond - Required for works handed over to Council by Developers (roads, water,	Bond	GST Exempt	C	contract price	5%	5%

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TOWN PLANNING							
Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)							
DD 273	Base Fee for Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction certificate fee	Taxable	C	Certificate	217.00	228.00
DD 273	Plus Additional Fee per final number of lots for Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction certificate fee	Taxable	C	Per allotment	23.00	25.00
DD 273	Modification of Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction certificate fee	Taxable	C	Certificate	50% of original Subdivision Works Certificate Fee	50% of original Subdivision Works Certificate Fee
Inspections - Subdivision or Civil Works							
DD 273	Inspections for Subdivision Works and/or Civil Works based on a percentage of cost of works. Minimum \$210	Inspection	Taxable	C	% Cost	1.2% value of works	1.2% value of works
DD 273	Inspection Fee - For repeated inspections due to failure of scheduled inspections	Inspection	Taxable	C	per inspection	179.00	190.00
Development Contributions - Section 64 Headworks Contributions							
DD 720	Water - Headworks	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	1,753.00	1,806.00
DD 721	Water - Distribution	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	699.00	720.00
DD 722	Water - In ground Storages	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	366.00	377.00
DD 723	Water - Allocation	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	512.00	528.00
DD 730	Sewer - Collector Infrastructure	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	1,046.00	1,078.00
DD 731	Sewer - Treatment Plant	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	406.00	419.00
DD 732	Sewer - Major Pump Stations	Developer Contribution under S64	GST Exempt	C	Equivalent Tenement (ET)	1,713.00	1,765.00
DD 716	Storm Water - Trunk Drainage	Developer Contribution under S64	GST Exempt	C	lot	872.00	899.00
DD 716	Stormwater - OR Acquisition of Network	Developer Contribution under S64	GST Exempt	C	lot	872.00	899.00
Development Contributions - Section 7.12 (previously Section 94A) Contributions (Fixed Levy)							
Section 7.12 Development Contribution (Fixed Levy) Note: The cost of development is determined in accordance with cl 25J of the Environmental Planning and Assessment Regulation 2000							
DD 745	Where the cost of development is less than or = \$100,000	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	A	development	NIL	NIL
DD 745	Where the cost of development is greater than \$100,000 but less than or equal to \$200,000	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	A	development	0.5% value of development	0.5% value of development
DD 745	Where the cost of development is greater than \$200,000	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	A	development	1.0% value of development	1.0% value of development
OTHER HOUSING & COMMUNITY							
718	Heritage Colour Schemes		Taxable	C	each	140.00	148.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
MINING, MANUFACTURING & CONSTRUCTION							
308	Application for approval of temporary building	Development approval fee for the installation of a manufactured home, moveable dwelling or associated structure on land; construction of a temporary enclosure for the purposes of entertainment, temporary	GST Exempt	C	application	254.00	267.00
309	Supply of Development Applications - Schedule of Approvals	Fee for accessing or printing required information	GST Exempt	C	application	254.00	267.00
312	Search of Building Records two years old or more	Fee for accessing or printing required information	GST Exempt	C	Per search	134.00	141.00
313	Application to refix building line - including advertising (1 Ad)	Amendment fee - building line policy	GST Exempt	C	application	560.00	589.00
314	Building Certificates - Class 1 or 10 building	Application fee for s149A Building Certificate	GST Exempt	A	Each Dwelling	250.00	250.00
315	Building Certificates - any other class of building not exceeding 200 sq M	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	250.00	250.00
316	Building Certificates - any other class of building exceeding 200 sq M but not exceeding 2000 sq M	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	250.00 plus 50c/m ² >200	250.00 plus 50c/m ² >200
317	Building Certificates - any other class of building exceeding 2000 sq M	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	1,165 plus 7.5c/m ² >2000	1,165 plus 7.5c/m ² >2000
318	Building Certificates - part of building external wall but no floor area	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	250.00	250.00
319	Building Certificates - if more than one inspection needed	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	90.00	90.00
320	Building Certificates - copy of	Copy of s149A Building Certificate	GST Exempt	A	Certificate	13.00	30.00
321	Building Certificate - Additional fees under subclause 3A and 3B apply in the following instances - 1. Development consent or certificate was required and was not obtained. 2. Penalty notice has been issued under s 76A(1). 3. An order has been given in Table to s 121B(1) of the Act in relation to the building. 4. Person is found guilty of an offence under the Act in relation to the erection of the building. 5. The court has made a finding that the building was erected in contravention of a provision of the Act.	Application fee for s149A Building Certificate	GST Exempt	A	Certificate	The amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate, that has been erected or altered in contravention of the Act.	The amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate, that has been erected or altered in contravention of the Act.
S68 Approvals Local Government Act 1993							
DD 295	Part A Install a Manufactured Home, Moveable Dwelling or Associated Structure on Land						
DD 295	Value 0 - \$5,000	s68 Approvals	GST Exempt	C	site	76.00	78.00
DD 295	Value \$5,001 - \$100,000	s68 Approvals	GST Exempt	C	site	\$74 + 0.4%>\$5,000	\$74 + 0.4%>\$5,001
DD 295	Value \$100,001 - \$250,000	s68 Approvals	GST Exempt	C	site	\$427.00 plus 0.25%>\$100,000	\$427.00 plus 0.25%>\$100,001
DD 295	Value over \$250,001	s68 Approvals	GST Exempt	C	site	\$757.00 plus 0.15%>\$250,000	\$757.00 plus 0.15%>\$250,001
DD 296	Part B Water supply, sewerage and stormwater drainage works	s68 Approvals	GST Exempt	C	connection	116.00	118.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
MINING, MANUFACTURING & CONSTRUCTION							
Caravan Park , Camping Ground and Manufactured Home Estates							
DD 297	Initial Approval to Operate (includes 1 inspection)	s68 Approvals	GST Exempt	C	site	302.00	318.00
DD 298	Plus any associated reinspection	s68 Approvals	GST Exempt	C	per inspection	170.00	179.00
DD 299	Amendment of Approval to Operate	s68 Approvals	GST Exempt	C	site	174.00	183.00
DD 300	Rigid annex or associated structure application (includes 1 inspection)	s68 Approvals	GST Exempt	C	application	273.00	287.00
DD 301	Relocatable homes application (includes 1 inspection)	s68 Approvals	GST Exempt	C	application	273.00	287.00
Renewal or Continuation of Approval to Operate Fee (includes 1 inspection)							
DD 100	1 year approval to operate	s68 Approvals	GST Exempt	C	site	79.00	83.00
DD 101	5 year approval to operate	s68 Approvals	GST Exempt	C	site	169.00	178.00
DD 102	Inspection associated with valid complaint	s68 Approvals	GST Exempt	C	per inspection	235.00	247.00
DD 103	Annual inspection	s68 Approvals	GST Exempt	C	per inspection	174.00	183.00
Compliance Certificates							
DD 297	Compliance certificate for residential premises	Fee for a Compliance Certificate	Taxable	C	Certificate	201.00	212.00
DD 297	Compliance certificate for commercial/ industrial premises	Fee for a Compliance Certificate	Taxable	C	Certificate	213.00	224.00
DD 297	Council as Principal Certifier for Residential premises	Fee to appoint council as PCA	Taxable	C	application	135.00	142.00
DD 297	Council as Principal Certifier for commercial/ industrial premises	Fee to appoint council as PCA	Taxable	C	application	169.00	178.00
Inspections - Council as the Principal Certifying Authority							
DD 251	Class 1 - New dwellings & multi dwellings	Council PCA Inspections	Taxable	C	per inspection	\$561 plus \$221 per additional dwelling	\$578 plus \$221 per additional dwelling
DD 251	Class 1 - Additions/alterations & Class 10 buildings	Council PCA Inspections	Taxable	C	per inspection	235.00	247.00
DD 251	Class 1 - re-inspections for failed inspections	Council PCA Inspections	Taxable	C	per inspection	110.00	116.00
DD 253	Class 2 to 9 buildings	Council PCA Inspections (Building surveyor - restricted)	Taxable	C	per inspection	\$582 for the first 3 inspections	\$599 for the first 3 inspections
DD 253	Class 2 to 9 buildings - re-inspections	Council PCA Inspections (Building surveyor - restricted)	Taxable	C	per inspection	150.00	158.00
DD 253	Class 2-9 buildings	Council PCA inspections (Building surveyor - unrestricted)	Taxable	C	per inspection	\$2,600 for the first 3 inspections	\$2,575 for the first 3 inspections
DD 253	Class 2-9 buildings - reinspection fee	Council PCA inspections (Building surveyor - unrestricted)	Taxable	C	per inspection	1,000.00	1,051.00
DD 254	Class 2 to 9 buildings (additional inspections)	Council PCA Inspections	Taxable	C	per inspection	130.00	137.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
MINING, MANUFACTURING & CONSTRUCTION							
Inspections - Council is not the Principal Certifying Authority (continued)							
517	Class 1 & 10 buildings (Minimum fee of \$110)	Private Certifier inspections	Taxable	C	per inspection / pr hour	179.00	182.00
518	Class 2 to 9 Buildings	Private Certifier inspections	Taxable	C	per inspection / pr hour	281.00	285.00
519	Lodgement Fee: Construction Certificate, Occupation Certificate or Subdivision Certificate by Private Certifier	Registration fee for privately issued Construction, Complying Development, Compliance and Occupation Certificates	GST Exempt	A	application	40.00	50.00
520	Lodgement of Complying Development \$0-\$5000	Fee for a Complying Development	Taxable	C	application	76.00	78.00
521	Lodgement of Complying Development \$5001-\$100,000	Fee for a Complying Development	Taxable	C	application	\$74 plus 0.4% > \$5000	\$76 plus 0.4% > \$5001
522	Lodgement of Complying Development \$100,000-\$250,000	Fee for a Complying Development	Taxable	C	application	\$427 plus 0.25% >	\$440 plus 0.25% >
523	Lodgement of Complying Development \$250,000 and over	Fee for a Complying Development	Taxable	C	application	\$757 plus 0.15% >	\$780 plus 0.15% >
DD 273	Construction Certificates \$0-\$5000	Fee for a Construction Certificate	Taxable	C	application	50.00	51.00
DD 273	Construction Certificates \$5001-\$100,000	Fee for a Construction Certificate	Taxable	C	application	\$47 plus 0.35% > \$5000 plus	\$48 plus 0.35% > \$5000 plus
DD 273	Construction Certificates \$100,000-\$250,000	Fee for a Construction Certificate	Taxable	C	application	\$397 plus 0.2% > \$100,000 plus GST	\$409 plus 0.2% > \$100,000 plus GST
DD 273	Construction Certificates \$250,000 and over	Fee for a Construction Certificate	Taxable	C	application	\$721 plus 0.1% > \$250,000	\$743 plus 0.1% > \$250,001
DD 274	Long Service Leave Levy	Fee for a Construction Certificate	GST Exempt	A	application	0.35% for all applications >\$25,000	0.35% for all applications >\$25,001
DD 255	Swimming Pool Initial Inspection	Application fee for Section 18A Swimming Pools Regs Compliance Certificate	GST Exempt	A	pool	150.00	155.00
DD 289	Swimming Pool - 2nd and all subsequent inspections - Inspection Fee	Application fee for Section 18A Swimming Pools Regs Compliance Certificate	GST Exempt	A	pool	100.00	103.00
DD 255	Swimming Pool - Issue of Compliance Certificate	Application fee for Section 13 Swimming Pools Regs Compliance Certificate	GST Exempt	A	Certificate	70.00	73.00
DD 255	Swimming Pool - Application for Exemption from Barrier Requirements	Under Section 22 Swimming Pools Act	GST Exempt	A	application	250.00	258.00
240	Occupancy Certificate - Residential	Occupation Certificate fee	Taxable	C	Certificate	40.00	42.00
241	Occupancy Certificate - Commercial/Industrial	Occupation Certificate fee	Taxable	C	Certificate	130.00	131.00
242	Certificates of Classification	Fee for Classification Certificate for Building or Adopted Building	Taxable	C	Certificate	140.00	142.00
WASTE MANAGEMENT							
Domestic Waste' is waste generated as a result of the ordinary day to day use of a domestic premises and is either -							
a) Taken from the premises by or on the behalf of the person who generated the waste, or							
b) Collected by or on the behalf of Council as part of waste collection and disposal system.							
Residential Fees - Whitton Transfer Station and Leeton Landfill and Recycling Centre							
By Van, Ute or Box Trailer - max 1.8m x 1.2m x 0.5m:							
	- Mixed Waste	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		15.00
	- Concrete / Bricks	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		5.00
	- Steel	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		5.00
	- Green waste	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		5.00
	By Car or Station Wagon loads (mixed waste)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		10.00
Asbestos							
900	Asbestos (Receipt and Disposal of) - Leeton Landfill and Recycling Depot - Leeton Residents only	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	base fee	135.00	136.00
901	Asbestos (Receipt and Disposal of) - Leeton Landfill and Recycling Depot - Leeton Residents only	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	91.00	96.00
902	Asbestos from outside of Leeton LGA Note: Subject to Extenuating Circumstances and Prior Management Approval	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	C	tonne	\$525 Base Fee + \$211 per tonne	\$600 Access Fee + \$220 per tonne
	Trailer greater than 1.8m x 1.2m 0.5m filled above the water level will be charged by weight/tonne (minimum charge \$32.00)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	C	tonne		120.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
WASTE MANAGEMENT							
Waste Disposal and Recycling							
	Leeton Landfill & Recycling Depot - Green waste - Residential - Up to one tonne per load per entry	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	load	No charge	No charge
	Note: That multiple loads of Green waste of up to one tonne can be made free of charge. Green waste in excess of the first one tonne, in a single load, will be charged as Commercial Green waste.						
903	Domestic Waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot - Minimum Fee of \$80.00	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	C	tonne	Commercial Fee x 2	Commercial Fee x 2
	Leeton Landfill & Recycling depot - Recyclables	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	load	No charge	No charge
WASTE MANAGEMENT							
Commercial Fees							
904	Separated loads - Commercial	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	73.00	77.00
905	Unseparated loads - Commercial mixed waste	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	107.00	\$120 i/min charge
905	New - Unseparated loads - Commercial mixed waste (if weighbridge down)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	Load		97.00
906	Leeton Landfill & Recycling Depot - (Mixed Commercial, Industrial wastes)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	107.00	120.00
907	Leeton Landfill & Recycling depot - Mixed Rural Farm Waste	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	107.00	120.00
908	Leeton Landfill & Recycling depot - (Mixed Wastes)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	107.00	120.00
	Leeton Landfill & Recycling Depot - Clean Fill (virgin, natural, excavated material)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne		72.00
909	Leeton Landfill & Recycling Depot - Concrete/Bricks	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	65.00	65.00
910	Leeton Landfill & Recycling Depot - Scrap Metal	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	45.00	45.00
911	Leeton Landfill & Recycling Depot - Timber	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	73.00	75.00
	Leeton Landfill & Recycling Depot - Tree Stumps > 1.6m	Green waste disposal fee	Taxable	E	tonne		98.00
912	Leeton Landfill & Recycling Depot - Green waste	Green waste disposal fee	Taxable	E	tonne	73.00	75.00
913	Leeton Landfill & Recycling Depot - Other separated wastes	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	73.00	72.00
914	Leeton Landfill & Recycling Depot - Grease trap waste (local)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	66.00	160.00
915	Leeton Landfill & Recycling Depot - Grease trap waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tonne	380.00	400.00
916	Leeton Landfill & Recycling Depot - Waste Oil Sludge (subject to analytical test results and contractor, such as Transpacific, approval to collect)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	C	drum	As per quote from contractor. Minimum \$412 per 200L drum	As per quote from contractor. Minimum \$450 per 200L drum
917	Leeton Landfill & Recycling Depot - Bulky Waste (Cardboard, packaging and paper - not separated)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	cubic metre	96.00	101.00
918	Leeton Landfill & Recycling Depot - Bulky Waste (Polystyrene etc)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	cubic metre	96.00	101.00
919	Commercial Waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot - Note: Only Under Extenuating Circumstances and Prior Management Approval Required. Minimum Fee \$170.00	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	C	tonne	Commercial Fee x 2	Commercial Fee x 2
Residential and Commercial Fees							
920	Leeton Landfill & Recycling Depot - Car Tyres	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	12.00	13.00
921	Leeton Landfill & Recycling Depot - Truck Tyres - Small	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	68.00	72.00
922	Leeton Landfill & Recycling Depot - Truck Tyres - Large	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	73.00	77.00
923	Leeton Landfill & Recycling Depot - Truck Tyres - Super Single	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	96.00	102.00
924	Leeton Landfill & Recycling Depot - Tractor Tyres (small)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	101.00	107.00
925	Leeton Landfill & Recycling Depot - Tractor Tyres (large) < 1.2m	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	tyre	140.00	151.00
926	Leeton Landfill & Recycling Depot - Dead animals - small (does, cats)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	11.00	11.00
927	Leeton Landfill & Recycling Depot - Dead animals - Small Stock (sheep, goats)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	13.00	13.00
928	Leeton Landfill & Recycling Depot - Dead animals - Large (cattle, horses)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	95.00	98.00
929	Leeton Landfill & Recycling Depot - Large Tree Stumps (Girth over 8m)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	95.00	100.00
930	Leeton Landfill & Recycling Depot - Gas Bottle up to 9kg - Commercial	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	6.50	7.00
931	Leeton Landfill & Recycling Depot - Gas Bottle up to 10kg to 45kg - Commercial	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	17.00	18.00
932	Leeton Landfill & Recycling Depot - Fire Extinguishers - Commercial	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	9.50	10.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
WASTE MANAGEMENT							
Residential and Commercial Fees (continued)							
933	Leeton Landfill & Recycling Depot - Mattresses (King, Queen & Double)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	24.50	26.00
934	Leeton Landfill & Recycling Depot - Mattresses (Single & other small)	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	11.50	13.00
	Leeton Landfill & Recycling Depot - Batteries	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	No charge	No charge
935	Leeton Landfill & Recycling Depot - Refrigerators - CFC Gas Removed	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	12.00	No charge
936	Leeton Landfill & Recycling Depot - Refrigerators - CFC Gas NOT Removed	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	90.00	150.00
	Leeton Landfill & Recycling Depot - Solar Panel	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	N/A	4.50
	Leeton Landfill & Recycling Depot - Items suitable for Recovery Shop	Waste disposal fee - garbage tip, recycling or transfer station	Taxable	E	each	No charge	No charge
CEMETERY							
990 / 285	Monumental Section (Leeton)						
CEM	New Grave Single (includes Interment, land, temporary grave marker, excavation & refill)	Interment	Taxable	C	Interment	3,465.00	3,500.00
CEM	New Grave Double (includes 1st interment) (land, temporary grave marker, excavation & refill)	Interment	Taxable	C	Interment	3,465.00	3,500.00
CEM	Reopen including 2nd Interment (includes temporary grave marker, excavation & refill)	Interment	Taxable	C	Interment	1,210.00	1,500.00
CEM	Reopen - (not including slab removal)	Interment	Taxable	C	Interment	1,110.00	1,250.00
Monumental Section (Whilton)							
CEM	Single/Double Depth Grave (includes 1st interment) (land, temporary grave marker, excavation & refill)	Interment	Taxable	C	Interment	3,815.00	4,009.00
CEM	Reopen including 2nd Interment (includes temporary grave marker, excavation & refill)	Interment	Taxable	C	Interment	1,465.00	1,540.00
CEM	Reopen - (not including slab removal)	Interment	Taxable	C	Interment	1,365.00	1,435.00
CEM	Land Component (Reservation/Purchase)	Burial site reservation fee	Taxable	C	Interment	2,270.00	2,385.00
Vault/Capella Sections - 1.8m x 3.6m							
CEM	Land Component (Reservation/Purchase)	Burial site reservation fee	Taxable	C	Interment	4,000.00	5,000.00
CEM	Permit for Interment - no work undertaken by Council & does not include grave marker	Interment	Taxable	C	Interment	155.00	200.00
Rose Garden							
CEM	Single/Double (includes 1st interment) excavation & refill, temporary grave marker and installation of inscribed bronze plaque	Interment	Taxable	C	Interment	1,605.00	1,750.00
CEM	Re-open - excavation & refill and installation of inscribed detachable plate	Interment	Taxable	C	Interment	700.00	1,000.00
CEM	Reservation/Purchase (land component only)	Burial site reservation fee	Taxable	C	Interment	620.00	800.00
Lawn Cemetery							
CEM	SINGLE - Land for each Grave, 1st interment, temporary grave marker, excavation and refill. Provision of and fixing in concrete of inscribed bronze plaque and perpetual maintenance.	Interment	Taxable	C	Interment	4,070.00	4,276.00
CEM	DOUBLE - Land for each Grave, 1st interment, temporary grave marker, excavation and refill. Provision of and fixing in concrete of inscribed bronze plaque and perpetual maintenance.	Interment	Taxable	C	Interment	4,390.00	4,613.00
CEM	Reopening of grave for second interment and additional inscription on bronze plaque (detachable plate)	Interment	Taxable	C	Interment	1,440.00	1,513.00
CEM	Reopening of grave for second interment and additional inscription on book style plaque (2nd page)	Interment	Taxable	C	Interment	1,840.00	1,934.00
CEM	Stillborn (includes land, grave marker & single plaque)	Interment	Taxable	C	Interment	2,475.00	2,601.00
CEM	Child up to 13 years (includes land, grave marker & single plaque)	Interment	Taxable	C	Interment	3,240.00	3,404.00
CEM	Reservation/Purchase (land component only)	Burial site reservation fee	Taxable	C	Interment	2,270.00	2,385.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
CEMETERY (continued)							
Miscellaneous							
CEM	After hours booking fee	Interment	Taxable	C	Interment	330.00	347.00
CEM	Saturday Grave - surcharge of 15% will apply				On Actual Cost	15%	15%
CEM	Exhumation of a corpse - Supervision Fee. Funeral director to arrange at their cost for the excavation and refilling of grave.	Interment	Taxable	C	Interment	360.00	400.00
CEM	Exhumation of a corpse	Interment	Taxable	C	Interment	3,230.00	3,500.00
CEM	Cremated remains (no new grave) (does not include plaque)	Interment of Ashes fee	Taxable	C	Interment	510.00	536.00
CEM	Photo - Phoenix Foundry	Interment	Taxable	C	Interment	320.00	337.00
CEM	Photo - Everlon Bronze	Interment	Taxable	C	Interment	\$88.00 plus freight if not included on plaque	\$90.00 plus freight if not included on plaque

DRAFT
For Public Exhibition

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
Street Stalls							
351	Street Stall Hire	Use of General Equipment Fee - Civic and other	Taxable	C	Stall	32.00	35.00
	Erection and removal of street banner - Jorrah Mall (Work performed by Council Staff)	Erection and lowering of street Banners and Flags (per Banner or Flag)	GST Exempt	C	Banner	No Charge	Actual Costs
WATER SERVICES							
1040	Water Supply Tapping and Installation	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Installation	Cost Recovery	Cost Recovery
1041	Water Meter Testing Fee (7)- 20mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	144.00	147.00
1041	Water Meter Testing Fee (7)- 25mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	148.00	153.00
1042	Water Meter Testing Fee (7)- 32mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	158.00	160.00
1043	Water Meter Testing Fee (7)- 40mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	173.00	175.00
1044	Water Meter Testing Fee (7)- 50mm, 75mm & 100mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	280.00	283.00
1045	Water Service Testing Fee (flow rate) (8)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	159.00	161.00
1046	Sale/ Transfer Water Meter Reading Fee	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	E	Connection	89.00	90.00
1047	Urgency Fee for Water Meter Reading Fee - available within 24 hours (additional fee)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	E	Connection	59.00	60.00
1048	Unmetered Water Connection - Access lock	Fee for installation	GST Exempt	C	Connection	14.00	15.00
1049	Water Service Connection Fees, Residential, Single Dwelling Unit, 20mm short	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	1,400.00	1,412.00
1050	Water Service Connection Fees, Residential, Single Dwelling Unit, 20mm long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	1,950.00	POA
1051	Water Service Connection Fees, Residential, Dual Occupancy, 25mm short	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	1,670.00	1,685.00
1052	Water Service Connection Fees, Residential, Dual Occupancy, 25mm long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	2,295.00	POA
1053	Water Service Connection Fees, Commercial, Industrial, Unit Development, 32mm, short (3 to 5 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	2,510.00	2,534.00
1054	Water Service Connection Fees, Commercial, Industrial, Unit Development, 32mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	3,225.00	POA
1055	Water Service Connection Fees, Commercial, Industrial, Unit Development, 38mm, short (6 to 10 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	2,930.00	2,957.00
1056	Water Service Connection Fees, Commercial, Industrial, Unit Development, 38mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	3,765.00	POA
1057	Water Service Connection Fees, Commercial, Industrial, Unit Development, 50mm, short (11 to 16 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	3,745.00	3,781.00
1058	Water Service Connection Fees, Commercial, Industrial, Unit Development, 50mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	4,620.00	POA
1059	Supply and install meter only - 20mm	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	572.00	590.00
1060	Supply and install meter only - 25mm	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	725.00	747.00
1061	Supply and install additional meter and manifold (unit development)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	POA	POA
1062	Sales of Water from Water Filling Station	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	kilolitre	3.50	3.70
245	Deposit for tokens to access Water Filling Station (refundable upon token return)	Fee to carry out water supply, sewerage and stormwater drainage work	Taxable	C	each	100.00	100.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
WATER SERVICES Continued							
WB	Water Service Restriction fee	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	105.00	106.00
1064	Replacement of Damaged Water Meters (Ss 560, 561 and 608 of LGA)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C		Cost Recovery	Cost Recovery
1065	Backflow Meter Testing	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	134.00	135.00
1066	Additional Backflow Meter Testing (multiple units on same property)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	35.00	36.00
WB	Install flow restrictor	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	per installation	138.00	140.00
1068	Filling of Swimming Pools (from hydrant)	Fee to install and remove hydrant standpipe, and supply water for pool	GST Exempt	C	per fill	210.00	212.00
1069	Sale of Raw Water - metered supplies	Water usage or consumption charges	GST Exempt	C	kilolitre	2.00	3.00
SEWERAGE SERVICES							
1070	Sewerage Tapping and Installation	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C		Cost Recovery	Cost Recovery
1071	Sewerage Drainage Inspection & Plan Fees - Dwellings	Sewer and drainage inspection	GST Exempt	C	per inspection	132.00	139.00
1072	Sewerage Drainage Inspection & Plan Fees - Other Buildings, for first closet	Sewer and drainage inspection	GST Exempt	C	per inspection	143.00	151.00
1073	Sewerage Drainage Inspection & Plan Fees - Other Buildings, for each additional closet, urinal	Sewer and drainage inspection	GST Exempt	C	per inspection	18.00	19.00
1074	Sewerage Drainage Inspection & Plan Fees - Alteration to existing sewerage drainage line	Sewer and drainage inspection	GST Exempt	C	per inspection	143.00	151.00
1075	Sewerage Drainage Inspection & Plan Fees - Alteration to existing sewerage drainage line: additional closet, urinal or sanitary fitting	Sewer and drainage inspection	GST Exempt	C	per inspection	18.00	19.00
1076	Non Rateable Properties Sewerage Connections - Water closets, each	Sewer connection charge	GST Exempt	C	Connections	78.00	82.00
1077	Non Rateable Properties Sewerage Connections - Cisterns serving as urinals, each	Sewer connection charge	GST Exempt	C	Connections	61.00	65.00
1078	For all other non rateable crown lands and for all other non rateable land belonging to a religious body: Water closets, each	Sewer connection charge	GST Exempt	C	Water Closet	159.00	168.00
1079	For all other non rateable crown lands and for all other non rateable land belonging to a religious body: Cisterns serving as urinals, each	Sewer connection charge	GST Exempt	C	Cistern	65.00	69.00
Other Sewerage Charges							
1080	Water showers connected to Council's sewerage	Sewer connection charge	GST Exempt	C	Connections	52.50	56.00
1081	Baths connected to Council's sewerage	Sewer connection charge	GST Exempt	C	Connections	64.00	68.00
1082	Water basins connected to Council's sewerage	Sewer connection charge	GST Exempt	C	Connections	26.00	28.00
1083	Sinks connected to Council's sewerage	Sewer connection charge	GST Exempt	C	Connections	26.00	28.00
1084	Wash Tubs connected to Council's sewerage (set of 2)	Sewer connection charge	GST Exempt	C	Connections	52.50	56.00
1085	Water Closets in a double storied building solely adopted for residential flat purposes	Sewer connection charge	GST Exempt	C	Connections	58.00	61.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TRADE WASTE							
Category 1 - Hairdresser / Beauty etc							
1086	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval fee	GST Exempt	F		105.00	111.00
	Approval Fee - Existing Businesses	Liquid Trade Waste Approval fee	GST Exempt	F		No Charge	No Charge
WB	Annual Trade Waste Fee	Liquid Trade Waste Application fee	GST Exempt	F		198.00	209.00
1088	Re-Inspection Fee	Trade Waste Inspection fee	GST Exempt	F		100.00	106.00
Category 2 - Cafés / Restaurants etc							
1089	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval fee	GST Exempt	F		105.00	111.00
	Approval Fee - Existing Businesses	Liquid Trade Waste Approval fee	GST Exempt	F		No Charge	No Charge
WB	Annual Trade Waste Fee	Liquid Trade Waste Application fee	GST Exempt	F		198.00	209.00
1091	Re-Inspection Fee	Trade Waste Inspection fee	GST Exempt	F		100.00	106.00
Category 3 - Commercial/Industrial							
1092	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval fee	GST Exempt	F		235.00	247.00
	Approval Fee - Existing Businesses	Liquid Trade Waste Approval fee	GST Exempt	F		No Charge	No Charge
WB	Annual Trade Waste Fee	Liquid Trade Waste Application fee	GST Exempt	F		750.00	788.00
1094	Re-Inspection Fee	Trade Waste Inspection fee	GST Exempt	F		112.00	118.00
Volume Charge							
INV	Category 1 -Trade Waste Usage Charge (with appropriate treatment)	Liquid Trade Waste Application fee	GST Exempt	F	\$/ KL	-	-
INV	Category 1 -Trade Waste Usage Charge (without appropriate treatment)	Liquid Trade Waste Application fee	GST Exempt	F	\$/ KL	2.20	2.30
INV	Category 2 - Trade Waste Usage Charge (with appropriate treatment)	Liquid Trade Waste Application fee	GST Exempt	F	\$/ KL	2.20	2.30
INV	Category 2 - Trade Waste Usage Charge (without appropriate treatment)	Liquid Trade Waste Application fee	GST Exempt	F	\$/ KL	20.00	20.00
Excess Mass Charge							
INV	pH charge where it is outside the approved rate for the discharger	Liquid Trade Waste Application fee	GST Exempt	F	Coefficient of pH	0.47	0.48
INV	Aluminium	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.30	1.40
INV	Ammonia (as N) - NH4	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	3.10	3.10
INV	Arsenic	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	92.60	93.50
INV	Biochemical Oxygen Demand (BOD)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.20	1.24
INV	Cadmium	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	427.60	450.00
INV	Chlorinated phenolics	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1,846.10	1,940.00
INV	Chlorine	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.20	2.20
INV	Chromium	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	31.10	31.50
INV	Cobalt	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	19.10	19.26
INV	Copper	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	19.10	19.26
INV	Cyanide	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	92.60	98.00
INV	Fluoride	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	5.00	5.05
INV	Formaldehyde	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.20	2.16
INV	Grease & Oil (Total G&O)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.00	2.06
INV	Herbicides/defolants	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	923.20	970.00
INV	Iron	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.00	2.06
INV	Lead	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	46.50	49.00
INV	Manganese	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	9.50	9.58
INV	Mercury	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	3,076.70	3,233.00
INV	Methylene blue active substances (MBAS)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.30	1.34
INV	Molybdenum	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.30	1.34
INV	Nickel	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	31.10	31.42

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TRADE WASTE							
Excess Mass Charge (continued)							
INV	Nitrogen (as TKN)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	0.70	0.72
INV	Pesticides general (excludes organochlorines and organophosphates)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	923.20	970.00
INV	Petroleum hydrocarbons (non-flammable)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	3.20	3.19
INV	Phenolic compounds (non-chlorinated)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	9.50	9.58
INV	Phosphorus (Total P) - PO4	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.30	2.27
INV	Polynuclear aromatic hydrocarbons (PAHs)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	19.10	19.26
INV	Selenium	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	65.20	69.00
INV	Silver	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.90	2.00
INV	Sulphate (SO4)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	0.70	0.72
INV	Sulphide (SO3)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.30	2.27
INV	Sulphite	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.30	2.27
INV	Tin	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	9.50	9.58
INV	Total Dissolved Solids (TDS)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	0.50	0.52
INV	Total Suspended Solids (TSS)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	1.60	1.65
INV	Zinc	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	19.10	19.26
INV	Portable/Chemical Toilet	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	20.70	22.00
INV	Septic Tank Waste (Normal - Combined Effluent & Sludge)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	3.40	3.40
INV	Septic Tank Waste (Effluent only)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	2.90	2.88
INV	Septic Tank Waste (Sludge only)	Liquid Trade Waste Application fee	GST Exempt	F	\$/kg	27.70	30.00
RECREATION & CULTURE							
	Brobenah Rd Reserve	Use of Facilities - other	Taxable	E	1/2 day		60.00
170	Brobenah Rd Reserve	Use of Facilities - other	Taxable	E	Full day	53.00	100.00
Mouniford Park Stage							
	Community and Charity Organisations	Use of Facilities - other	Taxable	E	event	No charge	20.00
430	Private, non charitable and non-community use	Use of Facilities - other	Taxable	E	event	91.00	100.00
1000	Bond for cleaning, Private, non charitable and non-community use	Use of Facilities - other	GST Exempt		Bond	200.00	200.00
All Swimming Pools							
INV	Leeton Shire School Groups (Swimming instruction, PE classes, lifesaving, during school hours)	Use of Facilities - Aquatic Centre	Taxable	E	person	4.00	5.00
INV	10 Admissions Leeton Shire School Groups (Swimming instruction, PE classes, lifesaving, during school hours)	Use of Facilities - Aquatic Centre	Taxable	E	person		45.00
INV	Leeton Shire School Groups (teachers and supervisors, during school hours)	Use of Facilities - Aquatic Centre	Taxable	E	person	No charge	No charge
INV	Leeton Shire Primary School Groups (Learn to swim, students during school hours)	Use of Facilities - Aquatic Centre	Taxable	E	person	4.00	4.00
INV	Leeton Shire Primary School Groups (teachers and supervisors, during school hours)	Use of Facilities - Aquatic Centre	Taxable	E	person	No charge	No charge
INV	Leeton Shire Swimming Carnivals, School and Swimming Clubs (students and competing swimmers)	Use of Facilities - Aquatic Centre	Taxable	E	person	4.00	4.00
INV	Leeton Shire Swimming Carnivals, School and Swimming Clubs (teachers and supervisors)	Use of Facilities - Aquatic Centre	Taxable	E	person	No charge	No charge
INV	Leeton Pool Swimming Carnivals, School and Swimming Clubs (Non-Swimmers And Spectators)	Use of Facilities - Aquatic Centre	Taxable	E	person	2.00	2.00
INV	Private Swimming Lesson Instructors - Annual fee	Use of Facilities - Aquatic Centre	Taxable	E	Year	165.00	200.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
RECREATION & CULTURE							
Leeton Pool							
355	Casual - Family (2 Adults and 3 Children or 1 Adult and 4 Children) each additional child per below.	Use of Facilities - Aquatic Centre	Taxable	E	Family	15.00	20.00
356	Casual - Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	person	2.00	3.00
363	Casual - Adults	Use of Facilities - Aquatic Centre	Taxable	E	person	4.00	5.00
366	Casual - Children (5 and over)	Use of Facilities - Aquatic Centre	Taxable	E	person	4.00	4.00
	Casual - Children (4 and under)	Use of Facilities - Aquatic Centre	Taxable	E	person	No charge	3.00
	Casual - Aged and Disability Pensioner (Pensioner Card)	Use of Facilities - Aquatic Centre	Taxable	E	person	No charge	3.00
367	Casual - Non-swimming, spectators, supervisors	Use of Facilities - Aquatic Centre	Taxable	E	person	2.00	2.00
Seasons Tickets - Leeton and Whitton Pool							
357	Family (2 Adults and 3 Children or 1 Adult and 4 Children) each additional child per below.	Use of Facilities - Aquatic Centre	Taxable	E	Family	300.00	320.00
360	Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	person	20.00	25.00
358	Adult	Use of Facilities - Aquatic Centre	Taxable	E	person	150.00	180.00
359	Child (5 and Over)	Use of Facilities - Aquatic Centre	Taxable	E	person	115.00	120.00
Pool Hire							
385	Leeton Shire Pools, Mon-Fri	Use of Facilities - Aquatic Centre	Taxable	E	Hour	104.00	130.00
386	Leeton Shire Pools, Mon-Fri, with Waterslide	Use of Facilities - Aquatic Centre	Taxable	E	Hour	140.00	180.00
387	Leeton Shire Pools, Sat-Sun	Use of Facilities - Aquatic Centre	Taxable	E	Hour	140.00	150.00
388	Leeton Shire Pools, Sat-Sun, with Waterslide	Use of Facilities - Aquatic Centre	Taxable	E	Hour	184.00	200.00
Whitton Pool							
364	Casual - Family (2 Adults and 3 Children or 1 Adult and 4 Children) plus \$2.00 for each additional child.	Use of Facilities - Aquatic Centre	Taxable	E	Family	12.00	12.00
380	Casual - Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	Person	2.00	2.00
381	Casual - Adults	Use of Facilities - Aquatic Centre	Taxable	E	Person	3.00	3.00
382	Casual - Children (5 and over)	Use of Facilities - Aquatic Centre	Taxable	E	Person	3.00	3.00
	Casual - Children (4 and under)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No charge	No charge
	Casual - Aged Pensioner (Pensioner Card)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No charge	No charge
383	Casual - Non-swimming, spectators, supervisors	Use of Facilities - Aquatic Centre	Taxable	E	Person	2.00	2.00
384	Whitton Pool Swimming Carnivals, School and Swimming Clubs, (Non-Swimmers And Spectators)	Use of Facilities - Aquatic Centre	Taxable	E	Person	2.00	2.00
Seasons Tickets - Whitton Pool Only							
357	Family (2 Adults and 3 Children or 1 Adult and 4 Children) and \$15 for Each Additional Child	Use of Facilities - Aquatic Centre	Taxable	E	Family	230.00	230.00
360	Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	person	15.00	15.00
358	Adult	Use of Facilities - Aquatic Centre	Taxable	E	person	115.00	115.00
359	Child (5 and Over)	Use of Facilities - Aquatic Centre	Taxable	E	person	90.00	90.00
INDOOR STADIUM							
Admission Charges							
1150	Entrance Fee per student - High School	Use of Facilities - Sport/PE Classes	Taxable	E	person	4.30	4.50
1151	Entrance Fee per student - Prim. School	Use of Facilities - Sport/PE Classes	Taxable	E	person	4.30	4.50
1152	Special Events	Use of Facilities - Sport	Taxable	E	person	POA	POA
Courts Hire - Competitions							
1153	Basketball	Use of Facilities - Sport	Taxable	E	court/hour	44.00	47.00
1154	Badminton	Use of Facilities - Sport	Taxable	E	court/hour	44.00	20.00
	Tennis	Use of Facilities - Sport	Taxable	E	court/hour	No Charge	No Charge
1155	Volleyball	Use of Facilities - Sport	Taxable	E	court/hour	44.00	47.00
1156	Futsal	Use of Facilities - Sport	Taxable	E	court/hour	44.00	47.00
1157	Netball	Use of Facilities - Sport	Taxable	E	court/hour	44.00	47.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
INDOOR STADIUM Continued							
Tournament Hire							
1158	Stadium per day (9am - 5pm) weekdays	Use of Facilities - Sport	Taxable	E		479.00	504.00
1159	Stadium per day (9am - 5pm) weekends	Use of Facilities - Sport	Taxable	E		607.00	638.00
1160	Stadium per evening (6pm - 11pm)	Use of Facilities - Sport	Taxable	E		409.00	430.00
1161	Stadium per evening (6pm - 11pm)	Use of Facilities - Sport	Taxable	E		479.00	504.00
1162	Stadium per day/ evening - weekdays	Use of Facilities - Sport	Taxable	E		806.00	847.00
1163	Stadium per day/ evening - weekends	Use of Facilities - Sport	Taxable	E		940.00	988.00
Weekday Casual Hire							
1164	Basketball	Use of Facilities - Sport	Taxable	E	court/hour	50.50	54.00
1165	Representative Training (all sports)	Use of Facilities - Sport	Taxable	E	court/hour	38.50	41.00
1166	Badminton	Use of Facilities - Sport	Taxable	E	court/hour	50.50	25.00
1167	Volleyball	Use of Facilities - Sport	Taxable	E	court/hour	50.50	54.00
1168	Futsal	Use of Facilities - Sport	Taxable	E	court/hour	50.50	54.00
1169	Netball	Use of Facilities - Sport	Taxable	E	court/hour	50.50	54.00
1170	Private Function Hire (Birthdays, Rego Days, Presentations etc)	Use of Facilities - Sport	Taxable	E	per hour	114.00	120.00
Weekend Casual Hire							
1171	Basketball	Use of Facilities - Sport	Taxable	E	court/hour	71.00	70.00
1172	Representative Training (all sports)	Use of Facilities - Sport	Taxable	E	court/hour	65.00	63.50
1173	Badminton	Use of Facilities - Sport	Taxable	E	court/hour	71.00	35.00
1174	Volleyball	Use of Facilities - Sport	Taxable	E	court/hour	71.00	70.00
1175	Futsal	Use of Facilities - Sport	Taxable	E	court/hour	71.00	70.00
1176	Netball	Use of Facilities - Sport	Taxable	E	court/hour	71.00	70.00
1177	Private Function Hire (Birthdays, Rego Days, Presentations etc)	Use of Facilities - Sport	Taxable	E	court/hour	135.00	142.00
Equipment Hire							
1178	Rent of Basketball Office.	Use of Facilities - Sport	taxable	E	equipment	51.00	54.00
	Hire of Tennis Courts Clubhouse	Use of Facilities - Sport	taxable	E	hour		52.00
Advertising Signs on Stadium Walls							
1179	1200mm x1200mm (Annual)	Use of Facilities - other	taxable	E	Annual	290.00	305.00
1180	1200mm x1200mm (2 years)	Use of Facilities - other	taxable	E	2 Years	460.00	485.00
1181	2400mm x1200mm (Annual)	Use of Facilities - other	taxable	E	Annual	360.00	380.00
1182	2400mm x1200mm (2 years)	Use of Facilities - other	taxable	E	2 Years	595.00	630.00
1183	3600mm x1200mm (Annual)	Use of Facilities - other	taxable	E	Annual	460.00	485.00
1184	3600mm x1200mm (2 years)	Use of Facilities - other	taxable	E	2 Years	770.00	810.00
1185	4800mm x1200mm (Annual)	Use of Facilities - other	taxable	E	Annual	530.00	560.00
1186	4800mm x1200mm (2 years)	Use of Facilities - other	taxable	E	2 Years	620.00	660.00
1187	6000mm x1200mm (Annual)	Use of Facilities - other	taxable	E	Annual	595.00	630.00
1188	6000mm x1200mm (2 years)	Use of Facilities - other	taxable	E	2 Years	1,105.00	1,165.00
Parkview Tennis Courts							
353	Court Hire	Use of Facilities - other	taxable	E	per person	8.70	10.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
Leeton Ovals Complex							
Fees shown are the maximum charges as all Sporting Groups are Eligible for a 50% Subsidy on Application. Other Groups may be eligible for a subsidy under this Revenue Policy. See Page No: 11 for details							
1189	Oval No 1, 2 or 3 - Casual Groups	Use of Facilities - other	taxable	C	Per Hour, Per Oval	28.50	30.00
1190	Oval No 1, 2 or 3 - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less) Per Oval	93.50	100.00
1191	Oval No 1, 2 or 3 - Casual Groups	Use of Facilities - other	taxable	C	Full day Per Oval	191.00	205.00
1192	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	Per Hour	18.00	20.00
1193	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	57.00	60.00
1194	Amenities - Oval 1 or 2 - Casual Groups	Use of Facilities - other	taxable	C	Per Hour	18.00	20.00
1195	Amenities - Oval 1 or 2 - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	57.00	60.00
1196	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	Full day	17.50	100.00
1197	Amenities - Oval 1 or 2 - Casual Groups	Use of Facilities - other	taxable	C	Full day	56.50	100.00
1198	Bootcamps and Personal Trainers	Use of Facilities - other	taxable	C	Per Year	223.00	235.00
INV	Leeton Netball Association - Outside Courts	Use of Facilities - other	taxable	C	Per year	556.00	585.00
INV	Leeton Basketball Association - Outside Courts	Use of Facilities - other	taxable	C	Per year	556.00	585.00
INV	Netball / Basketball courts (outside) - Casual Groups	Use of Facilities - other	taxable	C	Per court/hr	12.00	13.00
INV	Leeton Phantoms Rugby Union Club - includes 3 Ovals, kiosk and both amenities per season	Use of Facilities - other	taxable	C	Per season	1,635.00	1,720.00
INV	Leeton Greenies Rugby League Football Club - 3 Ovals, kiosk and both amenities per season	Use of Facilities - other	taxable	C	Per season	1,635.00	1,720.00
INV	Leeton United Football Club (soccer)- 3 Ovals, kiosk and both amenities per season	Use of Facilities - other	taxable	C	Per season	1,635.00	1,720.00
INV	Leeton Touch Association- 3 Ovals and kiosk per season	Use of Facilities - other	taxable	C	Per season	889.00	935.00
INV	Leeton and Districts Cricket Association- 2 Ovals, amenities No 2, Mark Taylor playing surface, nets and amenities per season	Use of Facilities - other	taxable	C	Per season	1,635.00	1,720.00
INV	Schools- 3 Ovals, kiosk and both amenities per year	Use of Facilities - other	taxable	C	Per year	1,635.00	1,720.00
INV	Oval No 1, 2 or 3 - Schools	Use of Facilities - other	taxable	C	Per Hour, Per Oval	12.00	13.00
INV	Oval No 1, 2 or 3 - Schools	Use of Facilities - other	taxable	C	1/2 day (4hrs or less) Per Oval	34.00	36.00
INV	Oval No 1, 2 or 3 - Schools	Use of Facilities - other	taxable	C	Full day Per Oval	68.00	72.00
1199	Clean up of facilities after use - Per employee / per hour	Use of Facilities - other	taxable	C	hour	71.00	75.00
INV	Floodlights - No 1 Ovals (Leeton Touch, Leeton Rugby League, Rugby Union, Leeton Soccer)	Use of Facilities - other	taxable	E	hour	10.00	11.00
INV	Floodlights - No 2 Ovals (Leeton Touch, Leeton Rugby League, Rugby Union, Leeton Soccer)	Use of Facilities - other	taxable	E	hour	8.50	9.00
INV	Floodlights - No 3 Ovals (Leeton Touch, Leeton Rugby League, Rugby Union, Leeton Soccer)	Use of Facilities - other	Taxable	E	hour	8.50	9.00
1200	Floodlights - No 1 Ovals (Casual users)	Use of Facilities - other	taxable	E	hour	14.00	15.00
1201	Floodlights - No 2 Ovals (Casual users)	Use of Facilities - other	taxable	E	hour	12.00	13.00
1202	Floodlights - No 3 Ovals (Casual users)	Use of Facilities - other	Taxable	E	hour	12.00	13.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
Mark Taylor Oval							
Fees shown are the maximum charges as all Sporting Groups are Eligible for a 50% Subsidy on Application. Other Groups may be eligible for a subsidy under this Revenue Policy. See Page No: 11 for details							
INV	Schools- All facilities per year	Use of Facilities - other	taxable	C	Per year	1,635.00	1,720.00
1203	Oval - Casual User	Use of Facilities - other	taxable	C	Per Hour	24.00	26.00
1204	Oval - School	Use of Facilities - other	taxable	C	Per Hour	12.00	13.00
1205	Oval - Casual User	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	73.00	77.00
1206	Oval - Casual User	Use of Facilities - other	taxable	C	Full day	145.00	155.00
1207	Cricket Nets - Casual User	Use of Facilities - other	taxable	C	Per Hour	13.00	14.00
1208	Cricket Nets - Casual User	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	34.00	36.00
1209	Cricket Nets - Casual User	Use of Facilities - other	taxable	C	Full day	68.00	72.00
1210	Clean up of facilities after use - Per employee / per hour	Use of Facilities - other	taxable	C	hour	71.00	75.00
Yanco Sports Ground							
Fees shown are the maximum charges as all Sporting Groups are Eligible for a 50% Subsidy on Application. Other Groups may be eligible for a subsidy under this Revenue Policy. See Page No: 11 for details							
INV	Leeton and Districts Cricket Association- Oval and amenities per season	Use of Facilities - other	taxable	C	Per season	560.00	590.00
INV	Yanco Wamoon Rugby League Football Club- Oval, kiosk and amenities per season	Use of Facilities - other	taxable	C	Per season	1,115.00	1,175.00
INV	Schools- Oval, kiosk and amenities per year	Use of Facilities - other	taxable	C	Per year	1,675.00	1,760.00
1211	Oval - Casual Groups	Use of Facilities - other	taxable	C	Per hour	12.00	13.00
1212	Oval - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	73.00	77.00
1213	Oval - Casual Groups	Use of Facilities - other	taxable	C	Full day	145.00	155.00
1214	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	Per hour	18.00	19.00
1215	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	34.00	36.00
1216	Kiosk - Casual Groups	Use of Facilities - other	taxable	C	Full day	68.00	72.00
1217	Amenities - Casual Groups	Use of Facilities - other	taxable	C	Per hour	18.00	19.00
1218	Amenities - Casual Groups	Use of Facilities - other	taxable	C	1/2 day (4hrs or less)	34.00	36.00
1219	Amenities - Casual Groups	Use of Facilities - other	taxable	C	Full day	68.00	72.00
1220	Clean up of facilities after use - Per employee / per hour	Use of Facilities - other	taxable	C	hour	73.00	77.00
INV	Floodlights - Yanco Wamoon Football	Use of Facilities - other	taxable	E	hour	8.50	9.00
1221	Floodlights - Casual Users	Use of Facilities - other	taxable	E	hour	12.00	13.00
LEETON GOLF COURSE							
Membership Fees							
830	Category - Ordinary	Use of Facilities - other	taxable	E	per year	523.50	530.00
831	Category - Pensioner	Use of Facilities - other	taxable	E	per year	429.00	430.00
832	Category - Junior	Use of Facilities - other	taxable	E	per year	75.00	75.00
833	Category - Sports	Use of Facilities - other	taxable	E	per year	278.50	280.00
834	New members (never been a member before) - once only introductory offer	Use of Facilities - other	taxable	E	per year	324.00	325.00
835	Fee for any full member playing in age bracket 18 - 29:	Use of Facilities - other	taxable	E	per year	263.00	265.00
836	Current long standing members - Payment of membership in full by 31 July and receive five (5) FREE social games of golf (value \$70)	Use of Facilities - other	taxable	E	per year	*See relevant membership fee above.	*See relevant membership fee above.

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
LEETON GOLF COURSE							
Green Fees							
837	Junior - Non Member	Use of Facilities - other	Taxable	E	round	13.50	14.00
838	Member Competition Round	Use of Facilities - other	Taxable	E	round	15.50	16.00
839	Junior Member Competition Round	Use of Facilities - other	Taxable	E	round	8.00	9.00
840	Member Social Round 9 or 18 holes	Use of Facilities - other	Taxable	E	round	15.50	16.00
841	Junior Social Round 9 or 18 holes	Use of Facilities - other	Taxable	E	round	8.00	9.00
842	Visitor 9 hole round	Use of Facilities - other	Taxable	E	round	26.00	26.50
843	Visitor 18 hole round	Use of Facilities - other	Taxable	E	round	34.50	34.50
844	Twilight Social - Non member	Use of Facilities - other	Taxable	E	round	17.50	18.00
845	Twilight Member	Use of Facilities - other	Taxable	E	round	13.50	14.00
846	Twilight Junior	Use of Facilities - other	Taxable	E	round	8.00	9.00
847	Twilight played in conjunction fee	Use of Facilities - other	Taxable	E	round	2.50	3.50
848	Wednesday Whackers	Use of Facilities - other	Taxable	E	round	15.50	16.00
849	Veteran Golfers	Use of Facilities - other	Taxable	E	round	15.50	16.00
850	Yancoo Social - Member	Use of Facilities - other	Taxable	E	round	15.50	16.00
851	Yancoo Social - Non Member	Use of Facilities - other	Taxable	E	round	22.00	22.50
852	Sports Social 9 or 18 holes	Use of Facilities - other	Taxable	E	round	15.50	16.00
853	Reciprocal 9 or 18 holes	Use of Facilities - other	Taxable	E	round	15.50	16.00
	Special Events - Junior	Use of Facilities - other	Taxable	E	round		9.00
	Special Events - Senior	Use of Facilities - other	Taxable	E	round		16.00
ROXY THEATRE							
Theatre Ticket Prices							
550	Adult - All sessions	Use of Facilities - other	Taxable	E	Person	17.50	TBA
551	Pensioner Concession/Student	Use of Facilities - other	Taxable	E	Person	13.50	TBA
552	Family (2 Adults, 2 Children or 1 Adult, 3 Children)	Use of Facilities - other	Taxable	E	Person	43.50	TBA
553	3rd and subsequent children	Use of Facilities - other	Taxable	E	Person	11.50	TBA
Special Movie Screenings - Dress Circle and Stalls							
554	School Screening per Student	Use of Facilities - other	Taxable	E	Person	6.00	TBA
555	School Screening per Teacher	Use of Facilities - other	Taxable	E	Person	6.00	TBA
556	Group Admission > 20 tickets (Includes Theatre Parties)	Use of Facilities - other	Taxable	E	Person	14.50	TBA
557	Special Events	Use of Facilities - other	Taxable	E	Person	POA	TBA
Live Shows							
558	Tours, Shows aimed at School Students in Term Time	Use of Facilities - other	Taxable	E	Per Student & Teacher	Various	TBA
559	Show Ticket Price	Use of Facilities - other	Taxable	E	Person	Various	TBA
560	Ticketing Fee	Use of Facilities - other	Taxable	E	Person	4.00	TBA
Roxy Tours							
561	Tour Groups (guided tour)	Use of Facilities - other	Taxable	E	Person	6.50	TBA
Roxy Theatre Hire							
562	Non profit organisations - subject to council approval	Use of Facilities - other	Taxable	E	Hour	10% of Gross Box Office or \$500 (Whichever is Greater)	TBA
563	Leeton Eisteddfod Society	Use of Facilities - other	Taxable	E	Event	9,985.00	TBA
564	Schools	Use of Facilities - other	Taxable	E	Hour	POA	TBA
565	Private Hire (Birthdays, Weddings etc.)	Use of Facilities - other	Taxable	E	Hour	POA	TBA
566	Commercial Productions	Use of Facilities - other	Taxable	E	Hour	10% of Gross Box Office or \$1,000 (Whichever is Greater)	TBA
Supper Room Hire							
567	0-3 hours	Use of Facilities - other	Taxable	E	Event	POA	TBA
568	>3 hours	Use of Facilities - other	Taxable	E	Event	POA	TBA
569	Weekend rate - half day	Use of Facilities - other	Taxable	E	Event	POA	TBA
570	Weekend rate - full day	Use of Facilities - other	Taxable	E	Event	POA	TBA
571	Full Weekend	Use of Facilities - other	Taxable	E	Event	POA	TBA
Other Fees							
572	Extra staff	Use of Facilities - other	Taxable	E	Hour	POA	TBA
573	Rehearsals	Use of Facilities - other	Taxable	E	Hour	POA	TBA
574	Bump In/Out	Use of Facilities - other	Taxable	E	Hour	POA	TBA
575	Cleaning Fee	Use of Facilities - other	Taxable	C	Hour	Cost Recovery	TBA
576	Piano tuning - at hirers' expense	Use of Facilities - other	Taxable	E	Session	Cost Recovery	TBA

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ROXY THEATRE Continued							
Inflatable Movie Screen							
1000	Hire of Inflatable Movie Screen - Community Groups (Refundable Bond)	Use of Facilities - other	GST Exempt	C	Event	200.00	\$200 plus actual set up costs
578	Hire of Inflatable Movie Screen - Community Groups	Use of Facilities - other	Taxable	C	Night	55.00	\$55 plus actual set up costs
1000	Hire of Inflatable Movie Screen - Corporate Groups (Refundable Bond)	Use of Facilities - other	GST Exempt	C	Event	200.00	\$200 plus actual set up
580	Hire of Inflatable Movie Screen - Corporate Groups	Use of Facilities - other	Taxable	C	Night	163.00	\$163 plus actual set up
	Replacement Fee due to damage incurred	Use of Facilities - other	Taxable	C			Cost Recovery
LEETON MUSEUM AND ART GALLERY							
	Entry Fee	Use of Facilities - other	Taxable	E	Person	No Charge	No Charge
	Entry Fee - Community Groups	Use of Facilities - other	Taxable	E	Person	No Charge	No Charge
	Entry Fee - School Groups	Use of Facilities - other	Taxable	E	Person	No Charge	No Charge
	Museum Board Room Meeting Room Hire Fee - Corporate or Private	Use of Facilities - other	Taxable	C	Full Day	150.00	160.00
	Museum Board Room Meeting Room Hire Fee - Not for Profit Community Groups	Use of Facilities - other	Taxable	C	Full day	30.00	35.00
	Museum Board Room Meeting Room Hire Fee - Corporate or Private	Use of Facilities - other	Taxable	C	1/2 day (4 hours or less)	80.00	85.00
	Museum Board Room Meeting Room Hire Fee - Not for Profit Community Groups	Use of Facilities - other	Taxable	C	1/2 day (4 hours or less)	15.00	20.00
581	Touring Exhibition Entry Fee	Use of Facilities - other	Taxable	E	Person	\$5 to \$23 subject to exhibition cost	Subject to exhibition cost. Cost recovery
582	Art & Cultural Education Workshops	Use of facilities - other	Taxable	E	Person	\$5 to \$23	Subject to program fees. Cost recovery
583	Cultural Events	Use of Facilities - other	Taxable	E	Person	\$5 to \$23	Subject to program fees. Cost recovery
584	Art Workshops (1 - 5 days) per day	Use of Facilities - other	Taxable	E	Person	\$100 to \$220 per day	Subject to program fees. Cost recovery
585	Hire of LMAG space - CORPORATE/PRIVATE Normal Hours	Use of Facilities - other	Taxable	E	Hour	53.00	56.00
586	Hire of LMAG space - Outside Normal Hours	Use of Facilities - other	Taxable	E	Hour	79.00	85.00
587	Hire of LMAG space - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of facilities - other	Taxable	E	1/2 day (4 hrs or less)	158.00	170.00
588	Hire of LMAG space - COMMUNITY GROUPS Weekday (Mon to Fri)	Use of facilities - other	Taxable	E	Full Day	316.00	335.00
589	Cleaning Fee For Hire of LMAG space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery	Cost Recovery
1000	Hire of LMAG space / facilities - Refundable Bond	Use of Facilities - other	GST Exempt	C	Facility	200.00	210.00
Public Halls							
Murrumbidgee							
135	Hire of hall	Use of facilities - hall	Taxable	Part/full day	C	100.00	110.00
135	Hire of kitchen	Use of facilities - hall	Taxable	Part/full	C	40.00	45.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery	Cost Recovery
135	Hire of Council facilities - refundable bond	Use of facilities - other	GST exempt	Facility	C	200.00	215.00
Whitton							
135	Hire of hall for balls/ weddings	Use of facilities - hall	Taxable	Full day	C	200.00	215.00
135	Hire of hall for discos, parties etc	Use of facilities - hall	Taxable	Full day	C	200.00	215.00
135	Hire of hall for daytime events - child's birthday party/baby shower etc	Use of facilities - hall	Taxable	Part/full day	C	20.00	25.00
135	Hire of meeting room (day or night)	Use of facilities - meeting room	Taxable	2-4	C	10.00	15.00
135	Hire of bain marie	Use of facilities - other	Taxable	Item	C	10.00	15.00
135	Hire of chairs	Use of facilities - other	Taxable	Item	C	1.00	2.00
135	Hire of trestles	Use of facilities - other	Taxable	Item	C	10.00	15.00
135	Hire of Council facilities - refundable bond	Use of facilities - other	GST exempt	Facility	C	200.00	200.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery	Cost Recovery
Yanco							
135	Hire of hall	Use of facilities - hall	Taxable	full day	C	300.00	316.00
135	Hire of hall	Use of facilities - hall	Taxable	Part	C	150.00	158.00
135	Hire of kitchen/supper room only	Use of facilities - hall	Taxable	Half	C	50.00	53.00
135	Hire of supper room only for meetings	Use of facilities - supper room	Taxable	per	C	5.00	6.00
135	Hire of Council facilities - refundable bond	Use of facilities - other	GST exempt	Facility	C	200.00	211.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery	Cost Recovery
Yanco Markets Site							
	4m x 4m stallholder site (outside)	Use of facilities	Taxable	C	Item		10.00
	8m x 4m stallholder site (outside)	Use of facilities	Taxable	C	Item		18.00
	1 table for stallholder site (inside)	Use of facilities - hall	Taxable	C	Item		10.00
	2 tables for stallholder site (inside)	Use of facilities - hall	Taxable	C	Item		18.00
	3 tables for stallholder site (inside)	Use of facilities - hall	Taxable	C	Item		26.00
	Kitchen Use by Caterers - \$30	Use of facilities - hall	Taxable	C	Per Event		30.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
LIBRARY							
505	Library Photocopy Charges - A4 self service black and white copies	Use of General Equipment Fee - Library	Taxable	E	page	0.30	0.50
501	Library Photocopy Charges - A3 self service black and white copies	Use of General Equipment Fee - Library	Taxable	E	page	0.80	1.00
506	Library Photocopy Charges - A4 self service colour copies	Use of General Equipment Fee - Library	Taxable	D	page	1.40	1.50
507	Library Photocopy Charges - A3 self service colour copies	Use of General Equipment Fee - Library	Taxable	D	page	2.70	3.00
502	Library Replacement Cards	Library Replacement Membership Card fee	GST Exempt	D	card	6.20	7.00
503	Library Costume Hire (Santa suit) - Cleaning Fee all Hires	Use of General Equipment fee - Library	Taxable	D	costume	12.00	15.00
508	Library Costume Hire (Santa suit) - Damaged / Replacement	Use of General Equipment fee - Library	Taxable	D	costume	105.00	Cost Recovery
509	Library Laminating - per sheet	Laminating fee	Taxable	D	sheet	5.40	5.50
500	Library Lost or Damaged Books Purchase Cost Plus Replacement Fee	Lost or damaged library item replacement/repair cost	GST Exempt	D	book	Cost Recovery	Cost Recovery
510	Library Lost or Damaged Books Replacement Fee	Lost or damaged library item replacement/repair cost	GST Exempt	D	book	12.00	Cost Recovery
511	Inter Library Loan	Library inter library loan processing fee	Taxable	D	Fee plus costs	5.00	5.00
504	Meeting Room Hire - Henry Lawson Room - Corporate or Private	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	80.00	85.00
512	Meeting Room Hire - Henry Lawson Room - Corporate or Private	Use of Facilities - Civic centre	Taxable	C	Full day	150.00	160.00
515	Meeting Room Hire - Not for Profit Community Groups	Use of Facilities - Civic centre	Taxable	C	1/2 day (4 hrs or less)	15.00	20.00
516	Meeting Room Hire - Not for Profit Community Groups	Use of Facilities - Civic centre	Taxable	C	Full day	30.00	40.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery	Cost Recovery

DRAFT
For Public Exhibition

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
TRANSPORT & COMMUNICATIONS							
Kerbing, Cross-overs							
650	Kerb & Guttering - Frontage	Works charge - Council initiated	Taxable	C	metre	1/2 Actual Cost + GST	1/2 Actual Cost + GST
651	Application Fee - Pipeline installation within road reserve area	Application and data acquisition costs	GST Exempt	C	each	425.00	\$650 per km
Road Openings & Temporary Closures							
652	Opening Fees - Applicant to do works - Carriageways	Road Opening Permit fee (Section 138)	GST Exempt	C	opening	125.00	132.00
653	Opening Fees - Applicant to do works - Other Road Reserve Openings	Road Opening Permit fee (Section 138)	GST Exempt	C	opening	65.00	69.00
Private Works							
INV	Private Works - Roadways: Sealed surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Roadways: Gravel surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Roadways: Earth surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Roadways: Other	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Footpaths: Concrete footpaths (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Footpaths: Gravelled surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Footpaths: Earth surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Kerb & Gutter (per lineal M)	Works charge - owner/developer initiated	Taxable	D	opening	As negotiated	As negotiated
INV	Private Works - Jet patcher Bitumen Emulsion	Sale or supply of Building Materials	Taxable	C	litre	2.40	2.40
INV	Private Works - Jet patcher Sealing Aareacate	Sale or supply of Building Materials	Taxable	C	m3	160.00	160.00
INV	Private Works - CCTV Inspection Establishment	Site establishment	Taxable	C	each	POA	POA
INV	Private Works - CCTV Inspection	CCTV inspection of pipe network	Taxable	C	lineal metre	Cost Recovery	Cost Recovery
INV	Private Works - Report (Minimum Charge \$120)	Engineering report or Asset condition report	Taxable	C	each	POA	POA
Footpaths							
667	Footpaving - Frontage	Works charge - Council initiated	GST Exempt	A	metre	1/2 Actual Cost	1/2 Actual Cost
Traffic Count Information							
670	Collection, processing and supply of new traffic count information	Fee for accessing or printing required information	Taxable	C	per unit per week	431.00	453.00
671	Supply of existing traffic count information	Fee for accessing or printing required information	Taxable	C	per report	90.00	95.00
Heavy Vehicle Access Permit							
Car Park Hire							
674	Hire of regulated timed car park spaces	Use of Facility - Other	Taxable	E	Per space per day	47.00	47.00
675	Hire of unregulated car park spaces	Use of Facility - Other	Taxable	E	Per m2	0.30	0.30
Signage							
676	Assessment/Application Fee	Signage fee	Taxable	C	sign	96.00	101.00
677	For the supply and installation of a new standard sign on an existing sign pole	Signage fee	Taxable	C	sign	191.00	201.00
678	Replace and existing standard sign (price dependant on damages or replacement needs)	Signage fee	Taxable	C	sign	Actual cost - not more than new supply cost	Actual cost - not more than new supply cost
679	Relocate an existing sign	Signage fee	Taxable	C	sign	135.00	142.00
680	Non Standard Sign	Signage fee	Taxable	C	sign	Cost + 10% for the supply and installation of a non-standard sign	Cost + 10% for the supply and installation of a non-standard sign
681	Annual Licence Fee	Signage fee	Taxable	C	sign	57.00	60.00
682	Five Year Licence Fee	Signage fee	Taxable	C	sign	220.00	232.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ECONOMIC ACTIVITIES							
Tourism and Information Centre							
950	Tourism Photocopying - A4 Black and White	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	page	1.60	2.00
951	Tourism Photocopying - A4 Colour	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	page	1.80	2.00
952	Tourism Photocopying - A3 Black and White	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	page	1.80	2.00
953	Tourism Photocopying - A3 Colour	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	page	3.00	5.00
954	Local Product Demonstration - Adult	Admission fee - tours	Taxable	C	person	5.50	6.00
955	Local Product Demonstration - Children under 14 yrs accompanied by an adult	Admission fee - tours	Taxable	C	person	5.00	6.00
956	Local Product Demonstration - Student (groups)	Admission fee - tours	Taxable	C	person	5.00	6.00
1000	Hire of Council facilities - Refundable Bond	Use of Facilities - Other	GST Exempt	C	Facility	200.00	200.00
958	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	86.00	95.00
959	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	169.00	180.00
960	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	157.00	165.00
961	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	314.00	330.00
962	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	36.00	40.00
963	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	71.00	75.00
964	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	69.00	75.00
965	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	136.00	145.00
966	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	55.00	60.00
967	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	109.00	115.00
968	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	106.00	115.00
969	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	184.00	195.00
970	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	28.00	30.00
971	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	55.00	60.00
972	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 day (4 hrs or less)	64.00	70.00
973	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	106.00	115.00
974	Whole Facility CORPORATE/PRIVATE Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	432.00	455.00
975	Whole Facility CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	539.00	570.00
976	Whole Facility COMMUNITY GROUP Weekday (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	217.00	230.00
977	Whole Facility COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	271.00	285.00
978	Plus Kitchen - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	Booking	55.00	60.00
979	Plus Kitchen - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	Booking	28.00	30.00
980	Plus Tables & Chairs (Hirer sets up) - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	per seating of 10	12.00	15.00
981	Plus Tables & Chairs (Hirer sets up) - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	per seating of 10	7.00	8.00

Fees and Charges for 2022-2023							
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2021-2022	Proposed 2022/23
ECONOMIC ACTIVITIES							
Tourism and Information Centre (continued)							
982	Plus Tables & Chairs (Council sets up) - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	per seating of 10	23.00	25.00
983	Plus Tables & Chairs (Council sets up) - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	per seating of 10	12.00	13.00
984	Tourism Inbound Tours - less than 10 people	Admission fee - tours	Taxable	C	per bus	91.00	100.00
985	Tourism Inbound Tours - more than 10 people	Admission fee - tours	Taxable	C	per bus	160.00	170.00
ECONOMIC ACTIVITIES							
Caravan Park , Camping Ground							
	Day Entry Fee	Use of Facilities	Taxable	C	person		5.00
Camping/Caravan Fees – unpowered sites							
	aged over 16 years	Use of Facilities	Taxable	C	person	\$10/person per night	
	aged 6 to 16 years	Use of Facilities	Taxable	C	person	\$6/Person per night	
Camping/Caravan Fees – powered sites							
		Use of Facilities	Taxable	C	person		extra \$2.00 per night on top of unpowered site
Onsite Laundry Service							
	Washing Machine	Use of Facilities - Other	Taxable	C	per cycle		\$3 per cycle
	Dryer	Use of Facilities - Other	Taxable	C	per cycle		\$3 per cycle
	Hire of Function Shed (Bond)	Use of Facilities (Bond)	Taxable	C	per function		\$200
	Hire of Function Shed	Use of Facilities	Taxable	C	per function		\$200
PLANT HIRE							
Plant Hire and Sundry Charges							
750	Kerbside Pump Rentals - Double Bowser, 2 Hoses	Plant and machinery hire fee	Taxable	Cost	each	160.00	169.00
751	Kerbside Pump Rentals - Single Bowser	Plant and machinery hire fee	Taxable	Cost	each	150.00	158.00
752	Kerbside Pump Rentals - Free Air Machine/ Water Stand/ Oil Container	Plant and machinery hire fee	Taxable	Cost	each	12.20	13.00
753	Aerial On Water Tower	Plant and machinery hire fee	Taxable	D		As negotiated	As negotiated
ALL PLANT AND MACHINERY							
Plant Hire (Prices EXCLUDE operator costs. In all cases, Council plant is to be operated by Council employees.)							
	Item Description	Fleet No				External Charge-Out	External Charge-Out
754	Light Vehicles	Various	Taxable	D	km	Adopted plant hire rate + 50% +GST. The hirer must also be charged for the Operator where required, who must be an Authorised Council employee. Operator will be charged at his/her hourly rate plus a loading/mark-up, plus GST.	Adopted plant hire rate + 50% +GST. The hirer must also be charged for the Operator where required, who must be an Authorised Council employee. Operator will be charged at his/her hourly rate plus a loading/mark-up, plus GST.
755	Truck Small	Various	Taxable	D	hour		
756	Truck 2M to 4M	Various	Taxable	D	hour		
757	Truck Large	Various	Taxable	D	hour		
758	Street sweeper	Various	Taxable	D	hour		
759	Jet patcher	Various	Taxable	D	hour		
760	Tractor/Loader/Backhoe	Various	Taxable	D	hour		
761	Water Tanker/Fire Tanker/Spray Truck	Various	Taxable	D	hour		
762	Graders	Various	Taxable	D	hour		
763	Rollers/Compactor/Stabiliser	Various	Taxable	D	hour		
764	Sundry Plant	Various	Taxable	D	hour		
765	Mowers	Various	Taxable	D	hour		

