

Notice is hereby given, in accordance with the provisions of the Local Government Act 1993 that an **ORDINARY MEETING** of Wentworth Shire Council will be held in the **WENTWORTH SHIRE COUNCIL CHAMBERS, DARLING STREET, WENTWORTH**, commencing at **5:00PM**.

The meeting is being livestreamed and/or recorded for on-demand viewing via Council's website. Attendance at the meeting is to be taken as consent by a person to their image and/or voice being webcast.

All speakers should refrain from making any defamatory comments or releasing personal information about another individual without their consent. Council accepts no liability for any damage that may result from defamatory comments made by persons attending meetings – all liability will rest with the individual who made the comments.

The meeting must not be recorded by others without prior written consent of the Council in accordance with the Council's code of meeting practice.

Councillors & staff are obligated to declare Conflicts of Interest as required under the Local Government Act 1993 and Councils adopted Code of Conduct.

Councillors are reminded of their Oath of Office whereby they have declared and affirmed that they will undertake the duties of the Office of Councillor in the best interests of the people of Wentworth Shire and the Wentworth Shire Council and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act to the best of their ability and judgment.

KEN ROSS GENERAL MANAGER

# ORDINARY MEETING AGENDA 23 JUNE 2025

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## 1 OPENING OF MEETING

THE MAYOR REQUESTS THAT THE GENERAL MANAGER MAKES ANNOUNCEMENTS REGARDING THE LIVE-STREAMING OF THE MEETING.

## 2 PRAYER OR ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

### **3** APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE

### 4 DISCLOSURES OF INTERESTS

### **5** CONFIRMATION OF MINUTES

#### **Recommendation**

That the Minutes of the Ordinary Meeting held 14 May 2025 be confirmed as circulated.



# ORDINARY MEETING MINUTES

14 MAY 2025

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## 1 OPENING OF MEETING

The Mayor opened the meeting with a prayer at 5:05 PM

## 2 PRAYER OR ACKNOWLEDGEMENT OF COUNTRY

#### PRESENT:

COUNCILLORS:	Councillor Daniel Linklater Councillor Jon Armstrong Councillor Peter Crisp Councillor Greg Evans Councillor Susan Nichols Councillor Jo Rodda Councillor Jody Starick Councillor Michael Weeding
STAFF:	Ken Ross (General Manager) Geoff Gunn (Director Roads and Engineering) Simon Rule (Director Finance and Policy) Gayle Marsden (Executive Assistant to General Manager) Ebony Carter (Business Support Officer)

## 3 APOLOGIES AND LEAVE OF ABSENCE

#### Council Resolution

That Council notes the apology and grants the Leave of Absence Request from Cr Elstone.

Moved Cr. Nichols Seconded Cr. Rodda

#### CARRIED UNANIMOUSLY

## 4 DISCLOSURES OF INTERESTS

Councillor Nichols advised that she had a less than significant/ non-pecuniary interest in Item 9.12 – 9.20 as her grandson is a NDIS client and will be offered a placement in similar accommodation in the near future.

## 5 CONFIRMATION OF MINUTES

#### **Recommendation**

That the Minutes of the Ordinary Meeting held 16 April 2025 be confirmed as circulated.

#### **Council Resolution**

That the Minutes of the Ordinary Meeting held 16 April 2025 be confirmed as circulated.

#### Moved Cr. Rodda, Seconded Cr. Weeding

#### Council Resolution

That the Ordinary Council meeting be adjourned for the purpose of conducting a Public Forum.

The meeting was adjourned at 5:09 pm.

#### Moved Cr. Crisp, Seconded Cr. Armstrong

#### CARRIED UNANIMOUSLY

At 05:10 pm Councillor Susan Nichols left the Council Chambers.

Public Forum

Mai Sarkissian spoke in favour of Items 9.12, 9.13, 9.14, 9.15, 9.16, 9.17, 9.18, 9.19 and 9.20  $\,$ 

Jamie Symonds spoke against Items 9.12, 9.13, 9.14, 9.15, 9.16, 9.17, 9.18, 9.19 and 9.20 Alan McWhae spoke against Items 9.12, 9.13, 9.14, 9.15, 9.16, 9.17, 9.18, 9.19 and 9.20

#### **Council Resolution**

That Council reconvenes into open session.

Moved Cr. Crisp, Seconded Cr. Evans

#### CARRIED UNANIMOUSLY

At 05:27 pm Councillor Susan Nichols returned to Council Chambers.

## **6 OUTSTANDING MATTERS FROM PREVIOUS MEETINGS**

## 7 MAYORAL AND COUNCILLOR REPORTS

#### 7.1 MAYORAL REPORT

File Number: RPT/25/245

#### **Recommendation**

That Council receives and notes the information contained in the Mayoral report

#### Council Resolution

That Council receives and notes the information contained in the Mayoral report

#### Moved Cr. Linklater, Seconded Cr. Crisp

#### CARRIED UNANIMOUSLY

Mayor Linklater gave a verbal update on the reimbursement to Council for the flood related expenses.

Mayor Linklater gave an update on correspondence sent to Minister Moriarty regarding drought declaration.

#### Mayoral Minute

That the General Manager or his delegate prepare a report to be presented at the August Meeting of Council, that considers the following transport related items so that council can review, plan, prioritise and advocate effectively for necessary infrastructure:

- 1. Compile existing strategic transport documents
- 2. Examine the Mildura Rural City Council Integrated Transport and Land Use Strategy where it is relevant to WSC, namely the bypass and bridge crossing at Monak, and reference appropriate course of advocacy
- 3. Examine the interaction between the council road network and state highways, particularly our residential growth areas, with the aim of identifying intersection and other upgrades that will effectively accommodate increased traffic flows into the future
- 4. Identify key infrastructure priorities by short/medium/long term
- 5. Identify potential location for overtaking lanes on the Sturt Highway and feed into the Sturt Highway Taskforce
- Consider strategic long-term access to appropriate water and gravel resources that can assist rural road maintenance outcomes, particularly during periods of prolonged dry
- Compile an action/reference table of requests made to TfNSW and the status of responses

#### Moved Cr. Linklater,

### 8 **REPORTS FROM COMMITTEES**

Nil

#### **Council Resolution**

That Council move Items 9.12 to 9.20 forward in the agenda.

Moved Cr. Crisp, Seconded Cr. Rodda

#### CARRIED UNANIMOUSLY

At 5:34pm Councillor Susan Nichols left the Council Chambers.

Council deliberated Items 9.12 – 9.20

#### Council Resolution

That Council returns to Item 9.1 in the agenda and a brief adjournment to allow the gallery who wish to leave in an orderly manner.

Moved Cr. Crisp, Seconded Cr. Rodda

#### CARRIED UNANIMOUSLY

At 5:50pm Councillor Susan Nichols returned to the Council Chambers.

## 9 REPORTS TO COUNCIL

#### 9.1 GENERAL MANAGERS REPORT

File Number:	RPT/25/231

Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Ebony Carter - Business Support Officer
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.2 A strong, responsible and representative government

#### Summary

The General Manager's report details information pertaining to meetings attended and general information which are of public interest, and which have not been reported elsewhere in this agenda. Items of note in this report are:

- 1. OLG Circulars
- 2. Meetings

As listed.

3. Upcoming meetings or events

As listed.

4. Other items of note

#### **Recommendation**

That Council receive and note the information contained within the report from the General Manager.

#### **Council Resolution**

That Council receive and note the information contained within the report from the General Manager.

#### Moved Cr. Rodda, Seconded Cr. Crisp

#### 9.2 LIFTING OF ALCOHOL-FREE ZONE – WENTWORTH ROWING CLUB LAWNS AREA

File Number:	RPT/25/236
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Gayle Marsden - Executive Assistant
Objective: Strategy:	1.0 Wentworth Shire is a vibrant, growing and thriving Region 1.2 Promote the Wentworth Region as a desirable visitor and tourism destination

#### Summary 3 1

Council has received a request from the Wentworth District Rowing Club Inc to lift the alcohol- free zone for the Wentworth District Rowing Club Lawns area for one event in Wentworth. The Wentworth District Rowing Club has sought approval for the suspension of the alcohol-free zone in past years for community events in the same area. There have been no incidents or problems in past events that would warrant Council refusing the temporary lifting of the alcohol-free zone as requested.

#### **Recommendation**

That Council:

- a) In accordance with Section 645 of the Local Government Act 1993, suspends the operation of the alcohol-free zone in the area of the Wentworth District Rowing Club Lawns area as shown on the map attached to this report, on Friday 12 September 2025 and Saturday 13 September 2025 from 12:00 noon to 22:00pm
- b) Advertises the suspension of the alcohol-free zone in a locally circulated newspaper and, Councils website and other social media
- c) Advise the NSW Police of the details of the suspensions of the alcohol-free zone

#### **Council Resolution**

That Council:

- a) In accordance with Section 645 of the Local Government Act 1993, suspends the operation of the alcohol-free zone in the area of the Wentworth District Rowing Club Lawns area as shown on the map attached to this report, on Friday 12 September 2025 and Saturday 13 September 2025 from 12:00 noon to 22:00pm
- b) Advertises the suspension of the alcohol-free zone in a locally circulated newspaper and, Councils website and other social media
- c) Advise the NSW Police of the details of the suspensions of the alcohol-free zone

#### Moved Cr. Nichols, Seconded Cr. Evans

#### 9.3 MONTHLY FINANCE REPORT - APRIL 2025

File Number:	RPT/25/251
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Vanessa Lock - Finance Officer
Objective:	4.0 Wentworth is a caring , supportive and inclusive community that is informed and engaged in its future
Strategy:	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery

#### **Summary**

Rates and Charges collections for the month of April 2025 were \$817,350.51. After allowing for pensioner subsidies, the total levies collected are now 80.03%. For comparison purposes 81.49% of the levy had been collected at the end of April 2024. Council currently has \$47,352,291.53 in cash and investments.

#### **Recommendation**

That Council receives and notes the Monthly Finance Report for April 2025.

#### **Council Resolution**

That Council receives and notes the Monthly Finance Report for April 2025.

Moved Cr. Rodda, Seconded Cr. Crisp

#### **MONTHLY INVESTMENT REPORT - APRIL 2025** 9.4

File Number:	RPT/25/249
Responsible Officer: Responsible Division:	Simon Rule - Director Corporate Services Corporate Services
Reporting Officer:	Bryce Watson - Accountant
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.5 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency

#### **Summary**

As of 30 April 2025, Council had \$43 million invested in term deposits and \$4,352,291.53 in other cash investments. Council received \$173,001.59 from its investments for the month of April 2025.

In April 2025 Council investments averaged a rate of return of 4.77% and it currently has \$4,535,490.24 of internal restrictions and \$40,623,235.35 of external restrictions.

#### Recommendation

That Council receives and notes the monthly investment report.

That Council approves the temporary use of up to \$2.5 million from internally restricted.

#### **Council Resolution**

That Council:

- a) Receives and notes the monthly investment report.
- b) Approves the temporary use of up to \$2.5 million from internally restricted funds.

#### Moved Cr. Crisp, Seconded Cr. Starick

#### 9.5 MARCH QUARTERLY BUDGET REVIEW 2024-2025 3RD QUARTER

File Number:	RPT/25/250
Responsible Officer: Responsible Division:	Simon Rule - Director Corporate Services Corporate Services
Reporting Officer:	Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.5 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency

#### <u>Summary</u>

A full analysis of Council's Income, Operating Expenditure and Capital Expenditure has been undertaken. Several variations have been identified against the original budget as outlined in this report. Council's revenue and expenditure is reviewed on a quarterly basis to identify any potential areas requiring a variation.

#### **Recommendation**

That Council:

- a) Note the 2024/2025 Third Quarter Budget Review
- b) Approve the proposed revised 2024/2025 changes to operational & capital Budgets.

#### **Council Resolution**

That Council:

- a) Note the 2024/2025 Third Quarter Budget Review
- b) Approve the proposed revised 2024/2025 changes to operational & capital Budgets.

#### Moved Cr. Crisp, Seconded Cr. Weeding

#### 9.6 QUARTERLY OPERATIONAL PLAN PROGRESS REPORT

File Number:	RPT/25/244
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective: Strategy:	<ul><li>4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner</li><li>4.2 A strong, responsible and representative government</li></ul>

#### **Summary**

In accordance with the Local Government Integrated Planning and Reporting Framework, Council develops a Four Year Delivery Program and a One Year Operational Plan, which details the actions to be undertaken by Council to implement the strategies established in the Community Strategic Plan.

The *Local Government Act 1993* requires that progress is reported to Council with respect to the principal actions detailed in its Operational Plan at least every six months. To better align with the Quarterly Budget Review Process, the Operational Plan progress report is also complied on a quarterly basis.

#### **Recommendation**

That Council receives and notes the report.

#### **Council Resolution**

That Council receives and notes the report.

#### Moved Cr. Nichols, Seconded Cr. Starick

## 9.7 ENDORSEMENT OF DELIVERY PROGRAM, OPERATIONAL PLAN, DISABILITY INCLUSION PLAN AND RESOURCE STRATEGY FOR PUBLIC EXHIBITION.

File Number:	RPT/25/239
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.2 A strong, responsible and representative government

#### <u>Summary</u>

—... s..

In accordance with the Local Government Act, Council must review the following Integrated Planning and Reporting Framework that supports the Community Strategic Plan:

- Delivery Program;
- Operational Plan;
- Resource Strategy; and
- Disability Inclusion Plan

The revised Community Strategic Plan was endorsed by Council in draft format at the April 2025 Ordinary Council meeting and is currently on public exhibition.

#### **Recommendation**

That Council endorses for public exhibition the draft 2025 Resource Strategy, which includes the following documents:

- Long Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan

That Council endorses for public exhibition the draft 2026-2030 Delivery Program, which incorporates the 2026 Operational Plan and budget including:

- 2025-2026 Annual Statement of Revenue
- 2025-2026 Annual Fees & Charges Schedule

That Council endorses for public exhibition the draft 2026-2030 Disability Inclusion Action Plan.

That Council gives notice of its intention to adopt the following rates and annual charges, which are contained within the draft 2025-2026 Operational Plan:

• To make and levy an Ordinary Rate to comprise of a base rate and an ad valorem

rating structure for residential, business and farmland categories of rates;

- To increase the Ordinary Rate by the maximum 4.50% rate pegged amount determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART);
- To increase waste water access charges by 4.50%;
- To increase raw and filtered water access charges by 4.50%;
- To increase domestic waste charges by 4.50%;
- To increase water consumption charges by 4.50%
- To levy the fees and charges established in Part B of the Annual Statement of Revenue; and
- To charge the maximum interest of 10.50% on overdue rates and charges as determined by the Minister for Local Government.

#### **Council Resolution**

That Council endorses for public exhibition for 28 days, the draft 2025 Resource Strategy, which includes the following documents:

- Long Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan

That Council endorses for public exhibition for 28 days, the draft 2026-2030 Delivery Program, which incorporates the 2026 Operational Plan and budget including:

- 2025-2026 Annual Statement of Revenue
- 2025-2026 Annual Fees & Charges Schedule

That Council endorses for public exhibition for 28 days, the draft 2026-2030 Disability Inclusion Action Plan.

That Council gives notice of its intention to adopt the following rates and annual charges, which are contained within the draft 2025-2026 Operational Plan:

- To make and levy an Ordinary Rate to comprise of a base rate and an ad valorem rating structure for residential, business and farmland categories of rates;
- To increase the Ordinary Rate by the maximum 4.50% rate pegged amount determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART);
- To increase waste water access charges by 4.50%;
- To increase raw and filtered water access charges by 4.50%;
- To increase domestic waste charges by 4.50%;
- To increase water consumption charges by 4.50%

- To levy the fees and charges established in Part B of the Annual Statement of Revenue; and
- To charge the maximum interest of 10.50% on overdue rates and charges as determined by the Minister for Local Government.

Moved Cr. Armstrong, Seconded Cr. Starick

#### 9.8 AF003 REQUESTS FOR FINANCIAL ASSISTANCE

File Number:	RPT/25/246

Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Reporting Officer:	Annette Fraser - Team Leader Customer Service
Objective: Strategy:	<ul><li>2.0 Wentworth Shire is a great place to live</li><li>2.4 A well informed, supported and engaged community</li></ul>

#### Summary

Council has provided an allocation of \$200,000.00 for the 2024/25 financial year for the funding of requests from the community for financial assistance. In this financial year, \$110,337.00 has been granted to a variety of organisations through the annual fees and charges "Exemptions from the Application" process (refer 2024/2025 annual fees & charges).

The total value of requests granted this financial year so far under delegated authority is \$4,830.75

The total value of requests approved at the March 2025 Council Meeting was \$419.79

A further request was also approved at the March 2025 Council Meeting for Wentworth Pioneer Homes Committee for the amount of \$4,734.75 and the April 2025 Council meeting for Northern Mallee Leaders for the amount of \$4,545.45.

The total value of requests for this current funding round ending 24 April 2025 totals \$10,000.00 which if granted in full, would leave a balance in the financial assistance program of -\$1,338.96

Financial Assistance Program starting balance 2024/25	\$200,000.00
Annual fees & charges annual exemptions granted	\$110,337.00
Granted under delegated authority 1 July – 31 October 2024	\$ 4,301.25
Value of approved requests after August 2024 Council Meeting	\$ 37,042.22
Available balance after August 2024 Council Meeting	\$ 48,319.53
Value of approved requests November 2024 Council Meeting	\$ 12,000.00
Available balance after November 2024 Council Meeting	\$ 36,319.53
Granted under delegated authority 1 November 24 – 31 January 25	\$ 529.50
Available balance as 31 January 2024	\$ 35,790.03
Value of approved requests – November 2024 Council Meeting	\$ 8,608.00
Value of approved requests – December 2024 Council Meeting	\$ 2,764.00
Value of approved requests 1 November 2024 – 31 January 2025	\$ 419.79
Available balance after February 2025 Council Meeting	\$ 23,998.24
Granted under delegated authority 31 January – 24 April 2025	\$ 6,057.00
Value of approved requests 19 March 2025 Council Meeting	\$ 4,734.75
Value of approved requests 16 April 2025 Council Meeting	\$ 4,545.45

Financial Requests received 31 January – 24 April 2025	\$ 10,000.00
Remaining balance if all approved	-\$ 1,338.96

#### **Recommendation**

That Council having considered the current requests for financial assistance, makes appropriate recommendations on the level of funding to be provided to each of these applications from the Financial Assistance program.

That Council considers a budget variation of \$10,000 to provide sufficient funds till the end of the financial year.

#### Council Resolution

That Council having considered the current requests for financial assistance fund the Coomealla Cricket Club application and not fund the Wentworth RSL application from the Financial Assistance program.

That Council approve a budget variation of \$5,000 to provide sufficient funds until the end of the financial year.

#### Moved Cr. Rodda, Seconded Cr. Starick

#### 9.9 BURONGA GOL GOL SPORTING MASTERPLAN

File Number:	RPT/25/171
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.5 Infrastructure meets the needs of our growing Shire

#### **Summary**

The Buronga Gol Gol Sporting Master Plan is a strategic assessment of the future sporting and recreation needs for the Buronga Gol Gol area. It provides a guiding framework for Council, stakeholders and partners for the future provision of sporting and recreation facilities to meet the changing needs of the community.

#### **Recommendation**

That Council endorses the Draft Buronga Gol Gol Sporting Masterplan.

#### **Council Resolution**

That Council endorses the Draft Buronga Gol Gol Sporting Masterplan as a guiding document for future sporting infrastructure and commits phased funding and implementation to achieve outlined and will work to identify a suitable parcel of land that can satisfy the intent and spirit of the masterplan.

#### Moved Cr. Armstrong, Seconded Cr. Crisp

#### 9.10 COUNCIL POLICIES - CODE OF MEETING PRACTICE AND CODE OF CONDUCT

File Number:	RPT/25/174
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Deborah Zorzi - Governance Officer
Objective: Strategy:	<ul><li>4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner</li><li>4.2 A strong, responsible and representative government</li></ul>

#### <u>Summary</u>

In accordance with the *Local Government Act* 1993 councils must adopt a code of meeting practice and adopt a code of conduct no later than 12 months after an ordinary election of councillors. The adopted codes must incorporate the mandatory provisions of the model codes prescribed by the regulations and may also incorporate the non-mandatory provisions and other provisions that supplement the model codes.

Council's adopted codes must not contain provisions that are inconsistent with the mandatory provisions.

Council is required to consult with the community prior to adopting a code of meeting practice.

Councils and committees of councils of which all the members are councillors must conduct their meetings in accordance with the code of meeting practice adopted by the council.

One of the provisions previously adopted by Council relates to the Council Seal. As required by the *Local Government Regulations (General) 2021* the seal of a council must be kept by the mayor or the general manager, as the council determines. This is an opportune time for Council to review where the Council Seal is to be stored.

#### **Recommendation**

That Council:

- a) Endorses the draft *Code of Meeting Practice* including the change to clause 22.3 indicating that the Council Seal is kept in the office of the General Manager, to be placed on public exhibition for a period of 28 days
- b) Adopts the draft Code of Conduct.

#### **Council Resolution**

That Council:

- a) Endorses the draft *Code of Meeting Practice* including the change to clause 22.3 indicating that the Council Seal is kept in the office of the General Manager, to be placed on public exhibition for a period of 28 days
- b) Adopts the draft Code of Conduct.

#### Moved Cr. Armstrong, Seconded Cr. Weeding

#### 9.11 LAND ACQUISITION A65 GEORGE GORDON OVAL

File Number:	RPT/24/404
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Allan Graham - Property Officer
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.2 Ensure that community assets and public infrastructure are well maintained

#### Summary

A Council Resolution is required to commence the acquisition of Crown Land being Lot 650 Deposited Plan 1298337, being part of the land within Lot 711 Deposited Plan 1213849 at Dareton NSW, for the purpose of public recreational infrastructure constructed by Council relating to the George Gordon Sporting Complex Reserve 61503.

#### **Recommendation**

That Council

- 1. Proceeds to acquire Lot 650 Deposited Plan 1298337 by the compulsory process under the terms of the *Land Acquisition (Just Terms Compensation) Act 1991 (NSW)* and by authority contained in the *Local Government Act 1993 (NSW)*.
- 2. Acquires the land for the purpose of public recreational infrastructure constructed by Council, for the use of the community.
- 3. Approves that any minerals are to be excluded from this acquisition.
- 4. Acknowledges that the acquisition is not for the purpose of resale.
- 5. Will be responsible for Native Title compensation as determined by the Valuer General, or as otherwise agreed by negotiation with the Native Title holders.
- 6. Will be responsible for compensation paid to Crown Lands for the acquisition of the subject land as determined by the Valuer General (market value) or agreed directly with Crown Lands via a valuation report to be obtained from a qualified valuer.
- 7. Makes an application submitted to the NSW Minister for Local Government via the Office of Local Government and to the NSW Governor General for approval to compulsorily acquire the Crown land for the public purpose.
- 8. Authorises the General Manager and Mayor to give effect to this resolution and sign any documentation necessary to finalise the acquisition.

#### **Council Resolution**

That Council

- 1. Proceeds to acquire Lot 650 Deposited Plan 1298337 by the compulsory process under the terms of the *Land Acquisition (Just Terms Compensation) Act 1991 (NSW)* and by authority contained in the *Local Government Act 1993 (NSW)*.
- 2. Acquires the land for the purpose of public recreational infrastructure constructed by Council, for the use of the community.
- 3. Approves that any minerals are to be excluded from this acquisition.
- 4. Acknowledges that the acquisition is not for the purpose of resale.
- 5. Will be responsible for Native Title compensation as determined by the Valuer General, or as otherwise agreed by negotiation with the Native Title holders.
- 6. Will be responsible for compensation paid to Crown Lands for the acquisition of the subject land as determined by the Valuer General (market value) or agreed directly with Crown Lands via a valuation report to be obtained from a qualified valuer.
- 7. Makes an application submitted to the NSW Minister for Local Government via the Office of Local Government and to the NSW Governor General for approval to compulsorily acquire the Crown land for the public purpose.
- 8. Authorises the General Manager and Mayor to give effect to this resolution and sign any documentation necessary to finalise the acquisition.

Moved Cr. Crisp, Seconded Cr. Weeding

## 9.12 DA2025/055 PERMANENT GROUP HOME 190 PITMAN AVENUE LOT 2 DP 1288183 BURONGA

File Number:	RPT/25/264
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

#### <u>Summary</u>

A development application (DA2025/055) was received by Council on 19 March 2025, for a permanent group home to be situated upon 190 Pitman Avenue Lot 2 DP 1288183, Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The *State Environmental Planning Policy (Housing) 2021* states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

#### **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/055 for a permanent group home to be located at 190 Pitman Avenue Lot 2, DP 1288183, Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW

Reason: To be consistent with previous decisions and the reason for the rejection is Clause

62a "must not refuse a group development unless an assessment of community need has been done".

Moved Cr. Crisp, Seconded Cr. Armstrong

#### CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion :

Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

## 9.13 DA2025/056 PERMANENT GROUP HOME 11 WENDY COURT LOT 11 DP 1288183 BURONGA

File Number:	RPT/25/265
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

#### <u>Summary</u>

A development application (DA2025/056) was received by Council on 19 March 2025, for a permanent group home to be situated upon 11 Wendy Court Lot 11 DP 1288183 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The State Environmental Planning Policy (Housing) 2021 states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

#### **Recommendation**

That Council:

- 1. DA2025/056 for a permanent group home to be located at 11 Wendy Court Lot 11 DP 1288183 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason: Is Clause 62a "must not refuse a group development unless an assessment of community need has been done" that assessment is still pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Rodda

#### CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

#### 9.14 DA2025/057 PERMANENT GROUP HOME 8 MIDWAY DRIVE LOT 2 DP 1302556 BURONGA

File Number:	RPT/25/266
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

#### <u>Summary</u>

A development application (DA2025/057) was received by Council on 19 March 2025, for a permanent group home to be situated upon 8 Midway Drive Lot 2 DP 1302556 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The *State Environmental Planning Policy (Housing) 2021* states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

#### **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/057 for a permanent group home to be located at 8 Midway Drive Lot 2, DP 1302556, Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason: Is Clause 62a and that assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Weeding

#### CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

## 9.15 DA2025/058 PERMANENT GROUP HOME 12 WENDY COURT LOT 21 DP 1288183 BURONGA

File Number:	RPT/25/267
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

#### <u>Summary</u>

A development application (DA2025/058) was received by Council on 19 March 2025, for a permanent group home to be situated upon 12 Wendy Court Lot 21 DP 1288183 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The State Environmental Planning Policy (Housing) 2021 states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

#### **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/058 for a permanent group home to be located at 12 Wendy Court Lot 21 DP 1288183 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason : Is Clause 62a and that that assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Evans

#### CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

# 9.16 DA2025/059 PERMANENT GROUP HOME 6 BROADSTOCK COURT LOT 4 DP 1302556 BURONGA

File Number:	RPT/25/272
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

# <u>Summary</u>

A development application (DA2025/059) was received by Council on 19 March 2025, for a permanent group home to be situated upon 6 Broadstock Court Lot 4 DP 1302556 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The State Environmental Planning Policy (Housing) 2021 states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

# **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/059 for a permanent group home to be located at 6 Broadstock Court Lot 4 DP 1302556 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

# **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason: Is Clause 62a and that that assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Rodda

# CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

# 9.17 DA2025/060 PERMANENT GROUP HOME 22 MIDWAY DRIVE LOT 30 DP 1288183 BURONGA

File Number:	RPT/25/273
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

# <u>Summary</u>

A development application (DA2025/060) was received by Council on 19 March 2025, for a permanent group home to be situated upon 22 Midway Drive Lot 30 DP 1288183 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The *State Environmental Planning Policy (Housing) 2021* states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

# **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/060 for a permanent group home to be located at 22 Midway Drive Lot 30 DP 1288183 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

# **Council Resolution**

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason: Clause 62a and the assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Armstrong

# CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

#### 9.18 DA2025/061 PERMANENT GROUP HOME 10 BROADSTOCK COURT LOT 6 DP 1302556 BURONGA

File Number:	RPT/25/274
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

# Summary

A development application (DA2025/061) was received by Council on 19 March 2025, for a permanent group home to be situated upon 10 Broadstock Court Lot 6 DP 1302556 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The State Environmental Planning Policy (Housing) 2021 states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

# **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/061 for a permanent group home to be located at 10 Broadstock Court Lot 6 DP 1302556 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

# Council Resolution

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason : Clause 62a and the assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Rodda

# CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

#### 9.19 DA2025/062 PERMANENT GROUP HOME 10 MIDWAY DRIVE LOT 3 DP 1302556 BURONGA

File Number:	RPT/25/275
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

# <u>Summary</u>

A development application (DA2025/062) was received by Council on 19 March 2025, for a permanent group home to be situated upon 10 Midway Drive Lot 3 DP 1302556 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The *State Environmental Planning Policy (Housing) 2021* states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

# **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/062 for a permanent group home to be located at 10 Midway Drive Lot 3 DP 1302556 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### Council Resolution

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason : Clause 62a and the assessment is pending presentation to Council

# Moved Cr. Crisp, Seconded Cr. Starick

# CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

# 9.20 DA2025/063 PERMANENT GROUP HOME 32 MIDWAY DRIVE LOT 25 DP 1288183 BURONGA

File Number:	RPT/25/276
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

# <u>Summary</u>

A development application (DA2025/063) was received by Council on 19 March 2025, for a permanent group home to be situated upon 32 Midway Drive Lot 25 DP 1288183 Buronga.

Under the Wentworth Local Environmental Plan (WLEP) 2011 and the State Environmental Planning Policy (Housing) 2021, this development is permitted with consent within the RU5 – Village zoning.

The application seeks development approval for the construction of a permanent group home which will be used for the accommodation of people with a disability under the NDIS Scheme. The building will consist of three bedrooms for people with disability and one bedroom for overnight assistance, with each bedroom having an ensuite. Other features of the permanent group home include an open plan kitchen, dining and living area, and an alfresco area. A single disabled car park has been provided within the garage.

The application was publicly notified for 14 days as per the Council Community Participation Plan. During the public notification 14 submissions were received by Council objecting to the proposed development.

The State Environmental Planning Policy (Housing) 2021 states that a consent authority must not refuse consent to the development for the purposes of a group home unless the consent authority has made an assessment of the community need for the group home.

As per Council delegations, any development applications with three (3) or more objections cannot be determined under delegated authority and must be determined by Council.

# **Recommendation**

That Council:

- 1. Approve subject to conditions DA2025/063 for a permanent group home to be located at 32 Midway Drive Lot 25 DP 1288183 Buronga.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

#### Council Resolution

That Council:

- 1. Reject the recommendation
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW)

Reason : Clause 62a and the assessment is pending presentation to Council.

Moved Cr. Crisp, Seconded Cr. Rodda

# CARRIED UNANIMOUSLY

*In accordance with Section 375A of the Local Government Act the Mayor called for a division.* 

For the Motion : Clr.s Armstrong, Crisp, Evans, Linklater, Rodda, Starick and Weeding.

Against the Motion: Nil.

#### 9.21 PROJECT & WORKS REPORT MAY 2025

RPT/25/260
Geoff Gunn - Director Roads and Engineering Roads and Engineering Megan Jackson - Roads & Engineering Administration Officer
3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
3.2 Ensure that community assets and public infrastructure are well maintained

#### **Summary**

This report provides a summary of the projects and major works undertaken by the Roads and Engineering Department which have been completed during the months of April 2025 and the planned activities for May 2025.

# **Recommendation**

That Council receives and notes the major works undertaken in April 2025 and the scheduled works for the following month.

# **Council Resolution**

That Council receives and notes the major works undertaken in April 2025 and the scheduled works for the following month.

#### Moved Cr. Crisp, Seconded Cr. Rodda

CARRIED UNANIMOUSLY

# 10 NOTICES OF MOTIONS / QUESTIONS WITH NOTICE

Nil

# 11 CONFIDENTIAL BUSINESS – ADJOURNMENT INTO CLOSED SESSION

Despite the right of members of the public to attend meetings of a council, the council may choose to close to the public, parts of the meeting that involve the discussion or receipt of certain matters as prescribed under section 10A(2) of the Local Government Act.

With the exception of matters concerning particular individuals (other than councillors) (10A(2)(a)), matters involving the personal hardship of a resident or ratepayer (10A(2)(b)) or matters that would disclose a trade secret (10A(2)(d)(iii)), council must be satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

The Act requires council to close the meeting for only so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security being protected. (section 10B(1)(a))

Section 10A(4) of the Act provides that a council may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Section 10B(4) of the Act stipulates that for the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:-

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may -
  - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the council or committee.

# **Recommendation**

That Council adjourns into Closed Session, the recording of the meeting be suspended, and members of the press and public be excluded from the Closed Session, and that access to the correspondence and reports relating to the items considered during the course of the Closed Session be withheld unless declassified by separate resolution.

This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:-:

# 12.1 NDIS Commission and NDIS Quality & Safeguards Commission. (RPT/25/280)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it. On balance, the public interest in preserving the confidentiality of information about the item outweighs the public interest in maintaining openness and transparency in council decision-making.

#### 12.2 Water Account Reduction Request - P599/1. (RPT/24/491)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) discussion in relation to the personal hardship of a resident or ratepayer.

#### **Council Resolution**

That Council adjourns into Closed Session, the recording of the meeting be suspended, and members of the press and public be excluded from the Closed Session, and that access to the correspondence and reports relating to the items considered during the course of the Closed Session be withheld unless declassified by separate resolution.

This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:-:

#### 12.1 NDIS Commission and NDIS Quality & Safeguards Commission. (RPT/25/280)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it. On balance, the public interest in preserving the confidentiality of information about the item outweighs the public interest in maintaining openness and transparency in council decision-making.

#### 12.2 Water Account Reduction Request - P599/1. (RPT/24/491)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) discussion in relation to the personal hardship of a resident or ratepayer.

# Moved Cr. Crisp, Seconded Cr. Rodda

CARRIED UNANIMOUSLY

# 12 OPEN COUNCIL - REPORT FROM CLOSED COUNCIL

# 12.1 NDIS COMMISSION AND NDIS QUALITY & SAFEGUARDS COMMISSION

File Number: RPT/25/280

# REASON FOR CONFIDENTIALITY

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (d) (i) commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it. On balance, the public interest in preserving the confidentiality of information about the item outweighs the public interest in maintaining openness and transparency in council decision-making.

The General Manager advised that Council resolved to write to the NDIS Quality & Safeguards Commission (which regulates NDIS Service Providers) and the NDIS Commission (which provides information to amongst other things, to Government Services) asking for comments / verification of the issues raised in the Brighter Living letter around demand and data for SDA Group housing.

#### 12.2 WATER ACCOUNT REDUCTION REQUEST - P599/1

File Number:	RPT/24/491
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Vanessa Lock - Finance Officer
Objective: Strategy:	<ul><li>4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner</li><li>4.3 An effective and efficient organisation</li></ul>

# **REASON FOR CONFIDENTIALITY**

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (b) discussion in relation to the personal hardship of a resident or ratepayer.

The General Manager advised that Council waived \$3,831.60 being the initial water tariff for Property Assessment P599/1.

# 13 CONCLUSION OF THE MEETING

The meeting concluded at 7:15 pm.

# **NEXT MEETING**

25 June 2025

CHAIR

# **6 OUTSTANDING MATTERS FROM PREVIOUS MEETINGS**

# 7 MAYORAL AND COUNCILLOR REPORTS

# 7.1 MAYORAL REPORT

File Number: RPT/25/292

# Summary

The purpose of this report is to advise Council of meetings, conferences and appointments undertaken by Mayor Linklater for the period of 15 May 2025 – 25 June 2025.

# **Recommendation**

That Council receives and notes the information contained in the Mayoral report

# Report

The following table lists the meetings attended by Mayor Linklater for the period of 15 May 2025 – 25 June 2025.

Date	Meeting	Location
19 May 2025	Mayoral Meeting	Wentworth
21 May 2025	Joint Meeting Mildura Rural City Council & Wentworth Shire Council	Mildura
26 May 2025	Mayoral Meeting	Wentworth
28 May 2025	Telstra Global Networks & Technology Executive Team Stakeholder Round Table	Mildura
28 May 2025	Telstra Lunch and Community Meeting	Pooncarie
02 May 2025	Mayoral Meeting	Wentworth
04 May 2025	Launch of Mildura Living Magazine Winter 2025 Issue	Mildura
05 May 2025	Local Government Awards Dinner	Sydney
12 May 2025	Club Grants Cat 1 Meeting	Coomealla
12 May 2025	Consular Corps Economic Outreach Visit	Trentham
16 May 2025	Mayoral Meeting	Wentworth
17 May 2025	Mildura Regional Development Briefing	Mildura
23 May 2025	Mayoral Meeting	Wentworth
23 May 2025	Pre-Meeting Briefing	Wentworth
23 May 2025	Ordinary Council Meeting	Wentworth

# **Attachments**

Nil

# 8 **REPORTS FROM COMMITTEES**

# 8.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE - 9 MAY 2025

File Number:	RPT/25/311
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.2 A strong, responsible and representative government

#### Summary

A meeting of the Audit, Risk and Improvement Committee was held on 9 May 2025 and the draft Minutes for the meeting have been separately circulated for the information of Councillors.

The Committee considered the following items of business:

- Audit Office of NSW Update
- Internal Audit Extreme & High Risk Recommendations Update
- Internal Audit Quarterly Update
- Quarterly Operational Plan Progress Report
- Quarterly Budget Review 3rd Quarter 2024-2025
- Quarterly Risk Report
- Quarterly report on Legislative Updates
- Compliance Framework
- 2025/2026 Budget and Operational Plan Update

#### Officer Recommendation

That Council:

- a) Receives and notes the draft minutes of the Audit, Risk and Improvement Committee Meeting held on 9 May 2025
- b) That Council endorses the Compliance Policy and Framework.

#### Additional Information

A meeting of the Audit, Risk & Improvement Committee was held on 9 May 2025. The agenda for the meeting covered the following areas of responsibilities as defined in the Committee's Terms of Reference:

Internal Audit

# Principle

That Council has an effective internal audit function and receives maximum value from its internal audit activities.

- Internal Auditors tabled their quarterly update providing an update on the progress of the Asset Management Internal Audit.
- Management tabled a report outlining the progress on implementing Extreme & High Risk recommendations from previous audit reports.

# **External Audit**

# Principle

That Council receives maximum value from its external audit activities.

• The committee considered a standard report item being an update from the Audit Office of NSW and its approved service provider Nexia Australia. The Audit Office talked to the Annual Engagement Plan for the audit of the 2024/2025 Financial Statements, the recently released report to parliament on the outcomes of the audit of the local government sector for 2023/2024 and the recent forum for members of NSW Council Audit, Risk and Improvement Committee members hosted by the NSW Auditor General.

# **Risk Management**

# Principle

That Council has an effective risk management framework that successfully identifies and manages the risks it faces.

- Internal Auditors presented an overview of recent reports and publications by government agencies and other sources that may impact on public sector agencies.
- Quarterly report on Legislative Updates was tabled.
- Quarterly Works Health & Safety Report was tabled
- Quarterly Risk Report was tabled
- Reviewed Council Compliance Framework documentation.

#### **Financial Management**

# Principle

That Council has an effective financial management framework, sustainable financial position, and positive financial performance.

- The Committee reviewed the procedures for management review and consideration of the financial position and performance of Council by:
  - Considering the quarterly budget review for the 3rd quarter of the 2024-2025 Financial Year
  - The committee considered a standard report item being an update from the Audit Office of NSW and its approved service provider Nexia Australia. The Audit Office talked to the Annual Engagement Plan for the audit of the 2024/2025 Financial Statements, the recently released report to parliament on the outcomes of the audit of the local government sector for 2023/2024 and the recent forum for members of NSW Council Audit, Risk and Improvement Committee members hosted by the NSW Auditor General.

# Strategic Planning

# Principle

That Council has an effective framework that ensures it achieves its strategic plans and objectives under the Integrated Planning and Reporting (IP&R) Framework.

# • The Committee reviewed and advised Council on whether Council is successfully implementing and achieving its IP&R objectives and strategies by

 Considering the Quarterly Operational Plan Report for the period July 2024 – March 2025.

# **Service Reviews and Business Improvement**

# Principle

That Council has an effective framework to ensure it is delivering services and conducting its businesses and functions to an expected standard.

Section 428A(2)(g) and Section 428A(3) of the *Local Government Act 1993* (NSW) (the Act) now requires Council to undertake regular service reviews to ensure that it is delivering services and conducting its business and functions to an expected level, and the community is receiving value for money for the services it receives.

• N/A

# Attachments

- 1. Minutes Audit, Risk and Improvement Committee 09 May 2025
- 2. Compliance Policy GOV022
- 3. Compliance Framework



9 MAY 2025

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9 MAY 2025

# 1 OPENING OF MEETING

# 2 PRESENT

#### MEMBERS

Rosanne Kava (Chair) (online) Diane Schmidt Caroline Smith Councillor Jody Starick (Non-Voting) (online)

#### OBSERVERS

Manuel Moncada (Audit Office of New South Wales) (Online) Kathie Teasdale (Senior Partner RST Audit) (Online)

#### STAFF OBSERVERS

Ken Ross (General Manager) Simon Rule (Director Finance and Policy) (online) Mardi Cleggett (Governance Officer) Ebony Carter (Business Support Officer)

# 3 APOLOGIES

# 4 DECLARATIONS OF PECUNIARY INTEREST AND CONFLICTS OF INTEREST

# 5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

#### **Recommendation**

That the Minutes of the Audit, Risk and Improvement Committee Meeting held 14 February 2025 be confirmed as circulated.

#### Committee Resolution

That the Minutes of the Audit, Risk and Improvement Committee Meeting held 14 February 2025 be confirmed as circulated.

#### Moved DS Schmidt, Seconded RK Kava

#### **CONSENSUS**

Alter item 7.14 - removal of committee resolution, resolution to be updated to deferred to next meeting.

# **6 OUTSTANDING MATTERS FROM PREVIOUS MEETINGS**

# 7 REPORTS

#### 7.1 OUTSTANDING ACTIONS LIST

File Number:	RPT/25/201
Responsible Officer: Responsible Division:	Simon Rule - Director Corporate Services Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### **Summary**

The purpose of this report is to report on the status of Outstanding Actions from Previous Meetings.

#### **Recommendation**

That the Committee recommends that Council notes the Outstanding Actions List.

#### **Committee Resolution**

That the Committee recommends that Council notes the Outstanding Actions List.

**CONSENSUS** 

#### 7.2 AUDIT OFFICE UPDATE

File Number:	RPT/25/203
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### Summary

This report is a place holder to allow Council's external auditor, the Audit Office of New South Wales to update the Committee on a quarterly basis on any matter of importance. Included for discussion this quarter are the:

- 2024-2025 Annual Engagement Plan
- Report on Local Government financial audits for 30 June 2024
- Local Government ARIC Leadership Forum

#### **Recommendation**

That the Committee receives and notes the report.

#### **Committee Resolution**

That the Committee receives and notes the report.

#### CONSENSUS

The Audit Office talked to the Annual Engagement Plan for the audit of the 2024/2025 Financial Statements, the recently released report to parliament on the outcomes of the audit of the local government sector for 2023/2024 and the recent forum for members of NSW Council Audit, Risk and Improvement Committee members hosted by the NSW Auditor General.

#### 7.3 INTERNAL AUDIT EXTREME & HIGH RISK RECOMMENDATIONS UPDATE

File Number:	RPT/25/218
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### **Summary**

The Committee has requested a quarterly update on the progress of implementing Extreme and High Risk recommendations from internal audit reports.

#### **Recommendation**

That the Committee receives and notes the report.

#### **Committee Resolution**

That the Committee receives and notes the report.

**CONSENSUS** 

#### 7.4 INTERNAL AUDIT QUARTERLY UPDATE

File Number:	RPT/25/268
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### <u>Summary</u>

RSD Audit have provided a status update regarding upcoming audits as per the approved Strategic Audit Plan and its quarterly local government update for the information of the Committee.

#### **Recommendation**

The Committee notes the Internal Audit Quarterly report.

#### **Committee Resolution**

The Committee notes the Internal Audit Quarterly report.

**CONSENSUS** 

It was discussed as to whether we need to do a Cyber Security Internal Audit. RSD Audit suggested that Council to undertake a self assessment against the Australian Cyber Security Centre Essential Eight and the NSW Local Government Cyber Security Guidelines as a starting point.

Director Corporate Services and Manager Technical Services to undertake self assessments and report back to the Committee.

#### 7.5 COMPLIANCE FRAMEWORK AUDIT, RISK & IMPROVEMENT COMMITTEE 14 FEBRUARY 2025

File Number:	RPT/25/163

Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Finance and Policy
Report Author:	Deborah Zorzi - Governance Officer

#### **Summary**

Section 428A(2)(a) of the *Local Government Act 1993* requires Council's Audit, Risk and Improvement Committee to keep under review a number of aspects of council's operations including compliance.

Council's Compliance Framework consists of the following documents:

- Compliance Policy
- Compliance Framework (Manual)
- Supporting operational Compliance Procedure

These documents formally affirm Council's commitment to compliance and establish a framework to proactively support and assist Councillors and staff to more confidently manage the legislative and other compliance obligations that determine, shape and impact Council's activities, and to further a culture of compliance.

#### Recommendation

That the Committee:

- a) Receives and notes the report
- b) Endorses Council's Compliance Policy and Framework and recommends that Council adopt the Policy and Framework.

#### **Committee Resolution**

That the Committee:

- a) Receives and notes the report
- b) Endorses Council's Compliance Policy and Framework and recommends that Council adopt the Policy and Framework.

#### CONSENSUS

The Committee acknowledged there will be significant work involved in implementing the framework and requested regular updates and an annual report on Councils compliance obligations to ensure that the Committee is meeting its oversight requirements as outlined in the Committees Terms of Reference.

#### 7.6 QUARTERLY OPERATIONAL PLAN PROGRESS REPORT

File Number:	RPT/25/202
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### <u>Summary</u>

In accordance with the Local Government Integrated Planning and Reporting Framework, Council develops a Four Year Delivery Program and a One Year Operational Plan which details the actions to be undertaken by Council to implement the strategies established in the Community Strategic Plan.

The *Local Government Act 1993* requires that progress is reported to Council with respect to the principal actions detailed in its Operational Plan at least every six months. To better align with the Quarterly Budget Review Process, the Operational Plan progress report is also complied on a quarterly basis.

During the 3rd Quarter the following occurred:

- The following actions have been completed
  - o 2.2.6 Get Active NSW Silver City Highway Dareton Sharedway
  - 2.5.4 Pooncarie Toilet Block
  - o 3.2.5 Fixing Local Roads Log Bridge Road
  - o 3.2.9 Pothole Repair Program
  - o 3.2.19 George Gordon Oval Lighting Upgrade
  - 3.2.20 Wentworth Riverfront Mooring Sites
  - 3.4.7 Dareton Sewer Pump Station #2
  - o 3.5.6 Wentworth Aerodrome Facilities Upgrade

#### **Recommendation**

That the Committee receives and notes the report.

#### **Committee Resolution**

That the Committee receives and notes the report.

#### 7.7 MARCH QUARTERLY BUDGET REVIEW - THIRD QUARTER 2024 - 2025

File Number:	RPT/25/230
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### <u>Summary</u>

A full analysis of Council's Income, Operating Expenditure and Capital Expenditure has been undertaken. Several variations have been identified against the original budget as outlined in this report. Council's revenue and expenditure is reviewed on a quarterly basis to identify any potential areas requiring a variation.

In the March Quarter the result of net variances if approved are an unfavourable operational variance of \$9,483 and a favorable capital variance of \$427,163 resulting in a total net variance of \$417,680. Note all March figures are prepared prior to accruals posting and prepared on a cash basis for budget purposes only.

#### **Recommendation**

That the Committee:

- a) Note the 2024/2025 Third Quarter Budget Review
- b) Note the proposed revised 2024/2025 changes to operational & capital budgets.

#### **Committee Resolution**

That the Committee:

- a) Note the 2024/2025 Third Quarter Budget Review
- b) Note the proposed revised 2024/2025 changes to operational & capital budgets.

#### CONSENSUS

Director Corporate Services provided the Committee with an update on the short term liquidity issue that Council was facing at the end of April and the recommendation that was included in the April Investment Report to Council.

#### 7.8 QUARTERLY RISK REPORT

File Number:	RPT/25/219

Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### Summary 3 1

This report provides an overview of the key extreme and high risks faced by Council and the steps being taken to mitigate them. The aim is to provide a comprehensive view of the risk landscape, covering all departments and functions.

This report is being presented to the Committee in order for them to discharge the following responsibilities:

- Support the Governing Body and the General Manager and to ensure that Council's risk management framework is appropriate and operationally effective. this can include:
  - Assessing whether risks at all levels are identified, assessed and regularly reviewed by Council
  - Advising the Governing Body and the General Manager on the adequacy of risk reports and documentation.
- Help to build risk management culture within Council, including facilitating and driving risk management at the strategic and operational level.

The focus in recent months has been on consolidating existing structures and progressively improving Councils capacity to manage risk effectively. The aim is to embed the current risk management framework, address gaps in risk management and develop a more robust and proactive risk culture.

#### **Recommendation**

That the Committee receives and notes the report.

#### Committee Resolution

That the Committee receives and notes the report.

#### 7.9 QUARTERLY LEGISLATIVE UPDATE

File Number:	RPT/25/253
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Mardi Cleggett - Governance Officer

#### **Summary**

The Committee has requested a quarterly report on new legislation, or substantial changes to existing legislation to help inform their deliberations.

This report provides details on statutory instruments during the period January to March 2025, either new or substantial changes to relevant legislation that impact Council's legislative operating environment.

#### **Recommendation**

That the Committee receives and notes the report.

#### **Committee Resolution**

That the Committee receives and notes the report.

#### 7.10 BUDGET AND OPERATIONAL PLAN UPDATE.

File Number:	RPT/25/204
Responsible Officer:	Simon Rule - Director Corporate Services
Responsible Division:	Corporate Services
Report Author:	Simon Rule - Director Corporate Services

#### **Summary**

The Director Corporate Services will provide an overview of the draft 2025/2026 Budget and Operational Plan noting that draft budget will be considered by Council on 14 May 2025.

#### **Recommendation**

That the Committee notes the report.

# **Committee Resolution**

That the Committee notes the report.

## AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

9 MAY 2025

## 8 ACTIONS

## 9 NEXT MEETING

8 August 2025

## 10 CLOSURE

The meeting was declared closed at 1.15 pm.

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POLICY NUMBER & TITLE:	GOV022 COMPLIANCE POLICY
WORD DOCUMENT ID:	DOC/25/1928
VERSION:	1.1
ADOPTED MEETING DATE:	Click or tap to enter a date.
REVIEW DUE:	Four yearly or following change of legislation or incident
VERSION AMENDMENTS:	Nil
<b>RESPONSIBLE DEPARTMENT:</b>	Corporate Services

## **COMPLIANCE POLICY**

## POLICY OBJECTIVE

Wentworth Shire Council (Council) is committed to complying with relevant laws, including legislative requirements, industry codes and organisational standards, as well as standards of good governance, best practice, ethics and community expectations. This policy sets out Council's compliance principles and commitment to embedding a compliance culture across the organisation and integrating the organisation's compliance management system into it's business processes.

Council has a responsibility to ensure that all legislative requirements and other compliance obligations are met and managed appropriately and does so based on the principles of good governance, proportionality, transparency and sustainability. This policy is a key element in Council's overall compliance framework intending to build maturity in Council's overall compliance management system.

### 1. POLICY STATEMENT

The intent of this policy is to ensure that Council establishes systems and practices which:

- Promote a culture of compliance within the organisation;
- Prevent, and where necessary, identify and respond to, breaches of laws, regulation, codes or organisational standards applicable to Council;
- Meet the expectations of the community and those working at Council, that Council shall take all appropriate measures to ensure that Council will comply with relevant legislation and other compliance obligations;
- Assist Council in achieving the highest standards of governance; and
- Provide sufficient resources to ensure that Council's compliance management system can be implemented, maintained and improved.

### 2. POLICY COVERAGE

This policy applies to all areas of Council's operations and covers compliance with State and Federal legislation, Council policies and procedures, contracts, funding agreements and relevant standards etc.

### 3. STRATEGIC PLAN LINK

Objective: 4.0 Wentworth is supported by a strong and ethical civil leadership with all activities conducted in an open, transparent and inclusive manner.

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Strategy: 4.1 Provide a strong, responsible and representative government.

#### 4. DEFINITIONS AND ABBREVIATIONS

Term/Word	Definition	
Compliance	Means meeting all the organisation's compliance obligations.	
Compliance Culture	Means values, ethics and beliefs that exist throughout an	
	organisation and interact with the organisation's structures and	
	control systems to produce behavioural norms that are	
	conducive to compliance outcomes.	
Compliance Framework	Means Council's overarching framework that identifies and	
	manages Council's legal and other compliance obligations.	
Compliance	Means the set of interacting elements of an organisation to	
Management System	establish policies and objectives and processes to achieve those	
	objectives.	
Council	Wentworth Shire Council	
Legislative Obligations	Means legal requirements that an organisation has to comply	
	with.	
Non-Compliance	Refers to an act or omission which causes Council to fail to meet	
	its compliance obligations.	

### 5. POLICY CONTENT

Council shall have appropriate resources, processes and structures to ensure that legislative and other compliance obligations are managed appropriately. This includes integrating the procedures into usual business processes.

AS ISO 19600:2015 provides guidance for organisations on compliance management systems and practices and places emphasis on the organisational elements that are required to support compliance. The processes and structures we are developing to support our compliance obligations incorporate these elements, noting within AS ISO 19600:2015 they fall within seven key themes, and are described below:

- 1. Context of the organisation
  - Council's compliance management system will acknowledge and address the external and internal factors that shape the organisation's obligations;
  - The principles of good governance as discussed in Council's Good Governance Framework will inform the development, implementation, maintenance and continual improvement processes of Council's Compliance management system;
  - Compliance obligations are identified, including any changes to those obligations, and processes to address the impact of those changes to the organisation are in place;
  - Compliance risk assessment is addressed within Council's Risk Management Processes.
- 2. Leadership

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- Council's governing body and executive management will commit to upholding the stated values of the organisation and to building a culture of compliance;
- Council's governing body and executive management will endorse the objectives and strategy of the compliance program and ensure they align with the organisation's values, objectives and strategy;
- Appropriate resources will be allocated to develop, implement, maintain and improve the compliance management system, and to provide compliance awareness and training to staff;
- This policy sets out the accountabilities and responsibilities of relevant roles within the organisation with respect to compliance functions.
- 3. Planning
  - Council has considered the organisation and its context in planning its compliance framework and has had regard to the principles of good governance in developing the associated processes and structures.
  - Council's Risk Management Framework is a tool utilised to help incorporate compliance into usual business activities.
- 4. Support
  - Responsibility for compliant outcomes is clearly articulated and assigned;
  - Competence and training needs are identified and are being addressed to enable employees to fulfil their compliance obligations;
  - Behaviours that create and support compliance are encouraged and behaviours that compromise compliance are not tolerated;
  - Controls are in place to manage the identified compliance obligations and achieve desired behaviours;
  - The organisation is able to demonstrate its compliance management system through both documentation and practice. Documented information is subject to controls consistent with sound records management practices. Compliance risks and planned actions are recorded in a Risk Register.
- 5. Operation
  - Council's Compliance Framework and Compliance Procedure describe the operational planning and control mechanisms that comprise Council's compliance management system;
  - Council is endeavouring to embed these mechanisms into its usual business processes;
  - Council has established oversight functions (Audit Risk and Improvement Committee and Internal Audit Function) for review of the robustness of its compliance management system and to ensure that effective measures are in place to monitor and review that system.
- 6. Performance evaluation

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- Responsible management of compliance obligations includes a systematic approach to continuous improvement. This consists of on-going monitoring and reporting of non-compliance incidents, together with appropriate remedial action;
- Council's Risk Register identifies and records controls for identified compliance risks with regular review processes;
- Council maintains a section on its website to seek feedback including feedback on compliance matters with specific arrangements for Code of Conduct Complaints, Alleged Fraud or Corrupt Conduct, Public Interest Disclosures and other reporting requirements;
- Council has an Audit Risk and Improvement Committee which provides oversight on Council's compliance framework.
- 7. Improvement
  - Council will ensure adequate processes are in place to ensure that timely advice is received regarding changes to compliance obligations and good governance practices by:
    - Maintaining arrangements with legal advisors;
    - Continuing memberships with professional bodies;
    - Subscribing to relevant information services;
    - Attending industry forums, conferences, workshops and seminars; and
    - Monitoring regulators' website.

Council extends responsibility to building a culture of compliance beyond the governing body and executive management to all levels of management. Appropriate actions must be taken to ensure an adequate understanding of obligations and where necessary expert advice sought to guide management actions. To achieve Council's compliance objective, a compliance framework has been implemented to support monitoring and review of obligations and responsibilities.

To support the framework all levels of management will:

- Promote a culture of compliance and good governance;
- Uphold a culture of compliance without fear of reprisal;
- Document and review Council's processes to ensure they comply with applicable laws and regulations;
- Provide training and assistance to employees to enable understanding of compliance obligations and required management actions;
- Continue to monitor and report on compliance to identify breaches or system failures; and
- Promptly address identified breaches or other non-compliance to mitigate Council's exposure to legal risk.

Accountabilities and Responsibilities

#### Councillors

• Adhere to and comply with all relevant legislation and policies that are endorsed by Council;

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- Review and endorse this policy periodically; and
- Support a positive culture.

#### Audit, Risk and Improvement Committee

- Review compliance status reports annually, noting the effectiveness of the framework and identified areas for improvement;
- Review this policy periodically; and
- Provide recommendations for any reporting on compliance, including any identified areas of non-compliance or breaches.

#### **General Manager**

- Will be responsible for developing a framework to ensure that when legislation changes, steps are taken to ensure that actions comply with the amended legislation; and
- Will ensure that the framework sets out a range of actions required to achieve compliance with legislation and other obligations through addressing the key themes set out in AS ISO 19600:2015 Compliance Management Systems. Achievement will be assessed internally through Council's Internal Audit Plan and reported to the Audit, Risk and Improvement Committee annually;

#### Directors

- Adhere to and comply with all relevant legislation including Council's policies and operating policies;
- Review this policy periodically;
- Encourage behaviours that create a positive compliance culture;
- Support system implementation to better identify, monitor and report on compliance obligations;
- Participate in training as required; and
- Report on any areas of identified non-compliance and ensure corrective action is taken.

### Managers /Team Leaders

- Cooperate with and support the compliance function and ensure employees do the same;
- Have systems in place to ensure that all their staff are given the opportunity to be kept fully informed, briefed and/or trained about key legal and other requirements relative to their work;
- Review and provide regular reporting updates on legislative compliance obligations;
- Notify the General Manager and their Director on any identified areas of non-compliance; and
- Action any identified areas for improvement in a timely manner.

#### Employees

- Have a duty to seek information on legislative requirements applicable to their area of work and to comply with the legislation;
- Use available compliance resources as a part of the compliance management system; and
- Shall report compliance concerns, issues and failures through their managers / team leaders to senior management.

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### 6. RELATED DOCUMENTS AND LEGISLATION

#### **Legislation**

- Local Government Act 1993 (NSW)
- Local Government (General) Regulation 2021
- Public Interest Disclosure Act 2022 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- Privacy & Personal Information Protection Act 1998 (NSW)
- Health Records & Information Privacy Act 2002 (NSW)
- State Records Act 1998 (NSW)

#### Council Policies

- GOV004 Public Interest Disclosure Policy
- GOV007 Privacy Management Policy
- GOV008 Public Access to Information Held by Council Policy
- GOV009 Delegations Policy
- GOV013 Enterprise Risk Management Policy
- GOV020 Code of Conduct Policy

#### Council Document

- Compliance Framework
- Governance Framework
- Risk Management Manual
- Risk Management Plan
- Delegations Manual
- Privacy Management Plan
- Records & Information Management Policy (Operational)

#### 7. ATTACHMENTS

#### Nil

### 8. DOCUMENT APPROVAL

This Council Policy is the latest version of the official policy of the Wentworth Shire Council, as adopted by Council on Click or tap to enter a date. All previous versions of this policy are null and void. This policy may be amended or revoked by Council at any time.

Signed:

General Manager Wentworth Shire Council

Click or tap to enter a date. **Date** 

Title: GOV022	COMPLIANCE POLICY		V1.1	Version date: XX/XX/XXXX
DOC ID: DOC/25/192	28	Do not use this policy in printed for	orm without fir	st checking it is the current version
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## Wentworth Shire Council Compliance Framework

## Background

Every organisation needs to comply with laws and regulations. Wentworth Shire Council implements a Compliance Management System to provide a structured approach to meet our compliance obligations, not only relating to laws and regulations but additional obligations we adopt such as complying with Codes of Conduct, Council policies and procedures. Breaches of laws and regulations, or of Council's own policies and procedures, is a compliance risk which can potentially have a significant impact on Council's operations reputationally and financially. Effective compliance management supports Council to maintain integrity and mitigate risk. It is based on principles of good governance, proportionality, transparency, accountability and sustainability.

This document formally affirms Council's commitment to compliance and establishes a framework to proactively support and assist Councillors and staff to more confidently manage the legislative and other compliance obligations that determine, shape and impact our activities, and to further a culture of compliance.

An effective compliance framework is inextricably linked to a risk management framework that together contribute to overall good governance. An effective compliance framework can provide Council with a key mechanism to achieving its operational, financial, and strategic objectives by ensuring legal and other obligations are adhered to and that due diligence is applied in the event of non-compliance. It does so acknowledging it operates within the broader local government operating environment and within the Wentworth Shire community and environment, and that engagement is undertaken with various third party stakeholders.

### Purpose

Wentworth Shire Council is committed to promoting a culture of compliance and aims to comply with applicable laws, regulations, codes, policies, and procedures.

This document provides an overarching framework for the policies, procedures, behaviours and other mechanisms that are designed to identify and manage Council's legal and other compliance obligations, contribute toward a culture of compliance, and to integrate Council's compliance management system into its business processes, including risk management processes.

#### Scope

The Compliance Management Framework (the Framework) aims to create a strategic and consistent approach to the management of Council's compliance obligations, including delegations and authorisations.

It provides guidance for establishing, implementing, evaluating, maintaining and improving processes in an effective and responsive manner. This will ensure that Council's actions are compliant with relevant laws, legislative requirements, industry codes and organisational policies.

This framework applies to all Councillors and to all staff, commensurate with their roles, functions and delegated authority. The Compliance Policy sets out the Accountabilities and Responsibilities of the various roles within Council.

The Framework is supported by the:

• Compliance Policy;

- Compliance Procedure;
- Delegations Framework;
- Delegations Policy;
- Enterprise Risk Management Manual;
- Enterprise Risk Management Policy
- Enterprise Risk Management Plan;
- Code of Conduct (together with the Procedures for the Administration of the Code of Conduct); and
- Good Governance Framework

#### Definitions

Means breaking or failing to observe a law, legislative requirement,
industry code or Council policy.
Means meeting all the organisation's compliance obligations.
Means values, ethics and beliefs that exist throughout an organisation
and interact with the organisation's structure and control systems to
produce behavioural norms that are conducive to compliance outcomes.
Means the process by which the organisation plans, organises, controls
and leads activities to ensure compliance with laws and policies.
Means the set of interacting elements of an organisation to establish
policies and objectives and processes to achieve those objectives
Means compliance requirement or compliance commitment.
Means the effect of uncertainty on compliance objectives.
Means Wentworth Shire Council
Means the General Manager of Council.
Means an act or an omission, which causes Council to fail to meet its compliance obligations.
Means Council's software that delivers a compliance management
system which assists in managing and assigning compliance obligations
and delegations for action and control and a risk management system
that includes compliance risks.
Means the Senior Management Team comprising the General Manager
and Directors of Council.

### Objectives

Council's objective is to establish and maintain an effective compliance management system that supports Council's compliance activities through the adoption and implementation of this Framework.

The Framework aims to:

- Demonstrate a commitment to compliance with all relevant laws, legislative requirements, industry codes and organisational policies, protocols and standards;
- Promote a culture of compliance;
- Provide for continuous review of organisational processes to ensure compliance is managed appropriately including identifying, assessing and prioritising compliance risks;
- Provide staff with training and assistance to become effectively involved in compliance activities to meet their obligations and to build a culture of compliance;
- Provide and monitor reporting systems to identify instances of non-compliance or system failure; and

• Take prompt action where necessary to address instances of non-compliance that may present an unacceptable exposure to risk.

#### Compliance Management

The Framework has been developed based on the International Standard, AS ISO 19600:2015 *Compliance Management Systems Guidelines,* which provided guidance for organisations on compliance management systems and practices and placed emphasis on the organisational elements that are required to support compliance.

The core elements of that standard have been maintained in a new standard AS ISO 37301:2023 that elevates some guidance to 'requirements' and provides a key focus on culture in the compliance process, and on identifying, assessing and prioritising compliance risks. Council has had regard to the updated standard and is working toward aligning its compliance management with the key fundamentals.

Compliance Management is described in AS ISO 19600:2015 as a process that ensures that Council follows a given set of 'rules', which are often referred to as a compliance standard or compliance framework. Under AS ISO 37301:2023 importantly, it also incorporates an intention to move beyond the notion of 'just following the rules' by emphasising the importance of organisational values, role-modelling leadership, and understanding stakeholders' expectations.

Council will focus on the following five (5) key areas: **identification**, **development**, **implementation**, **maintenance and evaluation**, to support an effective compliance management framework.

-		
ESTABLISH	IDENTIFICATION	<ul> <li>Identification of obligations that Council must comply with under various State and Commonwealth Legislations, including legal obligations where Council must enforce a Law, and community expectations.</li> <li>Identification of Policies and Procedures to comply with legislation.</li> <li>Identifying roles and responsibilities of each department within the organisation.</li> </ul>
	DEVELOPMENT	<ul> <li>Establish good governance principles.</li> <li>Develop a compliance management framework that can achieve its intended outcome.</li> <li>Demonstrate leadership including modelling behaviours and commitment to support an effective compliance management framework.</li> <li>Establish responsibilities for relevant roles.</li> <li>Develop timely and relevant reporting mechanisms, including non-compliance to be accountable.</li> <li>Develop a risk-based approach to organisational commitments.</li> </ul>
IMPROVE	IMPLEMENTATION	<ul> <li>Communicate the importance of an effective compliance management framework and how the organisation can contribute to good governance.</li> <li>Implement the system to support the compliance management framework.</li> <li>Promote a good governance culture to align with Council's business objective and the community's expectations.</li> </ul>

	Implement preventative controls to improve compliance within the organisation.
	<ul> <li>Integrate compliance obligations into existing policies, procedures and processes.</li> </ul>
EVALUATION	<ul> <li>Ensure the organisation is complying with all relevant laws, legislative requirements, industry codes and Council policies with a monitoring process.</li> </ul>
	<ul> <li>Analyse performance to identify the need for corrective action.</li> <li>Identify current operational controls and the extent to which compliance requirements are being met.</li> <li>Evaluate the effectiveness of the compliance management framework through regular reporting.</li> </ul>
MAINTENANCE	<ul> <li>Promote a culture of continual improvement through regular reviews of processes, methods and practices.</li> <li>Maintain and monitor the systems to support the compliance management framework.</li> <li>Allocate adequate and appropriate resources.</li> </ul>
	<ul> <li>Providing ongoing training support for staff.</li> </ul>

Council is aligning those five key areas to the fundamental actions described in IAS ISO 37301: 2023: plan; do; check; and act. To ensure that Council can demonstrate effective management of and compliance with its obligations, Council will:

- Adopt an enterprise-wide approach to the management of compliance to ensure its processes and procedures:
  - Explicitly address legal, regulatory and other obligations;
  - Are integrated into all organisational activities and practices to enable compliance management to be an integral part of the management decision making;
  - Are context driven and prioritised according to the assessed level of Council's risk exposure;
  - Are systematic, structured and consistent with Council's Enterprise-Wide Risk Management Framework;
  - Are documented to demonstrate evidence of compliance in order to protect and enhance Council's reputation; and
  - Are dynamic, iterative and responsive to change and allow for continual improvement of the procedures and processes as and when required.
- Ensure compliance obligations are appropriately grouped and assessed to identify the specific action required of Council to meet its obligations.
- Ensure clarity of roles, responsibilities and accountabilities to nominated staff for the effective management of obligations.

Compliance procedures should readily integrate with normal business activities of each departmental unit. An effective Compliance Management system incorporates addressing non-compliance. Breaches of laws, regulations, or Council's own systems and processes is a compliance risk which can potentially have a significant impact on Council's operations and impact the financial status and or reputation of Council.

The Director Corporate Services, in conjunction with the General Manager, will undertake an annual compliance risk assessment in consultation with Managers and Team Leaders to identify compliance risk exposures, including the likelihood of a risk occurring, the potential reasons for the occurrence and the potential severity of its impact so that compliance risks can be appropriately assessed and managed.

Council's Enterprise-Wide Risk Management Framework methodology will be adopted to identify, analyse, evaluate and effectively manage the compliance risks, having regard to risk proportionality.

The compliance risk assessment will include using the Register of Compliance Obligations in Council's Reliansys as the basis to identify compliance obligations and risks. This includes:

- Identifying the current operational control and the extent to which compliance requirements are being met;
- Identify high compliance risks and any deficiencies within the control processes;
- Monitoring of high compliance risks; and
- Providing timeframes for reporting and continuous improvement initiatives.

#### Monitoring

Under oversight and direction from the Audit, Risk & Improvement Committee, the following three lines of defence within Council will monitor, measure and evaluate compliance activities:

#### • First Line of Defence:

Managers and Team Leaders are responsible for compliance with specific obligations with support from staff who perform function related compliance activities and are to participate in regular compliance monitoring.

### • Second Line of Defence

The Director Corporate Services assists the Managers and Team Leaders with compliance obligations and provides assurance through regular compliance monitoring utilising a risk led approach on high risk compliance areas.

### • Third Line of Defence

Internal Audit, External Audit and Independent assurance providers (i.e. regulatory bodies) provide independent assurance and oversight of the effectiveness of governance, risk management and internal monitoring and control functions.

Council is committed to maintaining an effective Compliance Monitoring program that seamlessly integrates into its operational practices.

A well-designed Compliance Monitoring Program that addresses proportionality of risk will allow an organisation to ensure resources and focus are targeted towards the greatest risks. A Compliance Monitoring Program will be developed from the compliance risk assessment and will capture high compliance risks and enable the systematic approach to the management of compliance obligations and risks for Council. In conjunction with other compliance activities undertaken throughout Council, the Compliance Monitoring Program will provide further assurance that Council is compliant with its high-risk obligations.

Compliance monitoring is a preventive measure to confirm that controls are in place and operating effectively. The Director Corporate Services will work with Managers and Team Leaders to ensure

appropriate procedures including internal controls are in place to manage the compliance obligation and mitigate the risk of non-compliance.

Managers and Team Leaders will maintain records of compliance to demonstrate evidence of actual compliance or non-compliance for review and reporting purposes.

The Director Corporate Services will review and report upon the Compliance Monitoring Program as appropriate to improve Council's compliance processes to the Managers and Team Leaders, and to the Audit, Risk & Improvement Committee. The report will capture high compliance risk issues and or compliance failures and areas of improvement. The reporting will typically include:

- Any matter that Council is required to notify;
- Significant changes to compliance obligations, the impact to Council and the proposed course of action;
- Measure of compliance performance;
- Corrective action undertaken; and
- Evidence of the compliance program's effectiveness, achievements and trends.

#### **Continuous Improvement**

Council's Compliance Management System is to be continuously reviewed to improve and evolve, and to promote Council's compliance culture.

Managers and Team Leaders should ensure that procedures for managing compliance with legislative and/or procedural obligations are regularly reviewed and improved as required. This provides assurance that the procedures in place remain relevant to, and adequate for, proper management of the obligation.

Managers and Team Leaders are to report on all non-compliance incidents and the management of the non-compliance to the Director Corporate Services as and when such incidents occur.

Information received from Managers and Team Leaders during this process is used to advise Council through the Audit, Risk & Improvement Committee of high-risk non-compliance incidents or significant compliance trends. Actions may be taken on the basis of this reporting by the Senior Management Team to clarify any non-compliance incidents which have not been satisfactorily addressed by a departmental area.

A staff member who wishes to report any incident of non-compliance should approach the relevant designated Manager or Team Leader if the incident relates to a specific obligation, or alternatively, a staff member may follow the Public Interest Disclosure Policy, should the report be a voluntary public interest disclosure of serious wrongdoing. When Council acts on disclosures it provides an opportunity to identify procedures and practices for improvement, identify wrongdoing and misconduct, and strengthen the integrity of Council.

(The *Public Interest Disclosure Act 2022* provides special protections against detrimental action to public officials who make a voluntary PID with obligations to not disclose information that may identify the maker of a PID. Similar provisions to not disclose the identity of complainants are included in Council's *Procedures for the Administration of the Code of Conduct*)

#### **Roles and Responsibilities**

The following areas or persons are responsible for compliance with this Framework:

Council	Endorsing Instruments of Delegations.
council	<ul> <li>Endorsing instruments of Delegations.</li> <li>Endorsing the Compliance Policy, the Delegations Policy and the</li> </ul>
	Enterprise Wide Risk Management Policy
Audit, Risk &	
Improvement	
Committee	<ul> <li>Reviewing the Compliance Policy, the Delegations Policy and the Enterprise Wide Piele Management Policy</li> </ul>
Committee	Enterprise Wide Risk Management Policy.
	<ul> <li>Ensuring the Compliance Framework aligns to the Guidelines for</li> <li>Disk Management and Internal Audit for least Community in</li> </ul>
	Risk Management and Internal Audit for Local Government in
	NSW.
	Noting annual reporting requirements for compliance obligations.
0 114	Noting identified areas of non-compliance or breaches.
General Manager	<ul> <li>Investigating areas identified as non-compliance or breaches.</li> </ul>
	Notifying the Director Corporate Services of any identified
	breaches or areas of non-compliance.
	<ul> <li>Ensuring appropriate resources are available to support Council's</li> </ul>
	Compliance Management System
Senior Management	<ul> <li>Modelling and encouraging behaviours that create and support</li> </ul>
Team	compliance and a compliance culture.
	<ul> <li>Endorsing the Compliance Policy and Procedures, the Delegations</li> </ul>
	Policy and the Enterprise Wide Risk Management Policy.
	<ul> <li>Receiving reports on legislative compliance obligations quarterly.</li> </ul>
	<ul> <li>Reviewing Financial Delegations for responsible Departments</li> </ul>
	annually.
	<ul> <li>Reviewing Instruments of Delegations for responsible</li> </ul>
	Departments annually.
	Reporting any areas of identified non-compliance or breaches to
	the General Manager and the Director Corporate Services and
	ensuring corrective actions are being taken.
Managers and Team	Adhering to the Compliance Framework, Policies and Procedures.
Leaders	<ul> <li>Complying with obligations for relevant position.</li> </ul>
	Providing regular reporting updates on legislative compliance
	obligations.
	Identifying obligations and incorporating these into departmental
	processes.
	<ul> <li>Notifying or providing updates to Governance on changes to</li> </ul>
	Delegations.
	<ul> <li>Participating in general compliance training as required.</li> </ul>
	Notifying the General Manager and the Director Corporate
	Services of any identified areas of non-compliance or breaches.
	Undertaking corrective actions for compliance breaches in a
	timely manner.
	Driving a positive compliance culture
	Cultivating the compliance performance and culture within their
	teams by promoting opportunities for staff to increase their
	understanding, apply and continuously improve on compliance
	obligations relating to their roles.
Governance Function	<ul> <li>Designing, coordinating and maintaining an effective Compliance</li> </ul>
	Framework and Compliance Management System ensuring that
	all responsible areas of Council fulfil their compliance
	responsibilities.
	•

	<ul> <li>Identifying and implementing improvements to Council users' experience of the Compliance program in RelianSys.</li> </ul>
	Assessing and applying risk ratings to each Legislative Compliance
	obligation, allowing the Senior Management Team and the Audit,
	Risk & Improvement Committee to focus on higher compliance
	risks as a priority.
	Monitor changes to laws and other obligations through
	subscription alerts received by RelianSys.
	Reporting on updates or disseminate such information from the
	NSW Office of Local Government, Local Government NSW and
	other announcements likely to impact Council.
	<ul> <li>Maintaining a register of non-compliance.</li> </ul>
	<ul> <li>Providing regular reporting updates to the Senior Management</li> </ul>
	Team and the Audit, Risk & Improvement Committee on
	legislative compliance obligations, identifying any areas of non-
	compliance or breaches.
	<ul> <li>Providing reports to the General Manager or Senior Management</li> </ul>
	Team on any areas of non-compliance or breaches identified for
	delegations.
	Providing training and information sessions on legislative
	compliance reporting obligations and delegations.
All Staff	Complying with relevant legislative obligations within the scope
	of their roles and their delegated authority.
	Following relevant procedures, guidelines and checklists as far as
	practicable.
	Reporting to their Director, Manager, Team Leader or supervisor,
	instances where they consider obligations are not being complied
	with.
	• Actively identifying and seeking additional support in
	understanding their legislative compliance obligations.
	Contributing to a positive workplace culture

Management is responsible for day-to-day operations, including design and implementation of an effective compliance framework.

The Audit, Risk & Improvement Committee's role is not to design the framework, but to understand it and constructively challenge its effectiveness.

### Administrative Updates

From time to time, circumstances may change leading to the need for minor administrative changes to this document.

Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, Council branding or a minor update to legislation which does not have a material impact.

A summary of minor changes will be presented to the Senior Management Team via a file note on an annual basis.

Any other changes which materially alter this document must be presented to the Senior Management Team for formal endorsement.

## **Document Approval**

This document is the latest version of this document. All previous versions of this document are null and void.

Signed:	
General Manager Wentworth Shire Council	Date

## 9 **REPORTS TO COUNCIL**

## 9.1 GENERAL MANAGERS REPORT

File Number:	RPT/25/290
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Ebony Carter - Business Support Officer
Objective: Strategy:	<ul> <li>4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner</li> <li>4.2 A strong, responsible and representative government</li> </ul>

## Summary

The General Manager's report details information pertaining to meetings attended and general information which are of public interest, and which have not been reported elsewhere in this agenda. Items of note in this report are:

1. OLG Circulars

Circulars 25-10 and 25-12

2. <u>Meetings</u>

As listed.

3. Upcoming meetings or events

As listed.

4. Other items of note

## **Recommendation**

That Council receive and note the information contained within the report from the General Manager.

## Detailed Report

## 1. <u>Circulars</u>

# 24-10 – 2025/2026 Determination of Local Government Remuneration Tribunal What's new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3% to mayoral and councillor fees for the 2025-26 financial year, with effect from 1 July 2025.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the Local Government Act 1993 (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination and will next review these categories in 2026.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received.

 However, the Tribunal has reclassified Mid Coast Council from a Regional Centre to Regional Strategic area with effect from 1 July 2025, as a result of its meeting the required criteria.

## 25-11 Free speech in Local Government NSW Guideline

## Key points

The Free Speech Guideline provides guidance on the following:

- the implied freedom of political communication under the Australian Constitution and how free speech is regulated in Australia
- why the ability to engage freely with the community is central to a councillor's role as an elected representative prescribed under the Act
- the relevant provisions of the Model Code of Conduct for Local Councils in NSW that recognise the importance of public comment by councillors and how they should be applied by councils to ensure they do not unduly inhibit free speech
- the protections available to councillors in relation to civil liability for defamation
- the meeting rules constraining what can be said at council and committee meetings, how they can be applied and the relationship between these and the enforcement mechanisms available under councils' codes of conduct
- how council media and social media policies should be applied so as not to unduly constrain councillors' ability to engage with the community via the media and online.

## 25-12 Annual CPI adjustment to companion animal fees for 2025/26

- The 2025/26 fees payable for registration and permits for companion animals have been adjusted for inflation under clauses 18 and 27 of the Companion Animals Regulation 2018 (CA Regulation)(based on the Consumer Price Index or CPI).
- The NSW Pet Registry will be updated to include the new fees for online registration and permit payments made by pet owners from 1 July 2025.
- Both the old and new fee structures will be maintained on the CAR to allow councils to correct registration details for existing records and catch up on data entry backlogs (i.e. where fees have been receipted before 1 July 2025 but not entered on the Register).

## 2. Meetings

Following is a list of meetings or events attended by the General Manager for the period of 15 May 2025 - 23 June 2025

Date	Meeting	Location
19 May 2025	Mayoral Meeting	Wentworth
21 May 2025	Joint Meeting Mildura Rural City Council & Wentworth Shire Council	Mildura
26 May 2025	Mayoral Meeting	Wentworth
28 May 2025	Telstra Global Networks & Technology Executive Team Stakeholder Round Table	Mildura

28 May 2025	Telstra Community Event	Pooncarie
02 June 2025	Mayoral Meeting	Wentworth
05 June 2025	Local Government Professionals Awards Dinner	Sydney
12 June 2025	ClubGrants Cat 1 Meeting	Coomealla
16 June 2025	Mayoral Meeting	Wentworth
23 June 2025	Mayoral Meeting	Wentworth
23 June 2025	Pre-Meeting Briefing	Wentworth
23 June 2025	Ordinary Council Meeting	Wentworth

## 3. Events

Following is a list of events, conferences, or committee meetings, including out of region meetings where the Shire has been requested to attend in an official capacity from 24 June 2025 – 16 July 2025.

Date	Meeting	Proposed Attendees	Location
25 June 2025	Lower Western Zone Bush Fire Management Committee Meeting	Cr Armstrong	Dareton
02 July 2025	South West Renewable Energy Zone Regional Coordination Forum	General Manager	Нау
03 July 2025	Wentworth Showgrounds User Group Meeting	Cr Nichols & Cr Evans	Wentworth
07 July 2025	Wentworth Regional Tourism Inc Meeting	Cr Rodda	Coomealla
08 July 2025	Wentworth Sporting Complex User Group Meeting	Cr Weeding & Cr Evans	Wentworth
08 July 2025	Australian Inland Botanic Gardens Meeting	Cr Rodda & Cr Starick	Mildura
10 July 2025	Pooncarie Sporting Reserve User Group Meeting	Cr Elstone & Cr Rodda	Pooncarie

## 4. Other Items of Note

## **Attachments**

- 1. Council Circular 25-10 2025/26 Determination of the Local Government Remuneration Tribunal
- 2. Council Circular 25-11 Free speech in Local Government NSW Guidline
- 3. Council Circular 25-12 Annual CPI adjustment to companion animal fees for 2025/26 J

Department of Planning, Housing and Infrastructure Office of Local Government



# Circular to Councils

Subject/title	2025/26 Determination of the Local Government Remuneration Tribunal
Circular Details	Circular 25-10 / 21 May 2025 / A958620
Previous Circular	<u>Council Circular 24-08 2024/25 Determination of the Local</u> <u>Government Remuneration Tribunal - Office of Local Government</u> <u>NSW</u>
Who should read this	Councillors / General Managers
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

## What's new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3% to mayoral and councillor fees for the 2025-26 financial year, with effect from 1 July 2025.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the *Local Government Act 1993* (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination and will next review these categories in 2026.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received.
- However, the Tribunal has reclassified Mid Coast Council from a Regional Centre to Regional Strategic area with effect from 1 July 2025, as a result of its meeting the required criteria.

T 02 4428 4100 TTY 02 4428 4209, E <u>olg@olg.nsw.gov.au</u> Locked Bag 3015 NOWRA NSW 2541 www.olg.nsw.gov.au

# What will this mean for council?

• Sections 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2025 based on the Tribunal's determination for the 2025-26 financial year.

## Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

## Where to go for further information

- The Tribunal's report and determination is available <u>here</u>.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Brett Whitworth Deputy Secretary, Office of Local Government

Department of Planning, Housing and Infrastructure

Office of Local Government



# **Circular to Councils**

Subject/title	Free speech in local government in NSW Guideline
Circular Details	Circular No 25-11 / 03 June 2025 / A963853
Previous Circular	N/A
Who should read this	Councillors / General Managers / Council Governance Staff / Complaints Coordinators / Conduct Reviewers
Contact	Council Governance/ (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

## What's new or changing?

- The Office of Local Government (OLG) has issued a guideline on free speech in local government in NSW (the Free Speech Guideline). The Free Speech Guideline is available on OLG's website <u>here</u>.
- The Free Speech Guideline provides practical guidance to councils on what free speech means in the context of NSW local government.

## What will this mean for council?

- The Free Speech Guideline has been adopted as a guideline under section 23A of the *Local Government Act 1993* (the Act).
- Councils and council officials must take the Free Speech Guideline into consideration when exercising their functions.
- The Free Speech Guideline is also to be considered by conduct reviewers when dealing with code of conduct matters that have been referred to them.

## Key points

The Free Speech Guideline provides guidance on the following:

T 02 4428 4100 TTY 02 4428 4209, E <u>olg@olg.nsw.gov.au</u> Locked Bag 3015 NOWRA NSW 2541 www.olg.nsw.gov.au



- the implied freedom of political communication under the Australian Constitution and how free speech is regulated in Australia
- why the ability to engage freely with the community is central to a councillor's role as an elected representative prescribed under the Act
- the relevant provisions of the Model Code of Conduct for Local Councils in NSW that recognise the importance of public comment by councillors and how they should be applied by councils to ensure they do not unduly inhibit free speech
- the protections available to councillors in relation to civil liability for defamation
- the meeting rules constraining what can be said at council and committee meetings, how they can be applied and the relationship between these and the enforcement mechanisms available under councils' codes of conduct
- how council media and social media policies should be applied so as not to unduly constrain councillors' ability to engage with the community via the media and online.

## Where to go for further information

- The Free Speech Guideline is available on OLG's website <u>here</u>.
- For further information please contact the Council Governance Team on 02 4482 4100 or by email at <u>olg@olg.nsw.gov.au</u>.

Brett Whitworth Deputy Secretary, Office of Local Government Department of Planning, Housing and Infrastructure

Office of Local Government



## **Circular to Councils**

Subject/title	Annual CPI adjustment to companion animal fees for 2025/26
Circular Details	Circular No 25-12 / 16 June 2025 / A959437
Previous Circular	24-12 Annual CPI adjustment to companion animal fees for 2024/25
Who should read this	Councillors / General Managers / Council finance staff / Companion Animal Enforcement and Administration Officers
Contact	Companion Animals - Pet Helpline – (02) 4428 4100 or 1300 134 460 <u>pets@olg.nsw.gov.au</u>
Action required	Council to Implement

## What's new or changing?

Annual CPI Adjustment

- The 2025/26 fees payable for registration and permits for companion animals have been adjusted for inflation under clauses 18 and 27 of the Companion Animals Regulation 2018 (CA Regulation) (based on the Consumer Price Index or CPI).
- The new fees are effective from 1 July 2025.

## Fee categories

- Category names have been amended to reflect the implementation of current legislation relating to registration that has been enabled by the new functionality of the Companion Animals Register (CAR) and new NSW Pet Registry, which allows for the individual payment of registration fees under the CA Regulation, being:
  - Dog Registration fee (by 12 weeks or when sold if earlier than 12 weeks of age)
  - Registration fee due at 12 weeks of age or when first sold (even if it is less than 12 weeks (clause 14 - CA Regulation)
  - Dog Additional Fee (dog not desexed by 6 months)
  - Additional fee for a dog that is not desexed and not exempt from desexing by 6 months (clause 18 - CA Regulation)
  - Cat annual fee for a permit for a cat not desexed and not exempt from desexing by 4 months (clause 27 - CA Regulation)

T 02 4428 4100 TTY 02 4428 4209, E <u>olg@olg.nsw.gov.au</u> Locked Bag 3015 NOWRA NSW 2541 www.olg.nsw.gov.au

## Department of Planning, Housing and Infrastructure

## Office of Local Government



• A Registration late fee will apply to an animal not registered by 12 weeks of age (plus 28 days).

## Online and in person payments

- While we work to expand the new NSW Pet Registry, the following fees must be paid at council:
  - Dog Additional Fee (dog not desexed by 6 months)
  - Cat (not desexed by four months of age)
  - Dangerous dog permit
  - Restricted dog permit
- The fees above will incur a late fee if not paid after an additional 28 days.

## What will this mean for council?

- Councils are to apply the adjusted 2025/26 financial year companion animal registration, additional fee and annual permit fees from 1 July 2025.
- Council staff need to be aware of the new payment categories.
- Councils must continue to register eligible pound/shelter and approved rehoming organisation animals through the CAR. Free registration for these animals does not mean that registration is not required. The established process of 'flagging' an animal as being purchased from an eligible pound/shelter is required to validate a free registration.
- Councils can encourage members of the public to establish a NSW Pet Registry account via Service NSW to pay registration fees and receive push notifications.
- Councils must enter the registrations in a two-stage process as all combined fees are no longer available due to the implementation of the fee structure.

## Key points

- The NSW Pet Registry will be updated to include the new fees for online registration and permit payments made by pet owners from 1 July 2025.
- Both the old and new fee structures will be maintained on the CAR to allow councils to correct registration details for existing records and catch up on data entry backlogs (i.e. where fees have been receipted before 1 July 2025 but not entered on the Register).

Registration Category	New fee
Dog – Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	\$80
Dog – Additional Fee (dog not desexed by 6 months)	\$189
Dog – Registration (by eligible pensioner)	\$35
Dog – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0
Dog – Registrations (desexing not recommended)	\$80
Dog – Registration (desexing not recommended eligible pensioner)	\$35
Dog – Registration (recognised breeder)	\$80

Circular to Councils

## **Department of Planning, Housing and Infrastructure** Office of Local Government



Dog – Working	\$0
Dog – Service of the State	\$0
Assistance Animal	\$0
Cat – Registration fee (by 12 weeks or when sold if earlier than 12 weeks)	\$70
Cat – Registration (eligible pensioner)	\$35
Cat – Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	\$0
Cat – Registration (desexing not recommended)	\$70
Cat – Registration (desexing not recommended - eligible pensioner)	\$35
Cat – Registration (recognised breeder)	\$70
Registration late fee	\$23
Annual permit category	New fee
Cat (not desexed by four months of age)	\$99
Dangerous dog	\$236
Restricted dog	\$236
Permit late fee	\$23

## Where to go for further information

- A list of registration categories, current fees and the new fees for 2025/26 is provided on the Office of Local Government's (OLG) website at <u>https://www.petregistry.olg.nsw.gov.au/registration-and-permit-fees/pet-registration-fees#registration-fees-for-dogs-and-cats</u>
- Information relating to the processing of registration fees is available in Companion Animals Guideline 1 – Registration Agents, available on OLG's website at <u>https://www.olg.nsw.gov.au/wp-content/uploads/2020/07/Guidelines-for-Registration-Agents-June-2020.pdf</u>
- Information on the new functionality and separate payments for registration and the additional fee for non-desexed animals that are not exempt can be found by contacting Pet Helpline 1300 134 460.
- Contact <a href="mailto:pets@olg.nsw.gov.au">pets@olg.nsw.gov.au</a> for information about the fees.

Brett Whitworth Deputy Secretary, Office of Local Government

# 9.2 2025 MURRAY DARLING BASIN AUTHORITY RIVER REFLECTIONS CONFERENCE

File Number:	RPT/25/294
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Ebony Carter - Business Support Officer
Objective: Strategy:	<ul> <li>4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner</li> <li>4.2 A strong, responsible and representative government</li> </ul>
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## <u>Summary</u>

The 2025 Murray Darling Basin Authority *River Reflections* Conference will be held from 29 – 30 July in Murray Bridge South Australia or by free livestream. *River Reflections* will provide an opportunity to bring together people from different backgrounds to help ensure the health of the Murray-Darling Basin.

### **Recommendation**

That Council determines attendees to the 2025 Murray Darling Basin Authority River Reflections Conference or alternatively to attend via livestream at no cost.

## Detailed Report

### <u>Purpose</u>

The purpose of this report is for council to consider if it wishes to send delegates to attend the River Reflections Conference from 29 - 30 July in Murray Bridge or alternatively to attend the conference online via live stream at no cost.

### **Background**

The River Reflection Conference theme for this year is 'Harnessing the Energy of the Collective'. The conference includes networking opportunities, interactive workshops and sessions and a field trip to the Lower Lakes. It is an opportunity for the diverse communities and industries to listen and learn from one another, share what is known and explore the latest information to ensure rivers for generations.

## <u>Cost</u>

Registration - \$185.00 per person for full 2 Day conference including Conference Dinner

Accommodation - \$150.00 - \$250.00 per night per person

Travel – Travel to conference would be via council vehicle.

Sessions Via Livestreaming

You can attend most sessions via livestreaming at no cost.

## **Attachments**

1. 2025 River Reflections Conference Program



Print date: 27 May 2025 https://www.mdba.gov.au **Scan to view the content online** 



♠ / <u>News and events</u> / <u>Conferences</u> / 2025 River Reflections conference

## 2025 River Reflections conference

River Reflections is an opportunity for the diverse communities and industries of the Basin to listen and learn from one another, sharing what is known and exploring the latest information to ensure Rivers, for generations.

Community

## **Conference theme**

Harnessing the energy of the collective

## **Dates and location**

The 2025 conference will be held on 29 to 30 July on the lands of the Ngarrindjeri people in the bustling rural city of Murray Bridge, South Australia – the heart of the Murraylands.

## **Conference venue**

Bridges Event Centre, 342 Brinkley Rd, Murray Bridge South SA 5253

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Secure your place

Secure your **ticket** now or register to access the FREE livestream.

Get tickets

### **Conference** program

## Day 1 – Tuesday 29 July 2025

Time	Session
8:00 am	Registrations, tea and coffee
8:30 am	Welcome to Country Smoking Ceremony
Morning	Conference introduction
	Introduction to South Australia's Murray region
	<b>Vision for the Murray-Darling Basin:</b> Address by Daryl Quinlivan, Chair Murray–Darling Basin Authority (MDBA)
	In the Hot Seat: with Andrew McConville, Chief Executive, Murray–Darling Basin Authority (MDBA)
	Future demographic trends of the Basin
	First Nations perspective: Ponde Monitoring Program
Afternoon	Visit to Lower Lakes: Transport and lunch provided, with discussions and presentations onsite
5:30pm	Buses return to Bridges Event Centre
Evening	<b>Conference dinner at Bridgeport Hotel</b> 6:30pm arrival for a 7:00pm start

## Day 2 – Wednesday 30 July 2025

Time	Session
8:00 am	Registrations, tea and coffee
Morning	Welcome to day 2
	<b>Interactive session:</b> The Basin Plan Review: What we know now With MDBA and the Commonwealth Environmental Water Holder

	Morning tea
	A youth perspective: Views from tomorrow's leaders
	With the River Murray Youth Council
	Integrated Catchment Management
	Outcomes and examples from South Australia and Victoria on how they're planning for integrated land
	and water management.
	Includes case studies from the Murraylands and Riverland Landscape Board, and the Department of
	Energy, Environment and Climate Action (DEECA)
12:30pm	Lunch
Afternoon	Looking to the future: with Matthew Coulton, Ricardo Consulting
	Interactive Session: Building our Basin's future
4:30pm	Conference wrap-up

Last updated: 15 May 2025



We acknowledge the Traditional Owners and Custodians of Country throughout the Murray-Darling Basin and their continuing connection to land, waters and community. We offer our respects to the people, the Cultures and the Elders past and present.



engagement@mdba.gov.au 1800 230 067 (free call) or 02 6279 0100 GPO Box 1801, Canberra City, ACT 2601

## 9.3 REQUEST FOR EVENT SPONSORSHIP - THE GOOD GOLLY MUSIC FESTIVAL 2025

\_ \_ \_ / . \_ / . . \_

File Number:	RPT/25/197
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Lexi Stockman - Manager Tourism and Promotion
Objective: Strategy:	1.0 Wentworth Shire is a vibrant, growing and thriving Region 1.2 Promote the Wentworth Region as a desirable visitor and tourism destination

## <u>Summary</u>

Council is in receipt of a request to provide financial sponsorship, including in-kind support, to the value of \$30,000 for a new family-friendly music festival event called *The Good Golly Music Festival*, to be held on Saturday 4 October at James King Park, Gol Gol.

This event is brand-new and would be the first of its kind to take place in Gol Gol.

## **Recommendation**

That Council provides financial sponsorship of \$30,000 incl GST including in-kind support, towards *The Good Golly Music Festival.* 

This recommendation has been made in line with the Event Funding Policy and Event Funding Guidelines which will be introduced before the commencement of the 25/26 budget.

### **Detailed Report**

### <u>Purpose</u>

The purpose of this report is to inform Council of a request for financial sponsorship, including in-kind support for *The Good Golly Music Festival*, to be held on Saturday 4 October 2025 at James King Park, Gol Gol.

### **Background**

Council has been approached by an event management company called Sarez Pty Ltd, with a proposal to run a family-friendly music festival within the Wentworth region. James King Park has been recognised as the most suitable location for this event.

*The Good Golly Music Festival* is a family-friendly event, targeting young adults and young families with easy-listening live music. The event organisers hope to secure a significant headline act, to be complemented with local bands as support acts.

### Report Detail

Council is in receipt of a request from Sarez Pty Ltd for financial sponsorship, including inkind support to host a family-friendly music festival in Gol Gol. A copy of their request as well as their Marketing Plan, Business Plan and Budget has been included as a reference.

Based on their previous history, Sarez Pty Ltd have run several successful events in their local region and across South Australia and are looking to expand their horizons by bringing their knowledge and expertise to the Wentworth region.

The request for \$30,000 includes some in-kind support, inclusive of traffic management, power and extra bins.

Based on the pending adoption of the 2025-2026 fees and charges, the following costs for inkind support would need to be considered:

- Traffic Management before, during and after the event: \$3,600 based on 9 hours
- Extra Bins: \$420 based on 15 bins

## TOTAL: \$4020

At the time of this report, the draft Event Funding Policy has been approved by Council and will be introduced before the commencement of the 25/26 budget. The outcome of this report will have financial implications on the 25/26 budget.

## **Conclusion**

Council is in receipt of a request to provide financial sponsorship, including in-kind support, to the value of \$30,000, to a new family-friendly event *The Good Golly Music Festival*, to be held on Saturday 4 October 2025 at James King Park in Gol Gol.

It has been recommended that Council provides financial sponsorship and in-kind support to the value of \$30,000 towards this event. This recommendation has been made in line with the draft Event Funding Policy and Event Funding Guidelines.

## Attachments

- 1. Good Golly Festival 2025 Business Plan Sarez Pty Ltd.
- 2. Good Golly Festival 2025 Marketing Plan Sarez Pty Ltd.
- 3. Good Golly Festival 2025 Budget Sarez Pty Ltd

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## TITLE PAGE



Event Name:	Good Golly Festival
Event Date:	Saturday 04 October 2025
Event Address:	James King Park, Gol Gol, NSW
Event website URL:	www.sarez.com.au
Organisation running the event:	Sarez Pty Ltd
ABN:	50 682 576 892
Contact person:	Andrew Sarakinis
Postal Address:	33 Laffer Street, Barmera, SA 5343
Telephone number:	0419 834 686
Email address:	andrew@sarez.com.au
Date of Business Plan:	03.04.2025

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## 1. EXECUTIVE SUMMARY

The Good Golly Festival is a day of gorgeous art, good food, great drinks, and groovy tunes, set along the incomparable Murray River on the grounds of the beautiful James King Park. This all ages festival showcases regional artists from the Wentworth Shire Council, as well as some performing artists from greater Sunraysia. It also boasts a local gin distillery, local food trucks, both local and nationally renowned entertainment, and for this inaugural event, will be capped at 1800 attendees to ensure a safe and secure atmosphere.

The event will take over the grassy lawns of James King Park on October 4th, 2025 from 12-8pm. There will be a large shaded main stage, five local food vendors, a large central outdoor bar, a shaded VIP tent, and scattered lawn furniture amongst the trees. The entire event will be surrounded by barrier fencing with portable toilets and chilled, distilled drinking water available free of charge for all. Roundtrip bus service from Mildura or Wentworth is available as an add on with ticket purchase, and parking will be available within walking distance of the event.

We are working with Barkindji Maraura Elders Environment Team (Bmeet), West Darling Arts, Listo Trapeze, and some of the Wentworth Shire Primary schools to bring Aboriginal and local artists to the event. Artists will be lined up along the inside perimeter, showcasing their work, for sale to the public. Artists whose skill allows will be commissioned to create their art live, then have the option to keep the piece or sell it on. Interested artists will be paid to run a workshop during the event, free to the attendees, teaching their skill. Listo Trapeze will offer juggling and ground skills workshops and will perform different circus disciplines at intervals throughout the event.

Entertainment is another major factor of this event. The NSW Contemporary Music Strategy 2024 showed that 40% of Australian artists featured in Triple J's Hottest 100 were from NSW. We plan to capitalise on that by sourcing regional NSW artists and DJ's for the first part of the festival, and are seeking funding to bring in a nationally known closing act such as Jack River or Ruby Fields. We are also prioritising First Nations Music and working with Bmeet to source Aboriginal musicians and storytellers. In addition to the food and beverage vendors, local staff and businesses will be utilised to assist with general labour of the event, entertainment, cleaning, fencing, marquees, furniture, accommodation and transport. This will ensure money from the event goes back into the local community and its people.

The event is primarily targeting younger Generation X families with school age children, with the secondary target market covering festival lovers ages 18-45 who are willing to travel. While this is the first year, there is a demonstrated desire for events like this in the region, and with council support, we expect to draw at least 1500 attendees.

The event will be managed by Sarez Pty Ltd working in collaboration with Andy Barnes, Owner of the Barrel Mobile Bar, who will manage the outdoor bar, liquor license and security. Andrew Sarakinis, the CEO of Sarez Pty Ltd, and Caitlyn Larsson, it's Event Coordinator, will over see all other staff, vendors and contractors.

The Good Golly Festival marketing strategy has been designed by Andrew Sarakinis and Caitlyn Larsson. Tickets will be available on EventBrite, allowing us to track

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attendees demographics and also offer local tourism packages to encourage longer stays. The event will be marketed on all our social media platforms, thru radio and tv campaigns, in the local paper, and via some targeted email marketing to demographics that attended our previous events. We will also appeal to the local council to market in their region, as well as utilise a few NSW and VIC based influencers to help spread the word to a more diverse following.

This event is estimated to require \$121,580. Sarez Pty Ltd has budgeted to cover at least \$71,580 of that, and are applying for Wentworth Shire Event Funding for an additional \$30,000 and the Regional Events Fund Grant for an additional \$20,000 for this inaugural event. The money from Sarez Pty Ltd will cover the basic expenses of the event. The Wentworth Shire Funding will primarily go towards securing a national renowned band and covering their production fees, with a small amount utilised as in kind support, such as bins and traffic management. The funding from the REF grant will cover additional marketing to draw in more inter and intrastate clientele, brand design and development, and the hire of more temporary shade, seating, and toilets to increase the size, comfort and safety of the event space. In following years, we plan to apply for more funding from the Regional Arts Fund to bring in even more regional and Aboriginal artists.

Our estimations, based on our previous event data and The Murray Visitor Profile from 2024, show the Good Golly Festival 2025 bringing in roughly \$132,660 of economic value to the region. We hope to increase this in coming years by making more regional partnerships, building a stronger event brand, and attracting more intra and interstate visitors.

## 2. EVENT DESCRIPTION

#### 2.1. Description of the event

The Good Golly Festival is a celebration of art, local food, spirits and great music, set on the stunning banks of the Murray River at James King Park. The event occurs on Oct 4th, 2025, from 12-8pm.

Patrons are welcome to come enjoy fresh local food and wile away an afternoon watching local artists create before their very eyes. Dancing to a nationally renowned band as the kiddos take part in a circus workshop and learn to juggle. Lounge on a cushioned rattan couch under the shade of the surrounding trees while enjoying a drink from the large outdoor bar, as paddle steamers float past on the Murray River, just meters from the event site.

The Good Golly Festival is a chance for the Murray Riverina people to have a fun, outdoor festival for people who appreciate art, music, local food and beverages. It's a chance to showcase local artists while displaying and sharing their work, partner with local businesses and introduce the gorgeous region to more people, whilst contributing to the local economy.

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### 2.2. Where is the event held and why

The Good Golly Festival will be held on the rolling lawns of the James King Park, along the banks of the Murray River. This is a stunning location that is practically begging to used for more outdoor events. There is ample space, options for power and water, amazing views and plenty of trees for shade. It is the perfect fit for an all ages festival and a great draw to get people from across the river or further.

#### 2.3. How does the event fit into the Murray Riverina tourism landscape? Is there a need for this event in the region?

The Murray Riverina has been in need of more local entertainment. The area is full of families and young professionals who are often forced to travel to Mildura or much farther to access entertainment, which leads to funds being spent outside the region. Wentworthshire Council also has a rich Aboriginal culture and the artists involved in the Aboriginal art and craft gallery at Bmeet are interested in more options for sharing their art. Mildura is also crying out for more events, and a large portion of our vendors are Mildura based.

Sarez Pty Ltd has been experimenting with new regional events and all have been very successful. Sounds in the Quarry, a music festival at Overland Corner, SA, sold out in 2023 and 2024 and events like Sun and Sounds at 23rd St Distillery have been well received. The new Riverland Food and Wine Festival, held in March of 2025, sold out in it's first year and has had glowing reviews. There is a want for good entertainment, tasty drinks and great food, and the Good Golly Festival plans to deliver all that with a big heaping of local art to the region, building on the scope and variety of what the Murray Riverina can offer.

Sounds in the Quarry had over 900 attendees in 2023, 1200 attendees in 2024, and is expected to extend further in 2025. The aim is to follow suite with the Good Golly Festival and grow sustainably and locally, with a clear focus on safety and quality.

#### 2.4. Competitive advantage.

While there is a country music festival and some small art exhibitions, there are no large outdoor art and music festivals in the Murray Riverina area. Everyone seems to go across to Mildura for entertainment, which means money is leaving the region. People are actively asking for different and more, and the attendance at our previous events shows that people are attracted to what is we offer and that the events are on track to continue providing a viable alternative.

James King Park's unique setting on the riverfront is an incredible draw, and we believe that having a big name band will help to increase intra and interstate visitation. Showcasing local and Aboriginal artists, and having hands on activities, is another draw for families with young kids or

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adventurous adults.

Our diverse team give also us an unique edge:

**Production** – Andrew Sarakinis has been producing events for over 20 years. He is renowned locally and in Adelaide for his DJ skills and exciting productions. He has been in the industry for 28 years and knows all the ins and outs. He created the new RFWF, Sounds in the Quarry, a sold out neighbouring music festival, as well as numerous other events in the Riverland and greater SA. He is also a local wine grower for over 25 years and so understand the industry well.

**Management and Event Planning** – Caitlyn Larsson is a world traveller that has produced events in various countries for a wide range of clientele. Her unique theatre, circus and tour director background provides an unseen vision for the region. She's newly a citizen and only a few years into Riverland life, but has created a circus school with a performance troupe, sold out events in neighbouring councils and is changing what events in the region look like.

**Bar Management** — Andy Barnes is a local business owner and entrepreneur. He runs the Barrel Mobile Bar and creates bar solutions for bespoke weddings and events. He has been in the industry for over 10 years and has great relationships and partnerships in the region.

#### 3. ORGANISATIONAL STRUCTURE

#### 3.1. Legal Status

Sarez Pty Ltd is a registered Australian Propriety Company, – ABN 50 682 576 892.

Registered address and Principal Place of Business with ASIC is 33 Laffer Street, Barmera, SA 5345.

The Owner and CEO is Andrew Sarakinis. Caitlyn Larsson is the Events Coordinator.

#### 3.2. Key individuals involved in the event

- 1. Owner and CEO Andrew Sarakinis
- 2. Events Coordinator Caitlyn Larsson
- 3. Production and Entertainment Andrew May
- 4. Bar Manager Andy Barnes

#### 3.3. Roles and responsibilities

- a. Owner and CEO Andrew Sarakinis
  - i. Hire and manage production team

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- ii. Hire entertainment (bands, DJs, comedy)
- iii. Contact and acquire Sponsors
- iv. Create and execute marketing Plan
- v. Manage all personnel below, except Venue Owner
- b. Events Coordinator Caitlyn Larsson
  - i. Attain funding and manage budget
  - ii. Hire and manage vendors and partners
  - iii. Create Event Operations Guides, Risk Management Plans, Etc.
  - iv. Help manage set up, event execution and clean up
  - v. Have own and confirm all RSA's and First Aid
  - vi. Liaise with CEO, Production/Entertainment, Bar Manager, all vendors and temporary staff
- c. Production and Entertainment Andrew May
  - i. Provide and set up/clean up all production equipment
  - ii. Oversee production equipment during event
  - iii. Propose DJ's and other artists
- d. Bar Manager PAndy Barnes
  - i. Hire and manage bar staff
  - ii. Obtain liquor license
  - iii. Design bar set up and operations
  - iv. Arrange stock deliveries and amounts
  - v. Maintain Responsible Persons License
  - vi. Hire and supervise security personnel

### 3.5. Relevant skills and qualifications

- 1. Relevant Skills and qualifications
  - a. Owner and CEO Andrew Sarakinis
    - i. 25+ years in event management
    - ii. 30+ years as a renowned DJ festivals, nightclubs, private and corporate events, including national tours
    - iii. Award winning SA DJ In the Mix No. 1 DJ 2006 and 2008
    - iv. 27 years as a Riverland wine grower
  - b. Events Coordinator Caitlyn Larsson
    - i. Bachelor of Fine Arts from New York University
    - ii. Bachelor of Exercise Science from ACU Melbourne
    - iii. 10 years as business owner
      - 1. 11+ years in events worked on large scale and unique events in multiple countries
  - c. Production and Entertainment Andrew May
    - i. Over 29 years in the industry
    - ii. Owner Mays Music and Lights
    - iii. Staging and lighting festivals, nightclubs, private events
    - iv. Professional sound and band mixing
  - d. Bar Manager Andy Barnes

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- i. Owner of the Barrel Mobile Bar
- ii. Responsible Person License
- iii. Manages all bar related activities on site

# 3.6. Key Advisers to the business – (Board, committees, external Govt agencies)

Sarez Pty Ltd has a range of professional and technical advisors, including:

- 1. Daniel Michael Owner of Gluttony, a longtime Adelaide Fringe venue hub
- 2. Colin Coleman Owner of Wines and Good Times, an event production company based in Adelaide
- 3. Caitlyn Larsson event management and business administration
- 4. Tom and Sarah Freeman Owners of Wilkadene and Woolshed Brewery

Destination Riverina Murray provides expert advice on tourist information, accommodation and local attractions. We have been working with them to better realise the vision of our event and work to bring more visitors to the region.

#### 3.7. Future development

Sarez Pty Ltd is growing quickly. Currently, staff are independently contracted for the events, but the aim is to have 1-2 full time employees by 2027, for event management, marketing and possibly production.

#### 4. EVENT POSITIONING

#### 4.1. Vision

#### Be the iconic arts and music event in the Riverina Murray.

#### 4.2. Mission

Promote our business with an engaging, sophisticated event. Build local pride and promote our river lifestyle. Provide a safe, clean, venue for patrons to enjoy themselves. Be a sustainable event - be safe, zero waste, recycle cans, no single use plastic.

#### 4.3. Reasons behind holding the event

There is nothing like this in this region. It will be a way to highlight the regions offerings and showcase local artists. It will bring more tourism to the area. It will cultivate new and long lasting local partnerships. There is a market in the region for this kind of event. It will boost the local economy.

### 4.4. Long term goals of the event

Run a safe and profitable event. Grow in attendees by 400 or more each year. Attract at least 25% of our attendees from inter/intra state.

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Add more accommodation options by year 2. Increase to a 2 day festival by year 3 of the event. Add more bus options by year 3 of the event.

Bring in more well known artists and musicians, to increase intrastate draw. Add daytime locally relevant workshops and markets by year 3.

## 4.5. Short term goals to meet the long term goals

- a. Event evaluation
  - i. Using ticket booking platform EventBrite to better track attendees demographics.
  - ii. Tracking social media posts to understand the demographic we are already appealing to.
  - iii. Utilising event evaluation companies to gather more helpful data.
- b. Creating and fostering partnerships with local businesses and vendors
  - i. Partner with hotels in Wentworth Shire and greater Sunraysia to offer 1-2 night accommodation.
  - ii. Increase options to 2-3 night stays for 2027 and beyond.
  - iii. Add hotels and caravan parks in other regional towns in 2027 and beyond.
  - iv. Partner with local houseboat companies to offer discounted rentals for attendees and docking meters from festival site.
  - v. Partner with local bus company to offer transport to and from the event.
  - vi. Increase the amount of transport seats and pick up/drop of stops Mildura CDC in 2026 and 2027.
- c. Applying for eligible grants
  - i. Apply for the REF grant in 2025.
  - ii. Apply for the Wentworth Shire Event Funding in 2025.
  - iii. Apply for the NSW RAF Grant in 2026.
  - iv. Research for more eligible grants in November of 2025.
- d. Broader and more complete marketing plans
  - i. Hire a short term marketing specialist for Good Golly 2026.
  - ii. Co-create and execute a tailored marketing plan.
  - iii. Utilise available demographics to hit our target audience.
  - iv. Survey past event attendees for more intel.
- e. A clear business plan.
- f. Clear Risk Evaluation and Risk Management Plan.
- g. Percentage of event profits reinvested for growth each year.
- h. Skill building and skill sharing.

#### 5. SWOT (Strengths / Weaknesses / Opportunities / Threats)

#### 5.1. STRENGTHS

We are a great event that will attract art aficionados, music lovers, and festival goers.

This is a unique event that appeals to a wide range of demographics. We have an ideal, waterfront, shady location.

We are bringing in live music that rarely, if ever, performs in this region.

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We are offering local food, wine and spirits. We are showcasing local talent.

We have are working to obtain Council support (Wentworth Shire Council).

This event aligns with New South Wales Tourist Commission goals.

We have proven event and risk management in our past events.

### 5.2. WEAKNESSES

Accommodation for visitors close to the event might be scarce. We may see competition from other events in Mildura happening on the same weekend (The 60 Four, etc).

The difficulty attracting Interstate visitors – an Destination NSW goal. It may be difficult to attract staff.

Without the REF grant money, we may not have funding for more targeted regional marketing.

## 5.3. **OPPORTUNITIES**

This is a new event – a new big concept in the region. We have an opportunity to access both old and young demographics. We can build on existing partnerships for, and around, the event. We can make new partnerships for, and around, the event. We have opportunity to use houseboat accommodation and water taxis, a major draw in the region.

## 5.4. THREATS

Possibly encounter a lack of resources. Inclement weather could derail the event or lower attendance - refer to our Risk Assessment.

The event is at the beginning of a peak tourism time for other regions, and people might choose other options in other areas.

Staff availability and illness could pose an issue.

#### 6. PESTEL ANALYSIS – assessment of external risks

#### 6.1. Political factors

The Good Golly Festival aligns well with the Destination NSW Visitor Economy Strategy 2030, the NSW Government Creative Communities Policy and the Riverina Murray Destination Management Plan 2022-2030.

Under the above guidelines, this event will support the development of unique and appealing experiences such as food and beverage experiences as well as festival events with live music and art.

### 6.2. Environmental factors

The Good Golly Festival Mission Statement includes being a sustainable event - be safe, zero waste, recycle cans, no single use plastic. We also encourage utilising busses, water taxis and houseboats over individual

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vehicles, including packaging them with our ticket options, to help lessen our carbon footprint.

#### 6.3. Technological factors

Digital marketing through the website and social media are key pillars of the Good Golly Festival Marketing Plan. We also utilise our EventBrite ticketing platform to gather integral data on our attendees. The Good Golly Festival is also listed on the Australian Tourism Data Warehouse (ATDW).

#### 6.4. Economic factors

The Riverina Murray area is as sensitive as any to economic factors such as terms of trade and disposable income. Hence it is more important than ever to seek out alternative sources of revenue to our region by attracting interstate and interstate visitors.

#### 6.5. Legal factors

Being produced by the established business Sarez Pty Ltd, the Good Golly Festival is fully aware and compliant with laws relating to WHS, consumer affairs, the service of alcohol, and disinclination.

#### 7. ESTIMATED TOURISM VALUE AND MARKET PROFILE

#### 7.1 Overall number of event attendees

The max number of attendees for this event is 1800, and, with council support, we estimate that we can achieve at least 1500.

#### 7.2 Visitors from inter/intrastate

With out previous events in South Australia, roughly 65-68% were regional visitors, 25-28% were intrastate visitors, and the remaining 4-10% were intrastate visitors. As this festival takes place in a cross border community, the distinctions can get a bit tricky. For this estimation, we are designating anyone within a 25km radius of the event as a regional/local visitor. This 25km radius includes Mildura, Irymple, Merbein, Red Cliffs and areas between, as well as communities on the NSW side, like Coomealla and Trentham Cliffs.

Our marketing plan targets areas in greater NSW, like Wentworth and Broken Hill, as well as regional areas in SA, like the Riverland, and regional VIC. Based on this marketing plan, the Murray Visitor Profile ending in 2024, and our percentages from previous country events, we estimate the following, based on a minimum attendance of 1500 people:

Regional (within 25km radius): 65%, 975 people Intrastate: 16%, 240 people Interstate: 19%, 285 people

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#### 7.3 How long visitors stay

According to the Murray Visitor Profile ending in 2024, 50% of all visitors to the region were domestic day trippers, while 49% were domestic overnight visitors. Of those overnight visitors, people stayed an average of 2.5 nights.

As our festival is on a border community only spanning an afternoon and evening, but happens over a long weekend, we estimate that 15% of our intra and interstate visitors would be day trippers, 70% would spend one night in the regional area, with 15% staying for the weekend (within a 25km radius of the event).

Intrastate Visitors: 240 people 15% are day trippers = 36 people 70% stay one night = 168 people 15% stay 2 nights = 36 people Interstate Visitors: 285 people 15% are day trippers: 42 people 70% stay one night = 201 people 15% stay 2 nights = 42 people

#### 7.4 Average spend per person

According to the Murray Visitor Profile ending in 2024, domestic day trippers spend an average of \$207 per visitor, while domestic overnight visitors spend an average of \$222 per person per night.

Applying these average spends to our estimated visitors gives us the following:

Intrastate Visitors: 240 people 15% are day trippers = 36 people 36 people x \$207 = \$745270% stay one night = 168 people 168 people x \$222 = \$37,29615% stay 2 nights = 36 people 36 people x \$222 x 2 = \$15,984Interstate Visitors: 285 people 15% are day trippers: 42 people 42 people x 207 = \$8,694 70% stay one night = 201 people 201 people x \$222 = \$44,622 15% stay 2 nights = 42 people 42 people x \$222 x 2 = \$18,648

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### 8. EVENT EVALUATION

#### 8.1. Data Capture

- Pre event:
- Age Range
- Male, female, none of the above
- postcode
- staying in area no, 1 night, 2 nights, 3+
- how you heard about event social media, tv, radio, word of mouth, banner/print

#### Post Event:

- Age range
- Male, female, none of the above
- Postcode
- Length of time stayed in the area before/after then event
- What aspects of the event were enjoyable?
- What aspects of the the event were not enjoyable?
- What do you think was done well?
- What do you think could use improvement?

#### 8.2. How data captured

Being a ticketed event, basic information required is collected at the point of sale (eg postcode) and therefore local, intra, inter, international visitors. We have also asked for age range, how they heard about us, and if they are booking accommodation in the area for 0, 1, 2, 3+ nights. For anyone buying tickets at the door, we will ask our front entry/data collection team to be ready to take their information with a quick survey. We ask the above questions, plus some open ended evaluation questions in a post event survey emailed out to all participants.

#### 8.3. Event's audience profile

At our Riverland Food and Wine Festival in March 2025, which was an 18+ event, 4.5% of attendees were from interstate, 27.3% were from intrastate, and the remaining 68.2% were locals. We had 19 attendees from NSW, 27 from VIC, 4 from QLD, 1 from WA and the rest from SA. Within our intrastate visitors, 51% were from Adelaide region, with 40% from more rural SA. In terms of age, 29.2% were 18-24, 36% were 25-34, 15.7% were 35-44, 10% were 45-54, 7.6% were 55-64, and 1.5% were 65+. It was roughly a 50/50 split for gender.

For this event, our target audience is primarily young Generation X families with school age children. NSW visitation data show that this demographic will travel and spend money to go to activities that are suitable for the whole family. Our secondary audience is festival goers aged 18-45 who will come out for a well known headliner and live for the weekend. Both of these demographics tend to be willing to travel for events and have expendable income.

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Our audience covers a broad socioeconomic demographic, their commonalities being an appreciation of art, outdoor events, good food, spirits and music.

#### 8.4. Brief estimate of value of the event

We have estimated the economic benefit of the Good Golly Festival RFWF 2025 using the estimations from above and information from The Murray Visitor Profile from 2024, which assumes that each day tripper to the region would spend \$207 and each overnight visitor would spend \$222/per person, per night. We did not count any estimated regional (within a 25 km radius) attendees spending in these calculations.

#### **Intrastate** estimated total = \$60,696

Intrastate Visitors: 240 people 15% are day trippers = 36 people **36 people x \$207 = \$7452** 70% stay one night = 168 people **168 people x \$222 = \$37,296** 15% stay 2 nights = 36 people **36 people x \$222 x 2 = \$15,984** 

#### Interstate estimated total = \$71,964

Interstate Visitors: 285 people 15% are day trippers: 42 people **42 people x 207 = \$8,694** 70% stay one night = 201 people **201 people x \$222 = \$44,622** 15% stay 2 nights = 42 people **42 people x \$222 x 2 = \$18,648** 

Total Estimated Benefit 2025 = \$132,660

#### 9. KEY WORKING RELATIONSHIPS

#### 9.1. Sponsors

The Good Golly Festival is produced and primarily sponsored by Sarez Pty Ltd, which handles all the organisation, production and management of the event.

The Wentworthshire Council is allowing use of James King Park, and Andy Barnes of the Barrel Mobile Bar will be helping with the outdoor bar, bar staff, bar stock and security team for the event.

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#### 9.2. Local/state government

#### Wentworth Shire Council:

We are seeking approval from the Wentworth Shire Council and are eager to work with them on this wonderful event.

#### **Destination Riverina Murray NSW**

Destination Riverina Murray NSW is the peak industry body for tourism in the area.

The DRM Destination Management Plan for 2022-2030 has a Focus on World Class Events and Facilitating Growth, including in cross border regions, as two of their five strategic objectives. The Good Golly Festival will bring in renowned art and entertainment, support the local economy, increase visitation, and foster cross border partnerships for this and future events.

#### 9.3. Event Committee

Andrew Sarakinis, Sarez Pty LTD Caitlyn Larsson, Event Coordinator Andy Barnes, Bar Manager Andrew May, Event Entertainment Production

#### Event Staff

Bar Staff: 25-28 Entrance Staff: 3 Security Staff: 15-18 First Aid Staff: 2 Cleaning Staff: 3

#### **Other Stakeholders**

Mildura Party Hire: Stage Tent, VIP tent and outdoor furniture GAF Hire: Hired security fencing for the event Coates: Hired generators and lighting towers for the event Mildura Security: 18-20 security personnel for the event Mildura Truck Hire: Hire of 20 outdoor toilets Fossey's Distillery: creating custom cocktails at the VIP tent Five local Food Trucks: serving food for the event CDC Victoria: providing bus transport for the event Photographer: will take photos at the events Videographer: will capture drone footage and on the ground captures

#### 10. FINANCIAL MANAGEMENT

#### 10.1 Cash Flow Budget – 2025

Please see attached.

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## 11. **PROJECT PLAN**

1	TASK	Mar 2025	Apr 2025	May 2025	June 2025	July 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
2	Festival Meetings									
3	Grant Applications									
4	Business Plan									
5	Marketing Plan									
6	<b>Contacting Vendors</b>									
7	Booking Talent									
8	Book hotels/accom									
9	Book busses									
10	Website									
11	Marketing									
12	Early Bird Tickets									
13	2nd Release Tickets									
14	<b>3rd Release Tickets</b>									
15	VIP Tickets									
16	Door Tickets									
17	Confirm Talent									
18	Confirm temp staff									
19	Confirm food trucks									
20	Close online sales									
21	Set up events									
22	Post Event Survey									

## 12. APPENDICES

## 12.1.Risk Management Plan

## **Event Management and Personnel Structure**

## **Level 1 Contacts**

Andrew Sarakini
bile: 0419 834 6

## Level 2 Contacts

Name: Andy Barnes Mobile: 0439 911 859 SECURITY OFFICER

Name: Brett Eckerman Mobile: 0418 813 180

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## **Level 3 Contact**



## **Risk Management Procedures**

#### The following procedures are recommended in the event of:

- Accident/injury/Incident
- > Spectator conflict/confrontation
- Fire: Evacuation procedure (including any other emergency requiring evacuation)
- Storm/Lightning: Cancellation due to safety/risk.
- > Terrorist Threat or Act

#### <u>Control</u>

Persons responsible for maintaining order, safety and well being is the responsibility of Caitlyn Larsson, Andrew Sarakinis and supported by NSW Police if required.

#### **Communications**

All personnel will communicate verbally, through mobile phone.

#### **Medical/First Aid**

Medical procedures shall be in accordance with initial first aid and supported by NSW or VIC Ambulance.

#### **Security**

Security of the event is the responsibility of hired security firm and Andrew Sarakinis and supported by NSW and VIC Police and other emergency services.

#### **Evacuation**

If an evacuation is required due to what ever risk there is deemed to the public, such risk shall be assessed by Caitlyn Larsson and evacuation procedures if required will be initiated by Andrew Sarakinis. Consultation with **L3** and SA police and emergency services can be called on for support.

## **EVENT RISK MANAGEMENT PLAN**

- 1. <u>Emergency Services</u> Local Police, NSW or VIC Ambulance. MFS, SES.
- Designated Safety Officer Caitlyn Larsson is the nominated as Safety Officer during the event. This person must be easily identifiable, contactable and made known to all necessary parties. This person shall oversee all parts of the setting up and activities of the day.
- 3. <u>Fire Hazards</u> Any cooking/heat sources must have appropriate fire fighting equipment on hand and easily accessible. Operators must be trained in its effective use.
- 4. <u>Electrical Hazards</u> If electricity is used, all equipment connected into a Council supplied power source must be tested and tagged prior to use. All connections must not pose a hazard. Electrical connections and be appropriately covered and located (protected from wet weather). All electrical work undertaken must be by a competent person.
- 5. <u>**Tripping Hazards**</u> To minimise tripping hazards all electrical cords & structures are easily identifiable and any ground level electrical cords are secured with preference to overhead cabling. Prior to commencement the area must be checked for potential trip hazards.
- 6. <u>**Crowd Control**</u> Organisers must be responsible for adequate crowd control. Police to be contacted by Level 1 or 2 personnel if need arises.
- 7. **Banners/Promotional** Ensure that before any stakes/poles are driven into ground that any sprinkler heads/pipes are identified.
- 8. <u>Inclement Weather</u> In the event of inclement weather posing a threat to the safety and reasonable conducting of the scheduled activities, the event Safety Officer in consultation with the organising body will make a decision to cease/modify any part of the activity and initiate any agreed contingency plan.

#### **BUSINESS PLAN**

#### **RISK EVALUATION MATRIX**

			Consequence		
	INSIGNIFICANT No treatment required or minor first aid treatment		MODERATE: Medical treatment required, on-site release contained with outside assistance, high financial loss	MAJDR: Extensive injuries, loss of production capabilities, off-site release with no detrimental effects, major financial loss	CATASTROPHIC: D off-site with detrim financia
	Community incident requiring management	Medium term issue with significant or community impact requiring CED intervention	Long term issue with major reputation or community impact requiring CEO intervention	Long term issue with major reputation or community impact requiring intervention by Committee and/or Council	High Impact long-ter reputation or comm requiring Count
	Minor incident, no intervention by regulator, minor community interest	Possible intervention by regulator, some community interest, short term revensible impact	Regulator intervention, local community angst, longer term but reversible impacts	Long term issue with major environmental impact, some possible irrevensible impacts	Serious environmen term wide scale im
	Expenditure / Revenue loss of Less than 1% of General Rates Revenue (less than \$5k)	Expenditure / Revenue loss Between 1% & 3% of General Rates Revenue (between \$5k and \$20k)	Expenditure / Revenue loss Between 3% & 8% of General Rates Revenue (between \$20k and \$50k)	Expenditure / Revenue loss Between 8% & 15% of General Rates Revenue (\$50k and \$100k)	Expenditure / Rev than 15% of Genes (greater th
	Short term minor issues with use of infrastructure	Degradation of infrastructure	Significant degradation of infrastructure	Long term loss of or inability to use/support infrastructure	Long term loss of critical infi
	Impact to service delivery of less than I day	Impact to service delivery of 1 day	Impact to service delivery of 1-3 days	Impact to service delivery of 3-5 days	Impact to service de
Likelihood	Minor threat of third party litigation	Threat of third party litigation	Limited impact third party litigation/dispute	Serious third party litigation/dispute	Major third p
Almost Certain	11 High	16 High	20 Extreme	23 Extreme	2 Extr
Likely	7 Medium	12 High	17 High	21 Extreme	2- Extra
Possible	4 Low	8 Medium	14 High	18 Extreme	Σ bits
Unlikely	2 Low	5 Low	9. Medium	13 High	I' Exbr
Rare	1 Low	3 Low	6 Medium	10 High	1 16

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## **RISKS AND RISK MANAGEMENT**

Event	ldentifie d Risk	Possible Cause	Risk Rating	Controls to be implemented	Residual Risk	Respon sible Person
GOOD GOLLY FESTIVAL 04/10/20 25	Fire from Cooking (BBQ, Food truck etc.)	Electricity/Gas/ Oil	Moderat e / Possible Rating 14	Safety certification, fire extinguisher, fire blanket and mobile phone on site at all times - Identify Evacuation Assembly Area - site inspection and checklist sign off	Minor/ Unlikely Rating 5	Level 1 contact Caitlyn Larsson
GOOD GOLLY FESTIVAL 04/10/20 25	Electrocu tion	Poorly maintained or installed electrical equipment	Catastro phic / Unlikely Rating 19	All leads to be tagged and tested and not exposed to water. Off the ground where possible. - Council to inspect the site before the event - site inspection and checklist sign off	Catastro phic / Rare Rating 15	Level 1 contact Caitlyn Larsson

GOOD GOLLY FESTIVAL 04/10/20 25	Trips and Falls	Electric cords, display's and equipment	Moderat e / Possible Rating 14	Identify and eliminate trip hazards – cover and clearly mark, cover cords (tape down or cover with carpet) and keep walk areas clear at all times - site inspection and checklist sign off	Minor / Unlikely Rating 5	Level 1 contact Caitlyn Larsson
GOOD GOLLY FESTIVAL 04/10/20 25	Food poisonin g	People may contract food poisoning from contaminated food or unhygienic food handling.	Major / Possible Rating 18	Food providers must comply with Australian National Food standards and health regulations. Sight Safe Food Preparation Certificate and record that have seen it - site inspection and checklist sign off	Moderat e / Unlikely Rating 9	Level 2 contact Andrew Sarakini s
GOOD GOLLY FESTIVAL 04/10/20 25	Car or bike accidents	Being hit/struck by a car or cyclist just outside of event area.	High/ Possible Rating 14	<ul> <li>Traffic management on site</li> <li>security at entrance with view of crosswalk</li> <li>Entry point on grass, with fencing on road side</li> </ul>	Minor / Unlikely Rating 5	Level 1 contact Caitlyn Larsson

Event	ldentifie d Risk	Possible Cause	Risk Rating	Controls to be implemented	Residual Risk	Respon sible Person
GOOD GOLLY FESTIVAL 04/10/20 25	Wet weather, boggy grass and damagin g wind	Inclement weather, rain	Moder ate / Possibl e Rating 14	Call off the event The event will be called off in the event of severe storm warning issued by the Bureau of Meteorology on Friday the 3rd of October. Caitlyn Larsson and Andrew Sarakinis will make the decision to call the event off. The public will be notified by morning radio early on Saturday morning the 4th of October, 2025.	No risk	Level 1 contact Caitlyn Larsson
GOOD GOLLY FESTIVAL 04/10/20 25	Erection of temporar y marquee s and structure s collapse	Inadequate structures and/or tie downs	Moder ate / Possibl e Rating 14	Site supervisors to monitor the area and erection of marquees. - site inspection and checklist sign off	Minor / Unlikely Rating 5	Level 1 contact Caitlyn Larsson
GOOD GOLLY FESTIVAL 04/10/20 25	Emergen Cy Assembly Point	Serious incident -People unaware of location	Moder ate / possibl e Rating 14	Emergency Assembly Point – signs clearly marking area	Minor / unlikely / Rating 5	Level 1 contact Caitlyn Larsson

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GOOD GOLLY FESTIVAL 04/10/20 25	Altercatio n with intoxicat ed patrons	Patron served too much, become intoxicated and unruly.	High/ Likely Rating 12	<ul> <li>18-20 security guards on site</li> <li>Water and non alcoholic drinks available</li> <li>All bar staff, security and</li> </ul>	Minor/ Unlikely Rating 5	Level 1 contact Caitlyn Larsson
				security and management RSA		
				trained - Fully fencing in site		

## 12.2. Event Site Plan

## **Event Site Plan**

EVENT NAME	Good Golly Festival
EVENT ORGANISER	Sarez Pty Ltd
EVENT DATE / TIME	October 4, 2025 12-8pm
EVENT LOCATION	Gol Gol Hotel

A site plan is a map of the event and is essential for event planning and management. The site plan must be easy to interpret and can be distributed to key stakeholders for setting up the event. It is also an invaluable tool in an emergency. **The list below is a guide and event organisers will need to add their own specific points if required.** 

## SITE PLAN CHECKLIST

Criteria	Notes	Yes	No
Assembly areas	Grassy area outside fence toward road	Х	
Availability of power	Confirm exact number of power points	Х	
Availability of water	Confirm businesses allowing use	Х	
Covid station	If this is still valid, it will be put in with first aid		Х
Directional signage location	For entrance, bathrooms, water stations	Х	
Disabled access	Entire area has disability access, labeled ramps	Х	
Drinking water	3 labeled stations through out event	Х	
Emergency access routes	Sturt Highway, side of Gol Gol Hotel	Х	
Entrances and exits	Labeled/Signed clearly	Х	
			-

Evacuation Points	Event entrance, bar/bathroom access and stage entrance - all to assembly point	Х	
Event administration area	Entrance to Event	Х	
Fencing	Surrounding the entire event, and within for lines	Х	
Fire extinguishers	Inside Gol Gol Hotel	Х	
First aid	At the first aid tent, entrance, and bar	Х	
Food vendor / stalls	Along inside edge of fencing	Х	
Information booths			Х
Licenced liquor consumption	Within barrier fencing	Х	
Lighting	Hired flood lights come on when sun sets	Х	
Overhead services			Х
Parking areas	Gol Gol parking for event staff, parking down the road for attendees	Х	
Pedestrians routes	Clearly signed, fencing used for lines	Х	
Performance / entertainment	Stage set up	Х	
Proximity to public transport	Busses unload in Gol Gol parking lot	Х	
Registration area			Х
Restricted area/s	Entertainment area, bar/food area, VIP	Х	
Road Closures			Х
Rubbish bins	Council Provided	Х	
Seating / shade	Hired	Х	
Staff / volunteer area	First Aid Tent, behind bar and stage	Х	
Stages / marquees	Stage with marquee, VIP shade tent, trees	Х	
Telephone access	Mobile and Wifi on site	Х	
Terrain, trees, bodies of water	River outside of fence area, trees within, security	Х	
Toilets	Placed along tennis courts	Х	
Underground services			Х
Vehicle access routes	Parking lot of Gol Gol Hotel	Х	

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#### 12.3. Previous Event Evaluations

Event Evaluation from Riverland Food and Wine Festival, 2025

#### Riverland Food and Wine Festival March 8, 2025 12-8pm Event Evaluation

#### Event Success: What was the aim of the event?

The aim was to revamp the old Riverland Food and Wine Festival, which was last held in 2019. We wanted to activate the Berri Riverfront, bring in more visitors to the region, and celebrate the Riverland's amazing food, wine and entertainment offerings.

#### How did you measure the success of the event?

- 1. Ticket Sales: 1200
  - 1. Selling out the first year was a major success. We sold 1155 tickets online and the rest at the gate and in comps. While the gate counter showed that there was only ever around 1000 people on site at once, everyone who bought a ticket checked in with the QR code, so that is quite the turnout.

#### 2. Intra and Interstate Visitors

1. We had 328 intrastate visits (over 25km away) and 54 interstate visitors. That is 27.3% and 4.5% of the total attendees. We hope to increase these numbers in the coming years with some targeted marketing and accommodation packages.

#### 3. Beverage Sales

1. Although beverage sales were lower than hoped due to issues with the heat and bar, we still made \$36,763 overall from beverage sales. We spent about \$12,000 on stock, so that's a net profit of \$24,763, without factoring in other materials and bar staff.

#### 4. Demographic of Attendees

1. We were aiming for the 30-40 age range, but were pleasantly surprised with 29.2% in the 18-24 age range, 36% in the 25-34 range, 15.7% in the 35-44 range, 10% in the 45-54 range, 7.6% in the 55-64 range and 1.5% 65+. We plan to include more events next year that target families and the older age ranges.

#### 5. Social Media Engagement

1. EventBrite showed that we had over 9000 views and a 13.3% conversion rate. 97% of that traffic was from Facebook and Instagram ads, some paid. We hope to increase this conversion rate to 16% for next year.

#### 6. Local Partnerships, Sponsorships and Vendors

1. Every single aspect of this event was local. We had 10 local sponsors and worked with over 15 local vendors. This number is already set to increase for next year.

#### 7. Feedback

1. Both verbal and written feedback has been very positive and helpful. The main things we need to fix/work on for next year:

#### 1. Main Bar

- 1. Split into multiple bars
- 2. Add extra bar staff, even in the early hours of day festival
- 3. Insulate the keg lines
- 4. Have 2 taps for each keg
- 5. Different cup solution
- 6. Cans for some of the 23rd and Woolshed products
- 2. Shade
  - 1. Increase amount available

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- 2. Rejig the site map to allow for later afternoon (after 4pm) coverage
- 3. SA Water Quench Bench
  - 1. Ask for 2 or one of the running fountains
  - 2. Park them both in perpetual shade
  - 3. Test 2 hours before first event

#### Highlights: What worked well?

- 1. Our bump in and bump out was quick, efficient and within the timeframe needed
- 2. Tickets in tiered stages and online marketing helped us to sell out.
- 3. Security and format of the event meant no incidences.
- 4. The liquor board was ecstatic with our paperwork and event.
- 5. We had enough alcohol (too much).
- 6. We had enough toilets and they were pristine, thanks to our cleaner and kind patrons.
- 7. The production was great and the DJ's and McKenzie sounded wonderful and really got the crowd dancing.
- 8. VIP was over the moon with their area and their service.
- 9. We had enough rubbish and recycling bins and skips in the back.

#### Challenges: Experience any before or at the event?

- 1. The SA Water Quench bench was not installed where we asked and then not attached properly, so the free filtered drinking water was hot for the first 1.5 hours of the event.
- 2. The bar was understaffed at the start of the event and the taps had ongoing issues, leading to hot or no beer. The line at the bar got to 30+ minutes at one point, and many people left to go to the nearby pub for AC and drinks, where they still had to wait 30 minutes, but at least it was in AC.
- 3. The tastings needed to be better watched, as some vendors were pouring too much or not marking the tasting cards. We plan to reform this for next year.
- 4. We didn't sell very much of any particular wineries product. Not many people wanted to drink wine on such a hot day, especially reds.
- 5. Our original idea for bus transport fell flat when the bus company offered cheaper rates directly to the patrons than thru us.

#### How did you manage to overcome these challenges?

- 1. We brought SA Water back out, they hooked up a cooling coil in an esky, and we added 10kg bags of ice to it every hour to keep the water cooler.
- 2. All management jumped in to help on the bar, we called in reinforcements earlier, we covered the bar lines with shade, and promoted the many other drinks on our menu besides beer. We managed to deal with the long lines within 1-1.5 hours, but definitely lost a lot of bar sales during that time, and then had to wait for people to come back from the pub. Big blow.
- 3. Management did walk bys and check ins every half hour, to keep people on track. We also delivered ice and other needs to the tasting tents to keep them stocked and serving.
- 4. We couldn't do much about this, but we did offer tastings to the VIPs of some of the lower selling wines and managed to get a few people to fall in love with some of the higher priced, lesser known wineries.
- 5. We ended up cancelling our bus add ons and getting the local taxi service to be on call at the end of the event. We also had three afterparties within walking distance of the event site, so many people didn't need transport immediately.

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## Did you receive any feedback?

## Attendees

- 1. Great event, so happy it's back, wonderful day out, amazing entertainment, gorgeous location.
- 2. Not enough shade (38 degree day).
- 3. Free water was warm for part of the day.
- 4. Request own water station at VIP.
- 5. Why can't we have bottles of wine?
- 6. Riverland Runs Free Video and TV on and next to stage were very cool.

#### Vendors

- 1. Awesome location.
- 2. Great Set up.
- 3. Bump in and out were seamless.
- 4. Tastings too long, 2 hours instead of 3.
- 5. Great attendance, and wide mix of demographics and from varied locations.
- 6. Great way to introduce our new wines. Had visitors at our cellar door the next day from the festival.
- 7. We didn't sell much product.
- 8. More tasting tents with more people serving, more wineries involved.
- 9. Tasting cards great idea, but maybe make it part of the wristband? Some people had more than one card.
- 10. Great vibes, good time.
- 11. You need more bar staff.
- 12. People lost their cup frequently.
- 13. Food trucks were busy and sold plenty to make profit. Three was the right amount for 1200 people.

Til Next Year,

Caitlyn Larsson Event Coordinator, Riverland Food and Wine Festival

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Event Evaluation for Sounds in the Quarry 2024 (by Sarez Pty LTD)

SOUNDS IN THE QUARRY - OVERLAND CORNER MUSIC FESTIVAL 2024

# **Event Summary**

## Overview

Sounds in the Quarry - Overland Corner Music Festival. 24 artists - 2 stage. Saturday November 9th 2024. Historical Overland Corner Hotel, South Australia.

## Key Findings

- 1150 tickets sold, increased attendees from across South Australia and interstate compared to 2023
- Ticket sales were up from the 2023 event, making it a success.
- Live music festival helped boost tourism and supported local businesses / suppliers. These included staging/lighting/sound technicians, security, fencing, toileting, bus companies, accommodation in nearby towns, musicians/djs, local bar staff, local food and beverage products, local first aid company, local ballistics company.
- Demographic data collected via sticky ticket website, managed by event coordinator Andrew Sarakinis.
- Age range 18-60. Target audience was successfully met.
- Bar and food sales were managed by the venue owners.
- Camping facilities were well utilized. Number of campers were up from 2023.

## Highlights and what worked well

- Advertising and promotions through social media and local radio station helped to reach the target ticket sales.
- The local artists and headline acts were well received.
- Bigger stage and lighting production in 2024 with the inclusion of visual screens to create a festival atmosphere on the quarry main stage.
- Headline dj act was added to the garden stage and was well received by patrons.
- Increased food vendors to increase the variety of food on offer for patrons and to accommodate larger crowd size
- The event time frame of 3pm-11pm and the 2 stage layout was a success.
- Venue owners managing the bar and food with the event coordinator overseeing the whole festival worked really well.

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- The inclusion of fireworks in the quarry main stage arena was a festival highlight.
- The addition of extra toilets, bars and bar staff added to the overall festival experience reducing line ups and wait times.
- Increased security fencing around the perimeter of the event to improve crowd control.
- Crowd was very well mannered. Security reported no incidents and were positive about the event.
- Local council were very supportive of the event and will continue to support in 2025.

## Learnings

- Requirement for improved wifi to run POS terminals.
- Consider council support for transport to and from the event.
- Source a bigger headline act to grow interest in the event.

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# Event evaluation from Sounds in the Quarry 2023 (by Sarez Pty LTD)

# Sound in the Quarry- Overland Corner Musical Festival- Event Evaluation

#### Event Success: What was the aim of the event?

To bring back live music and entertainment to the Riverland. Utilising an historic venue and surrounding quarry, we created a festival event for local people from 18+. By providing entertainment locally, we helped support profits for the venue and local businesses.

#### How did you measure the success of the event?

Ticket sales, social media interest, demographic and age of attendees- ticket sales reached capacity with 900 sales. Further interested was expressed however due to licencing capacity people were unable to get tickets. The event was well supported by local people and neighbouring regions across the state and interstate. It attracted people between the ages of 18-60. Demographic data was collected via ticket sales through Sticky Tickets, which was managed by Event Coordinator Andrew Sarakinis. This data confirmed target audience was met. Success was also measured through bar and food cales. These profits were managed by the venue. Most alcohol/beverage stock cold out. The camping facilities offered by the venue were also a success and well utilised. Numbers were managed by the venue.

The event utilised local suppliers, including staging/lighting/sound technicians, security, fencing, toileting, bus companies, accommodation in nearby towns, musicians/djs, local bar staff, local food and beverage products.

#### Highlights: What worked well?

Reach of social media advertising/promotion was successful in translating to ticket sales.

Format of the event-2 stages of music to cater for all ages, food and alcohol sales, event time running from 2pm-11pm, utilising a 160 year old quarry as a festival setting for the main stage, running of transport through local bus agencies, utilising local businesses as outlined above.

Crowd engaged and well mannered. Security reported was very positive with no incidents.

The event was well coordinated with the use of an Event Coordinator who had oversight of the whole festival.

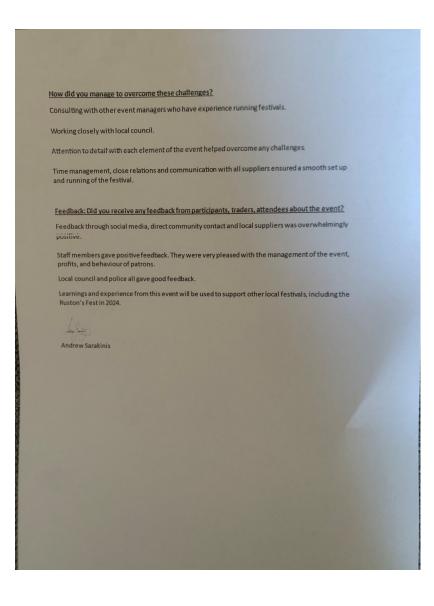
The use of local artists and DJs was very well received.

## Challenges: Did you experience any challenges at the event?

Workload to set up the event and coordinating all the elements of the festival.

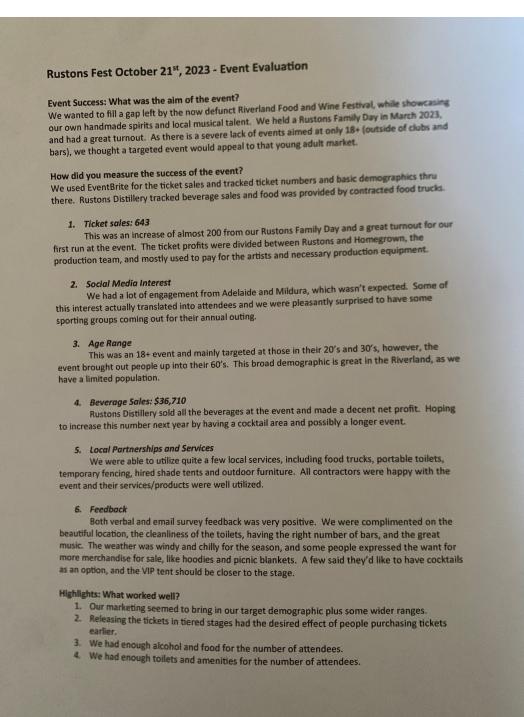
Prediction of food and beverage stocks.

Transport to remote location.



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#### Rustons Fest (smaller similar festival) Event Eval, 2023



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- 5. The music got people up on their feet, and after the last set, people were still ready to
  - dance.
- 6. Our on going taxi option kept everyone with a safe way home. Security reported that everyone was well mannered, there were no incidents.

## Challenges: Did you experience any challenges at the event?

- 1. The weather was the biggest challenge. It was overcast and windy and people were leaving before the main act due to cold.
- 2. The taxi service was great, but meant people could leave anytime. Looking into bus options for next year so there are set times and we can predict influx and exodus a bit better.
- 3. We needed more rubbish bins and recycling containers. Two staff were on just to keep the site clean and they were hustling to keep the cans from overflowing.
- 4. There wasn't enough food being bought to make both food trucks decent profit. People were there to drink and dance, but not interested in food, or at least not the food on offer.

#### How did you manage to overcome these challenges?

- 1. We opened up our indoor space and turned the music up a bit. Offered coffee and hot chocolate in paper cups from the bar. We have already begun planning for more merch options, a rain date, and the option to move the party inside or under full cover for next year.
- 2. The taxi service was ongoing, so there was nothing to be done. However, next year, we will utilize busses and people can ring for their own taxis, if needed.
- 3. One of the managers jumped on cleaning duty to help the staff. We were able to find some gardening bins, empty them and put them out for more options. Next year, we will buy or hire more rubbish options.
- 4. The food trucks were luckily happy to be able to see the music acts and still make enough to cover costs. We will only bring in one next year, while offering food from our own kitchen.

#### Did you receive any feedback?

The attendees were very expressive about how nice it was to have a food and spirits festival in the Riverland. They wanted a larger variety of food and drinks. They asked for jumpers and picnic blankets as merchandise options. They asked for more events like this.

Our food trucks asked for more people or less food trucks, to make their profit margins better. Our staff asked for more rubbish bins or another cleaner to distribute the workload more evenly.

The local council said it was great to see something trying to take the place of the food and wine festival. They were supportive and excited for next year's event.

Sheree Chappel

General Manager, Rustons Distillery

Sucherper

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## TITLE PAGE



Event Name:	Good Golly Festival
Event Date:	October 4, 2025
Event Address:	James King Park, Gol Gol, NSW
Event website URL:	www.sarez.com.au
Organisation running the event:	Sarez Pty Ltd
ABN:	50 682 576 892
Contact person:	Andrew Sarakinis
Postal Address:	33 Laffer Street, Barmera, SA 5343
Telephone number:	0419 834 686
Email address:	andrew@sarez.com.au
Date of Marketing Plan:	03.04.2025

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#### **Key Contacts**

Name	Role	Phone	Email
Andrew Sarakinis	Owner	0419 834 686	andrew@sarez.com.au
Caitlyn Larsson	Event Coordinator	0426 273 268	fittoflyproductions@gmail.com
Andy Barnes	Bar Manager	0439 911 859	<u>thebarrelmobilebar@outlook.co</u> <u>m</u>
Andrew May	Production Manager	0407 608 510	maysie 884@hotmail.com

#### **Owned Digital Platforms**

	Digital Platform	Social/Website Link
Website		www.sarez.com.au
Instagram		@sarez
Facebook		https://www.facebook.com/djsarez/
Facebook		https://www.facebook.com/people/ Good-Golly-Festival/61575138530429/
EventBrite		https://www.eventbrite.com.au/o/ sarez-104728889181
Tiktok		@sarez.au
Snapchat		@as0007

## 1. SCOPE OF THE EVENT

The Good Golly Festival is a day of gorgeous art, good food, great drinks, and groovy tunes, set along the incomparable Murray River on the grounds of the stunning James King Park. This all ages festival showcases regional artists from the Wentworth Shire Council, as well as some performing artists from greater Sunraysia. It also boasts a local gin distillery, local food trucks, both local and nationally renowned entertainment, and for this inaugural event, will be capped at 1800 attendees to ensure a safe and secure atmosphere.

The event will take over the grassy lawns of James King Park on October 4th, 2025 from 12-8pm. There will be a large shaded main stage, five local food vendors, a large central outdoor bar, a shaded VIP tent, and scattered lawn furniture amongst the shady trees. The entire event will be surrounded by barrier fencing with portable

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toilets and chilled, distilled drinking water available free of charge for all. Roundtrip bus service from Mildura or Wentworth is available as an add on with ticket purchase, and parking will be available within walking distance of the event.

We are working with Bmeet, West Darling Arts, Listo Trapeze, and some of the Wentworth Shire Primary schools to bring Aboriginal and local artists to the event. Artists will be lined up along the inside perimeter, showcasing their work, for sale to the public. Artists whose skill allows will be commissioned to create their art live, then have the option to keep the piece or sell it on. Interested artists will be paid to run a workshop during the event, free to the attendees, teaching their skill. Listo Trapeze will offer juggling and ground skills workshops and will perform different circus disciplines at intervals throughout the event.

Entertainment is another major factor of this event. The NSW Contemporary Music Strategy 2024 showed that 40% of Australian artists featured in Triple J's Hottest 100 were from NSW. We plan to capitalise on that by sourcing regional NSW artists and DJ's for the first part of the festival, and are seeking funding to bring in a nationally known closing act such as Jack River or Ruby Fields. We are also prioritising First Nations Music and working with Bmeet to source Aboriginal musicians and storytellers. In addition to the food and beverage vendors, local staff and businesses will be utilised to assist with general labour of the event, entertainment, cleaning, fencing, marquees, furniture, accommodation and transport. This will ensure money from the event goes back into the local community and its people.

The event is primarily targeting younger Generation X families with school age children, with the secondary target market covering festival lovers ages 18-45 who are willing to travel. While this is the first year, there is a demonstrated desire for events like this in the region, and with council support, we expect to draw at least 1500 attendees.

The event will be managed by Sarez Pty Ltd working in collaboration with Andy Barnes, Owner of the Barrel Mobile Bar, who will manage the outdoor bar, liquor license and security. Andrew Sarakinis, the CEO of Sarez Pty Ltd, and Caitlyn Larsson, it's Event Coordinator, will over see all other staff, vendors and contractors.

The Good Golly Festival marketing strategy has been designed by Andrew Sarakinis and Caitlyn Larsson. Tickets will be available on EventBrite, allowing us to track attendees demographics and also offer local tourism packages to encourage longer stays. The event will be marketed on all our social media platforms, thru radio and tv campaigns, in the local paper, and via some targeted email marketing to demographics that attended our previous events. We will also appeal to the local council to market in their region, as well as utilise a few NSW and VIC based influencers to help spread the word to a more diverse following.

## 2. KEY LEARNINGS

We use Eventbrite to track how attendees hear about our events. As has often been found in country towns, for our previous events, 40% of our ticket buyers heard thru word of mouth. The surprising info comes from our social media marketing, where 47.8% of our attendees heard about us through Facebook. The remaining

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percentages were 5.7% from Instagram, 5.1% from banners/posters, and a tiny 1.4% from Snapchat.

While we did have previous events up on the ATDW and local council websites, it seems everyone heard from a different source. With this is mind, we will stick to our tried and true marketing campaign, with some tweaks to draw in more intra and interstate visitors.

EventBrite has also been very helpful in turning clicks into sales. For an event with 1200 people limit earlier this year, we had over 9000 views on their ticketing site, and sold 1200 tickets. We are working with them to utilise more of their settings and options to increase that percentage.

## 3. KEY MESSAGES

#### 3.1. Overarching

- 1. Good Golly Festival is coming to Gol Gol mark your calendars.
- 2. Set an alarm Early Bird Tickets on sale July 1st, 2025.
- 3. Only 60 days til Good Golly it's go time click here!
- 4. Second Release on sale, snag them fast, we sold out last year!
- 5. VIP tix limited to 150 don't miss out on the VIP cocktail garden.
- 6. 3rd and last release on sale, only "x" tix left grab yours!

#### 3.2. Why should they believe it?

- 1. We have delivered sold out, incident free events from 2022 present.
- 2. We have invested local vendors and sponsors.
- 3. We have an incredible line up of music talent pending.

#### 3.3. What should they do as a result?

- 1. Mark your calendars
- 2. Set an alarm to buy tickets on July 1st
- 3. Click this link to get tickets
- 4. Snag a ticket now, before they sell out
- 5. Get a VIP to have access to specialty cocktails
- 6. Grab a ticket now, before they sell out

#### 3.4. Where can you purchase tickets?

1. Buy your tickets on EventBrite - link coming in June.

#### 4. MARKETING OBJECTIVES

#### 4.1. What are the key marketing objectives? How will they be measured?

- 1. Attendance
  - 1. We are aiming for a minimum attendance of 1500 people, maximum 1800.
    - 1. 400 Early Bird Tickets, announce July 1st, promote to sell out by July 15th.
    - 2. 500 2nd Release Tickets, announce July 15th, promote to sell out by August 30th.
    - 3. 150 VIP Tickets, announce June 30th, upgrade available online, promote free food and complimentary drink, access to cocktail garden
    - 4. 500 3rd Release Tickets, announce when 2nd release sells out (target date July 30th)
    - 5. 150 tickets will be reserved for discounted\_
    - 6. Save 100 tickets for comps, prizes/giveaways with radio/tv/ socials, and press
- 2. Social Media Engagement
  - 1. Engagement = higher ticket sales. We want to sell a min of 1500 tickets to the festival. We will use targeted ads and calls to action in an effort to increase our engagement.
  - 2. Increase our conversion percentage on Eventbrite from 13.3% to 16% with the below strategies.
    - 1. Calls to action on every post.
    - 2. Improve SEO strategy with Eventbrite's help.
    - 3. Generate leads by targeting the age group/interests associated with each event. Day festivals tend to be most popular among ages 18-45, and Facebook has been our most utilised social media platform, so targeted ads for that age group with an interest in festivals, music and alcohol should generate some leads. We will especially target younger Gen X families with school aged children, as they seem to be a key demographic for tourism in the region.
    - 4. Encourage engagement and tagging with ticket giveaway competitions. One for 2nd Release and one for 3rd Release Tickets.
    - 5. Utilise targeted marketing on all platforms, including Eventbrite, to reach our key demographic.
    - 6. Partner with sponsors, vendors, councils and local groups to diversify marketing outreach and offer cross contamination. Run campaigns and giveaways thru vendor and sponsor socials to reach different clientele.
    - 7. Use funnels to direct potential customers to ticket buying platform. Utilise calls to action and last chance buttons to increase urgency and push immediate sale.
    - 8. Offer a "right now only" 10% discount for any customer that tries to exit their cart/order without finishing/paying.
- 3. Push Intra and Interstate Visitors
  - 1. Aim for 25-30% Intrastate visitors

- 2. Aim for 10+% Interstate visitors
  - 1. Direct email marketing to festival/active clubs in NSW, VIC, and SA
  - 2. Targeted social media ads with calls to action
  - 3. Offering bus package add ons from Wentworth and Mildura
  - 4. Offering add on discounted accomodation packages at hotels in the area
  - 5. Partnering with local retailers to offer discounts to any ticket holders
  - 6. Working with VIC councils across the border to assist in marketing and possibly subsidising bus options
  - 7. Utilise radio and tv in targeted locations/postcodes to attract visitors from further away.
    - 1. Mildura is the obvious choice for a focus on intrastate visitors, being right across the river with a decent sized population that is crying out for more entertainment options.
    - 2. Broken Hill is a 3 hour drive, has very limited entertainment options, has our target audience, and is a great place to focus some marketing campaigns for intrastate visitors.
    - 3. The Riverland is less than a 2 hour drive, is full of our targets audience, and also has limited event offerings.
- 4. Customer Attraction and Retention
  - 1. Pull at least 35% of our current event attendees It costs 5x more to attract new customers. This will also help with drawing interstate visitors, as the majority of our events have taken place in SA.
    - 1. Utilise Eventbrite targeted email marketing to offer first access to Early Bird or VIP tickets.
    - 2. Follow up emails with discounts for bring a friend.
    - 3. Early emails with info on the festival, entertainment, menu offerings, and accomodation packages.
  - 2. Attract new customers, primarily 25-30% interstate and 10+% intrastate.
    - 1. Use strategies from #3 above: Push Intra and Interstate visitors.
- 5. Increase Website Traffic
  - 1. Our new website is currently under construction and will be live at <u>www.sarez.com.au</u> in June 2025.
  - 2. We will use our social media posts to funnel traffic to our website, which will have more detailed info, pictures and videos of the both previous events and the upcoming festival.

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### 4.2. Communication Needs to Successfully Deliver on Key Objectives

- 1. Attendance
  - 1. A minimum attendance of 1500 people, maximum 1800.
    - 1. Tracked thru EventBrite Sales, gate entry scan and security counter at the gate.
- 2. Social Media Engagement
  - 1. Increase our conversion percentage on EventBrite from 13.3% to 16%.
    - 1. Tracking on EventBrite thru visits, purchases,
    - attempts to click away and funnel use.
- 3. Push Intra and Interstate Visitors
  - 1. Aim for 25-30% Intrastate visitors
  - 2. Aim for 10+% Interstate visitors
    - 1. Using EventBrite postcode collection, we have our intra and interstate visitation numbers from previous events.
    - 2. We will utilise previous data and the EventBrite platform to track our incoming numbers.
- 4. Customer Attraction and Retention
  - 1. Pull at least 40% of current attendees It costs 5x more to attract new customers.
    - 1. Track thru EventBrite.
  - Attract new customers, primarily 25-30% interstate and 10+ % intrastate.
    - 1. Track thru EventBrite.

### 5. TARGET AUDIENCE

### 5.1. Primary

- 1. Regional and country NSW and VIC
- 2. Young Gen X families with school aged children
- 3. 50/50 mix of female/male
- 4. Expendable income
- 5. Music lovers
- 6. Foodies
- 7. Festival Goers
- 8. Live for the weekend and all ages activities

### 5.2. Secondary

- 1. Mildura, Riverland, Adelaide, greater SA, NSW and VIC
- 2. Travellers
- 3. Aged 18-45
- 4. Music Lovers
- 5. Event Goers
- 6. Adventure Lovers
- 7. 50/50 mix of female/male

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### 5.3. Key Stakeholders

1. Equity and Access

- 1. We use a variety of social media platforms to make sure we are reaching a larger audience.
- 2. Our posts are colourful and eye catching, with simple large font to make it easy to read and understand.
- 3. We often do videos with sound or speaking to explain the event, so that sight is not required.
- 4. Our data shows that the majority of our attendees heard about us and communicated thru Facebook. We focus a large portion of our marketing there.
- 5. We also have direct emailing thru EventBrite for all of our previous attendees, not only for this festival, but for other events we have hosted.
- 2. Audience Data for Target Marketing Purposes
  - 1. Our data from our last big event a 2025 daytime festival off EventBrite showed:
    - 1. Of 1200 attendees:
      - 1. 68.2% were regional (from within 25km radius)
      - 2.27.3% were intrastate
      - 3.4.5% were interstate
    - 2. We had 27 attendees from VIC, 19 from NSW, 4 from QLD,
      - 1 from WA and 6 unknown.
    - 3. In terms of age:
      - 1.29.2% were age 18-24
      - 2.36% were age 25-34
      - 3. 15.7% were age 35-44
      - 4. 10% were age 45-54
      - 5.7.6% were age 55-64
      - 6. 1.5% were age 65+
    - 4. In terms of how our attendees heard about us:
      - 1.47.8% from Facebook
      - 2.40% from word of mouth
      - 3.5.7% from Instagram
      - 4. 5.1% from banners/posters
      - 5.1.4% from Snapchat
    - 5. In terms of gender:
      - 1.51.3% identified as female
      - 2. 48.2% identified as male
      - 3.0.5% identified as neither
  - 2. We believe that this event will have similar demographics, with the age skewing slightly younger due to Mildura's larger population and the vibe of the event.

### 6. COMMUNICATION TACTICS

### 6.1. Owned Channels

- 1. Direct Marketing via email
  - 1. Thru Eventbrite

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- 1. To previous event attendees
- 2. Emailed to family activity groups/clubs in NSW, VIC and SA
- 3. Focus on:
  - 1. early/special offers
  - 2. Discounts for returning attendees
  - 3. Limited time offers
  - 4. Bring a friend discount
- 2. Printed Collateral
  - 1. Banners
    - 1. Scheduled with local councils to hang in different spots for 2 week periods starting June 2025 thru the event
  - 2. Posters
    - 1. Hung in all participating vendors and sponsor businesses from July 2025.
    - 2. Hung in any local shop that agrees from July 2025.
    - 3. Physically mailed to family activity groups/clubs in NSW, VIC and SA from June 2025.
  - 3. Flyers/Info Letters
    - 1. Dropped in stacks at local community centres from July 2025.
    - 2. Info letter drop with poster dropped to homes and businesses in a 1km radius of the event to inform those nearby from July 2025.
- 3. Social Media Platforms
  - 1. Schedule organic social media posts leading up to the event, highlighting event details and slowly releasing artists and involved vendors
  - 2. Schedule posts with calls to action as tickets begin to go on sale, giveaway competitions begin, and cross promotion happens with sponsors, collaborators and vendors
  - 3. Conduct paid targeted social media campaign targeting our key demographics in NSW, Mildura and regional VIC, the Riverland and greater SA.

### 6.2. Earned Channels

### 1. Sponsorships

- 1. Sarez Pty LTD is the primary sponsor of the Good Golly Festival. All marketing will be created by us and originate from our social platforms and email lists, before sharing and spreading to our sponsors or paid channels.
- 2. Community Engagement
  - 1. The local pubs, clubs, and sporting clubs really help to spread the word by agreeing to post our flyers and chat us up.
- 3. Media/Public Relations
  - 1. We will utilise some of our prior attendees by directly emailing them asking for a review of previous events for our new website and the EventBrite event page.

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- 2. We will ask our entertainment to help promote themselves and us by sharing our posts and tagging us in theirs.
- 3. Word of mouth is paramount in country towns, so we ask our vendors and sponsors to chat up the event to their clientele before ticket launch in July 2025.

### 6.3. Paid Channels

- 1. Social Media Ads
  - 1. Facebook our most profitable source of engagement and conversion. We will spend between \$800-1200 on targeted Facebook marketing from June Oct 2025.
  - 2. Instagram we will spend \$300-500 on targeted Instagram ads from June Oct 2025.
  - 3. EventBrite we will spend \$100-200 on targeted EventBrite ads from June Oct 2025. This reaches an audience that doesn't follow us on our socials and so can generate new leads.
- 2. Radio/TV promotions
  - 1. We are working with a Mildura based media buyer, Bobbie Pappin, to put together the best TV campaign for the region, and will spend \$1200.
  - 2. Hit 99.5 Sunraysia is the most popular radio station in Mildura, which also reaches across the river to Wentworth Council. We will run paid spots, spending \$1200 from July - September 2025, and also look at getting at least one live cross showcasing a local community member talking about the event.
  - 3. We will look into some paid spots on Hill FM 96.5 in Broken Hill, and other radio stations in Wentworth Shire Council, spending \$1200 in July - Aug 2025 to attract more intrastate visitors.
  - 4. Magic 93.1 is the most listened to radio station in the Riverland. We will pay for \$600 of advertising with them from July-Sept 2025.
  - 5. We have a great relationship with Win TV in the Riverland, and may run some sponsored ads in August and September, to reach those not affected by the radio promotion.
- 3. Newspaper/Print Advertising
  - 1. The Sunraysia Daily is Mildura's local paper and we have allocated \$800 for an article to run sometime between late July and August 2025.
  - 2. The Murray Pioneer will often articles on us free of charge, and thus we will not be placing paid ads in the only local Riverland paper.
  - 3. We print banners, posters and flyers to hang and post around the Riverland. We also post posters and flyers to festival/adventure clubs around NSW, VIC and SA.

### 6.4. Further Resources

1. The Good Golly Festival is proudly listed on the Australian Tourism Data Warehouse.

03.04.2025

### 7. EVENT TIMELINE

Milestones	Mar	Apr	Мау	Jun	Jul	Aug	Sep	Oct
Event planning								
REF application								
Wentworth Shire council proposal								
Website testing								
Website up and running								
EDM to select prior attendees for reviews of past event								
Event announcement and teasers								
Set alarm to buy campaign, Planned EDM #1								
Early Bird Ticket Launch Jul 1st								
2nd Release Ticket Launch Jul 15th								
VIP ticket launch Jul 30th, upgrades available								
Banners, posters and flyers printed								
Posters and flyers direct mailed to wine clubs								
Posters and flyers up locally								
Banners up locally								
Paid socials advertising								
Radio advertising, local and further afield								
TV advertising, local								
60 days to go								
1 week to go								

11

03.04.2025

Milestones	Mar	Apr	Мау	Jun	Jul	Aug	Sep	Oct
Post event/campaign evaluation								

### 8. MARKET RESEARCH

- 1. Collected Data from last event in regional SA (at time of ticket purchase) 1. Of 1200 attendees:
  - 1. 68.2% were regional (from within 25km radius)
  - 2.27.3% were intrastate
  - 3. 4.5% were interstate
  - 2. We had 27 attendees from VIC, 19 from NSW, 4 from QLD, 1 from WA and 6 unknown.
  - 3. In terms of age:
    - 1. 29.2% were age 18-24
    - 2.36% were age 25-34
    - 3. 15.7% were age 35-44
    - 4. 10% were age 45-54
    - 5.7.6% were age 55-64
    - 6. 1.5% were age 65+
  - 4. In terms of how our attendees heard about us:
    - 1.47.8% from Facebook
    - 2. 40% from word of mouth
    - 3.5.7% from Instagram
    - 4. 5.1% from banners/posters
    - 5.1.4% from Snapchat
  - 5. In terms of gender:
    - 1.51.3% identified as female
    - 2. 48.2% identified as male
    - 3. 0.5% identified as neither
- 2. EventBrite
  - 1. We had over 9000 visits to our EventBrite ticketing page for our this 2025 event. We sold 1,155 tickets online (before the day of the festival and comps, which brought the total attendees to 1200) and had an 8.06% conversion rate, which is fairly high.
  - 2. 97% of our traffic was generated outside of EventBrite, primarily from our Facebook page and targeted social ads.

### 9. COMPETITORS

Mildura's main strip is our biggest source of competition. They have an inviting row of bars and clubs that beckon to the young adult crowd. Luckily, our event is on during the day, and most of our 18-30 crowd will head across the river to visit the Mildura strip after attending our festival. We plan to work with a few of the bars and clubs to see who might like to offer an official after party.

03.04.2025

A tribute act called "The 60 Four" have a show in Mildura on the same day, but again, it is in the evening, starting at 7:30pm, so shouldn't pose much of an issue.

Mildura and regional VIC also have some music festivals, like the Cullulleraine Music Festival in April and the Mildura Country Music Festival in September. Neither of these festivals offer the genre of music we have lined up and the dates are far enough apart to keep most people interested.

Our event is the only one of it's kind in this rural region. As a daytime, outdoor festival, it is appealing to a wide array of ages and demographics, who have a shared love of food, drink and going to events. Our shady, outdoor setting right along the river is also a major draw, as people can relax on the grass while enjoying a beverage and some music.

### 10. BARRIERS/CRITICAL SUCCESS

- 1. We must have the event and marketing team in place a minimum of 6 months before the event.
- 2. We will need to capture and edit content at least 5 months before the event, so we have time to schedule the social media campaigns, print material and be ready to market by July 2025.
- 3. Our website needs to be up and running at least 5 months prior to the event.
- 4. The event pricing needs to clearly depict and reflect the perceived value of the event.
- 5. We need our entertainment locked in at least 6 months prior to the event, so we can gather appropriate marketing material and announce early, in June 2025, before tickets go on sale.
- 6. We need to confirm the rain/inclement weather dates with the council and vendors/sponsors 5 months in advance, to ensure no issues with supply or workers.

				6000 6	כבטב וואטוואס וווטם טטטט	5025					
				CASH FL	CASH FLOW BUDGET 2025	r 2025					
				May	June	July	August	September	October	P	Total
H	INCOME										
5	NSW- REF Grant				20,000						20,000
m	Total REF Funds			0	20,000	0	0	0		0	20,000
4	Wentworth Shire Council Grant			30,000							30,000
ы	Total Wentworth Shire Council Funds			30,000							30,000
9	EVENT Funds										
~	Ticket sales	T								•	
∞	'Tickets Early Bird - 400	1	\$50			20,000					20,000
б	'Tickets 2nd Release - 500	400	\$60				24,000				24,000
10	'Tickets 3rd Release - 500		\$70					28,000			28,000
11	Tickets VIP - 150		\$110					11,000			11,000
12	'Tickets Discounted - 150		\$50				7,500				7,500
13	Tickets Comps Giveaways - 100		0							0	C
14	'Add on Bus Ticket - 114	114	30						3,420	20	3,420
15	Vendor Fees								1,000	00	1,000
16	Bar Income	800	40						32,000	00	32,000
17	Total Event Income			0	0	20,000	31,500	39,000	36,420	20	126,920
18											
19	TOTAL INCOME	•••••		0	0	20,000	31,500	39,000	36,420	20	176,920
20	mt	mt									
21	EXPENDITURE										
22	Expenses paid by REF Grant										
23	Marketing to drive tourism				350	1,400	1,400	1,200			4,350
24	Brand design and development			1,430	1,430					0	2,860
25	Hire of temporary infrastructure								12,790	06	12,790
26	Total Expenses paid by REF Grant			1,430	1,780	1,400	1,400	1,200	12,790	06	20,000
27	Expenses paid by Wentworth Shire Funds										
28	Rubbish Bins - In Kind								2.	250	250
29	Traffic Management - In Kind								750	50	750
30	Nationally Renowned Band								19,000	00	19,000
31	Production for Band			•••••					10,000	00	10,000
32		÷							30,000	00	30,000
33											

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3     Markenke Consi, pirit and online)     50     50     50     50       3     Kurbike Cons, pirit and online)     1,000     50     50     600       3     Kurbike Cons, pirit and online)     1,000     1,000     2,000     2,000       3     Additional Shafe and furmiture     2,000     1,000     2,000     2,000       4     Hered Ferroline     2,000     1,000     2,000     2,000       4     Hered Ferroline     2,000     1,000     2,000     2,000       4     Hered Ferroline     2,000     2,000     2,000     2,000       4     Hered Ferroline     2,000     2,000     2,000     2,000       5     Shutte fass to parking area     2,000     2,000     2,000     2,000       4     Hered Ferroline     2,000     2,000     2,000     2,000       5     Nutret     2,000     2,000     2,000     2,000       6     Nutret     2,000     2,000     2,000     2,000       7     Nutret     2,000     2,000     2,000     2,000       6     Nutret     2,000     2,000     2,000     2,000       5     Bar Kander     2,000     2,000     2,000     2,000	34	Expenses paid by the Event					i			
Markenie Gross (print and online)         I.200         550         450         550         550           Set Up (Clean Up wages)         Early (Clean Up wages)         Image	35	Variable Costs								
Situ (Marchand)         Additional State and Furniture         Additional State and Garbage DeposityRecycling         Additional State and State and Garbage	36	Marketing Costs (print and online)		1,200	550	450	450	550		3,200
Gait form Shafe and Funiture         m         a <tha< td=""><td>37</td><td>Set Up/Clean Up Wages</td><td></td><td></td><td></td><td></td><td></td><td></td><td>400</td><td>400</td></tha<>	37	Set Up/Clean Up Wages							400	400
Additional Shade and Fumiture         Additional Shade and Fumiture         2000         1.000         2.000 <t< td=""><td>38</td><td>Gate/Entry Staff Wages</td><td></td><td></td><td></td><td></td><td></td><td></td><td>600</td><td>600</td></t<>	38	Gate/Entry Staff Wages							600	600
Hired Forcing Feet ConditationLood1.0002.0002.0002.000Sturing Elsis to parting acreaSturing Elsis to parting acreaEvent Conditation2.0002.0002.000Sturing Elsis to parting acreaBins and Garbage Disposal/RecyclingEvent Conditation2.0002.0002.000Bins and Garbage Disposal/RecyclingEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationInternetInternetEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationInternetInternetEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationMarter LageEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationMarter LageEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationMarter LageEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationMarter ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationHired Sponsor Advect ScreensEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationHired Sponsor Advect ScreensEvent ConditationEvent ConditationEvent ConditationEvent ConditationEvent ConditationHired Sponsor Advect ScreensEvent	39	Additional Shade and Furniture							6,500	6,500
Event Coordinator         Event Coordinator         1,000         1,000         2,000         <	40	Hired Fencing							4,500	4,500
Shutle Bus to parking area         Shutle Bus to parking area           Bins and Garbage Disposi/Recycling         P           Cleaner and Supples         P           Internet         Cleaner and Supples           Internet         P           Vater usage         P           Signs         Liquor License           Bar Stort         P           Additional         P           Hreed Costs         P           Bar Stort         P           Additional         P           Hreed Costs         P           Bar Stort         P           Additional         P           Hreed Costs         P           Bar Stort         P <td>41</td> <td>Event Coordinator</td> <td></td> <td>2,000</td> <td>1,000</td> <td>1,000</td> <td>2,000</td> <td>2,000</td> <td>2,000</td> <td>10,000</td>	41	Event Coordinator		2,000	1,000	1,000	2,000	2,000	2,000	10,000
Bins and Garbage Disposi/Recycling       Bins and Garbage Disposi/Recycling       Internet	42	Shuttle Bus to parking area							2,500	2,500
Cleaner and Supplies.       Cleaner and Supplies.       Cleaner and Supplies.       Improvide to were sand generators.       Improvide to generators.       Improvide to	43	Bins and Garbage Disposal/Recycling							0	0
InternetInternetInternetInternetInternetInternetHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceSgnsUquor LicenseSgnsHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceSgnsSgnsBar Rent and set upHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceHisuanceBar Rent and set upBar KananceHisuance <t< td=""><td>44</td><td>Cleaner and Supplies</td><td></td><td></td><td></td><td></td><td></td><td></td><td>875</td><td>875</td></t<>	44	Cleaner and Supplies							875	875
Insurance Insurance <th< td=""><td>45</td><td>Internet</td><td></td><td></td><td></td><td></td><td></td><td></td><td>600</td><td>600</td></th<>	45	Internet							600	600
Hired lighting towers and generators       Mited lighting towers and generators       Mited lighting towers and generators         Water usage       Sign       Nater usage       Nater usage         Sign       Sign       Sign       Sign       Sign         Bar Tent and set up       Bar Tent and set up       Sign       Sign       Sign         Bar Tent and set up       Bar Tent and set up       Sign       Sign       Sign       Sign         Bar Staff Fees       Bar Staff Fees       Bar Staff Fees       Sign	46	Insurance							1,500	1,500
Water usage       water usage       water usage       water usage       water usage         Signs       Bar Staff Tees       Production       Production       Production         Bar Staff Tees       Par Staff Tees       Production       Production       Production         Bar Staff Tees       Par Staff Tees       Production       Production       Production       Production         Bar Staff Tees       Par Staff Tees       Production       Production </td <td>47</td> <td>Hired lighting towers and generators</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>1,200</td> <td>1,200</td>	47	Hired lighting towers and generators							1,200	1,200
Signs         Signs <th< td=""><td>48</td><td>Water usage</td><td></td><td></td><td></td><td></td><td></td><td></td><td>275</td><td>275</td></th<>	48	Water usage							275	275
Induor License         Induor	49	Signs							600	600
Bar Stock	50	Liquor License							400	400
Bar tent and set up       Bar tent and set up       Bar tent and set up       Bar Manager Fees         Bar Manager Fees       Bar Manager Fees       Bar Manager Fees       Bar Manager Fees         Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Feer (bar manager Fees)       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Feer (bar manager Fees)       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Fee (bar manager Fees)       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees       Bar Kaff Fees         Fred Costs       Math Event       Bar Kaff Fees         Fred Costs       Math Event       Bar Kaff Fees	51	Bar Stock							12,000	12,000
Bar Manager FeesBar Manager FeesBar Manager FeesImager Fees <td>52</td> <td>Bar tent and set up</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>3,000</td> <td>3,000</td>	52	Bar tent and set up							3,000	3,000
Bar Staff Fees       Bar S	53	Bar Manager Fees							4,200	4,200
Fixed Costs	54	Bar Staff Fees							9,200	9,200
Security       Security <t< td=""><td>55</td><td>Fixed Costs</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	55	Fixed Costs								
Additional Artist and performer wages + materials       Additional       Additional         Production Additional       Production Additional       Production Additional         Hired Sponsor Advert Screens       Production Additional       Production Additional         Videographer       Videographer       Protographer       Protographer         Nristbands       Vistbands       1,420       1,420         Contingencies       I       3,200       1,550       1,450       3,970         Total Expenses paid by the Event       M       3,200       1,550       2,450       3,970         Intrast Expenses       Mt       3,200       1,550       2,450       3,970       1         Intrast Expenses       Mt       3,200       1,550       2,450       3,970       1         Intrast Expenses       Mt       3,330       2,850       3,970       1       1         Intrast Expenses       Mt       3,330       2,330       2,750       3,970       1       1         Intrast Expenses       Mt       Intrast Expenses       Intrast Expense       Intrast Expense <t< td=""><td>56</td><td>Security</td><td></td><td></td><td></td><td></td><td></td><td></td><td>10,000</td><td>10,000</td></t<>	56	Security							10,000	10,000
Production Additional         Production Additional           Hired Sponsor Advert Screens         Image: Sponsor Advert Screens           Videographer         Videographer           Videographer         Videographer           Protographer         Image: Sponsor Advert Screens           Vistbands         Image: Sponsor Advert Screens           India Expenses Paid by the Event         Image: Sponsor Advert Screens           India Expenses         Image: Screens           India Expenses         Image: Screens           India Expenses         Image: Screens           India Expenses         Image: Scree	59	Additional Artist and performer wages + materials							10,000	10,000
Hired Sponsor Advert Screens       Hired Sponsor Advert Screens       Hired Sponsor Advert Screens         Videographer       Videographer       1,420         Photographer       1,420       1,420         Wristbands       1,420       1,420         Contingencies       a;200       1,550       1,450       3,970         Total Expenses paid by the Event       mt       3,200       1,550       1,450       3,970         Total Expenses paid by the Event       mt       3,200       1,550       2,450       3,970       1         Total Expenses paid by the Event       mt       3,200       1,550       2,450       3,970       1         Intersection       mt       3,330       2,850       3,850       5,170       1         Intersection       mt       00 Bal (Company Funds)       17,150       27,650       33,830       -1         Int       cash Balance       12,000       7,370       4,040       21,190       82,670       -1	60	Production Additional							10,000	10,000
Videographer         Videographer         I	61	Hired Sponsor Advert Screens							3,000	3,000
Photographer         Photographer         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         1,420         2,970         1,420         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         1,420         2,970         2,970         1,420         2,970         1,420         2,970         2,970         1,420         2,970         2,970         1,410         1,420         2,450         3,3330         1,17150         2,770         2,170         1,410         1,420         2,450         3,3330         1,7150         2,770         2,710         1,410         1,420         2,170         1,410         1,410         1,410         1,410         1,410         1,410         1,410         410,410         1,410         1	62	Videographer							1,100	1,100
Wristbands $1,420$ Contingencies $1,420$ Contingencies $1,420$ Total Expenses paid by the Event $3,200$ $1,550$ $1,450$ $3,970$ Total Expenses paid by the Event       m $3,200$ $1,550$ $1,450$ $3,970$ Total Expenses paid by the Event       m $3,200$ $1,550$ $1,450$ $3,970$ Total Expenses       m $3,330$ $2,850$ $3,970$ $3,970$ M       M $4,630$ $3,330$ $2,7560$ $3,330$ $7,70$ M       M $00$ Bal (Company Funds) $3,330$ $27,650$ $33,830$ $1,70$ M       Cash Balance $12,000$ $7,370$ $4,040$ $21,190$ $48,840$ $82,670$	63	Photographer							1,100	1,100
Contingencies         m         3,200         1,550         1,450         2,450         3,970           Total Expenses paid by the Event         m         3,200         1,550         1,450         2,450         3,970           Total Expenses paid by the Event         m         3,200         1,550         1,450         2,450         3,970           Total Expenses         m         3,330         2,850         3,330         5,170         1           M         -4,630         -3,330         17,150         27,650         33,830         1	64	Wristbands						1,420		1,420
Total Expenses paid by the Event         mt         3,200         1,550         1,450         2,450         3,970           Total Expenses paid by the Event         mt         3,200         1,550         1,450         2,450         3,970           Total Expenses         mt         4,630         3,330         2,850         5,170         1           mt         -4,630         -3,330         17,150         27,650         33,830         1           mt         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830           mt         Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	65								3,000	3,000
Total Expenses paid by the Event         mt         3,200         1,550         1,450         2,450         3,970           Total Expenses         mt         4,630         3,330         2,850         3,970         1           Interpreted         mt         4,630         3,330         2,850         5,170         1           mt         mt         -4,630         -3,330         17,150         27,650         33,830         1           mt         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830         -           fmt         Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	99									
mt         4,630         3,330         2,850         5,170         1           mt         4,630         3,330         2,850         5,170         1           mt         -4,630         -3,330         17,150         27,650         33,830           mt         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830           mt         Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	67	Total Expenses paid by the Event		3,200	1,550	1,450	2,450	3,970	88,550	101,170
Total Expenses         4,630         3,330         2,850         5,170         1           mt         mt         -4,630         -3,330         17,150         27,650         33,830           Cash Surplus / Deficit         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830           mt         Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	68									
mt         -4,630         -3,330         17,150         27,650         33,830           Cash Surplus / Deficit         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830           mt         Op Bal (Company Funds)         4,040         21,190         48,840         82,670	69			4,630	3,330	2,850	3,850	5,170	101,340	151,170
Cash Surplus / Deficit         -4,630         -3,330         17,150         27,650         33,830           mt         Op Bal (Company Funds)         -4,630         -3,330         17,150         27,650         33,830           Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	70	mt								
mt         Op Bal (Company Funds)         A,040         21,190         48,840         82,670	71	Cash Surplus / Deficit			-3,330	17,150	27,650	33,830	-64,920	25,750
Cash Balance         12,000         7,370         4,040         21,190         48,840         82,670	72	mt	Op Bal (	Funds						15%
	73	Cash Balance	12,000		4,040	21,190	48,840	82,670	17,750	37,750

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### 9.4 MONTHLY FINANCE REPORT - MAY 2025

File Number:	RPT/25/302
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Vanessa Lock - Finance Officer
Objective:	4.0 Wentworth is a caring , supportive and inclusive community that is informed and engaged in its future
Strategy:	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery

### Summary

Rates and Charges collections for the month of May 2025 were \$1,362,614.84. After allowing for pensioner subsidies, the total levies collected are now 90.02%. For comparison purposes 91.96% of the levy had been collected at the end of May 2024. Council currently has \$47,093,464.13 in cash and investments.

### **Recommendation**

That Council receives and notes the Monthly Finance Report for May 2025.

### **Detailed Report**

The purpose of this report is to indicate to Council the position in relation to the rate of collections and the balance of cash books.

### Reconciliation and Balance of Funds held as at 31 May 2025

The reconciliation has been carried out between the Cash Book of each fund and the Bank Pass Sheet as at 31 May 2025.

	Comb	ined Bank Account
Cash Balance as at 1 April 2025	\$	2,633,648.38
Add: Receipts for the Period Ending 30 April 2025 Rates, Debtors, Miscellaneous	\$	10,059,355.23
Less: Payments for the Period Ending 30 April 2025 Cash Book entries for this Month	Ś	8,318,182.63
Cash Balance of Operating A/C as at 30 April 2025	\$	4,374,820.98
Trust Fund Balance	\$	1,718,643.15
Total Investments as at 30 April 2025	\$	41,000,000.00
TOTAL FUNDS AVAILABLE	\$	47,093,464.13

### Collection of Rates and Charges

Rates and Charges collections for the month of May 2025 were \$ 1,362,614.84. After allowing for pensioner subsidies, the total levies collected are now 90.02%. A summary of the Rates and Charges situation as at 31 May 2025 is as follows:

<u>Note</u>: For comparison purposes 91.96% of the levy had been collected at the end of May 2024.

LEVIES	RATES & CHARGES	
Balance Outstanding at 30 June 2024 - Rates / Water	673,790.42	
Rates and Charges Levied 22 July 2024	11,066,559.48	\$ 11,740,349.90
+ Additional Water Charges	1,615,830.38	
+ Supplementary Rates and Charges	115,608.77	
+ Additional Charges	108,995.50	
- Credit Adjustments	11,284.88	
- Abandonments	2,624.56	\$ 13,566,875.11
DEDUCTIONS		
- Payments	12,058,860.40	
- Less Refunds of Payments	19,892.23	\$ 12,038,968.17
		\$ 1,527,906.94
- Pensioner Subsidy		
Government Subsidy	95,652.52	
Council Subsidy	78,261.15	\$ 173,913.67
RATES/WATER CHARGES OUTSTANDING 31 MAY 2025		\$ 1,353,993.27

### Rates/Water write offs and adjustments

The following rates or charges have been written off or adjusted under the delegated authority of the General Manager for the month of May 2025.

Account	Date	Amount	Comment
Rates			
502	28/05/2025	850.02	Write off interest accured while in dispute with Council regarding access to property. Ratepayer has now paid overdue amount in full.
1116	27/05/2025	1.25	Write off interest that accrued on rate account incorrectly
568-78	6/05/2025	10.01	Write off interest - did not receive rate account after purchasing property

Council Loans Report

Name	Institution	Purpose	Interest Rate	3	Loan Amount		Amount Outstanding	Due Date
Loan 201	National Australia Bank	Buronga Landfill	4.55% Fixed	\$	920,000.00	\$	-	30/01/2025
Loan 202	ANZ Bank	Civic Centre	3.47% Fixed	\$	850,000.00	\$	483,954.16	21/10/2026
Loan 203	National Australia Bank	Midway Centre	3.586% Fixed	\$	1,900,000.00	\$	1,189,721.09	1/06/2033
Loan 204	Bendigo Bank	Buronga Landfill	5.29% Fixed	\$	1,500,000.00	\$	1,078,462.18	12/05/2037
CFWC310604	T-Corp	Trentham Cliffs Sewer	1.82% Fixed	\$	750,000.00	\$	502,609.37	4/06/2031
CFWC310624	T-Corp	Burong/Gol Gol Stormwater	1.79% Fixed	\$	1,250,000.00	\$	837,840.61	24/06/2031
Loan 205	National Australia Bank	Willowbend Caravan Park	2.2% Fixed	\$	1,500,000.00	5	1,045,554.09	25/01/2027
Loan 206	Bendigo Bank	Buronga Landfill #3	1.85% Fixed	Ś	900,000.00	\$	464,928.92	25/09/2028
Loan 207	National Australia Bank	Willowbend Caravan Park	1.933% Fixed	\$	1,500,000.00	\$	1,078,305.81	31/03/2028
Loan 207	National Australia Bank	Civic Centre	1.933% Fixed	\$	1,500,000.00	\$	1,500,000.00	31/03/2028
CFWC440209	T -Corp	Civic Centre	5.45% Fixed	\$	4,000,000.00	\$	3,885,579.01	9/02/2044
CFWC440523	T-Corp	Stormwater	5.73% Fixed	\$	2,000,000.00	\$	1,944,523.14	23/05/2044
CFWC440822	T-Corp	Buronga Landfill	5.48% Fixed	\$	12,000,000.00 TOTAL	5	11,831,243.83 25,842,722.21	22/08/2044

### **Overtime and Travelling**

Month	May	Pay Periods	23 & 24					
Overtime from 26 April 20	25 to 23 M	ay 2025						
	Tim	e and a Half	Do	ubl	e Time	Total		2024/25
							Α	ccumulative
Department	Hours	Amount	Hours		Amount			Total
Animal Services	40.50	2,152.43	19.50	\$	1,378.39	\$ 3,530.82	\$	27,665.63
Accountant							\$	1,963.03
Assets						\$ -	\$	2,478.23
Building Maintenance	0.50	34.44				\$ 34.44	\$	1,327.27
BioSecurity Officer						\$ -	\$	-
Civil	7.50	370.95	1.00	\$	62.34	\$ 433.29	\$	10,807.21
Finance						\$ -	\$	3,874.02
GM's Office	2.00	159.77	0.50	\$	53.26	\$ 213.03	\$	5,827.35
Health & Planning						\$ -	\$	-
Indoor Engineers						\$ -	\$	3,739.78
IT Support						\$ -	\$	8,605.58
Landfill Transfer Stations	4.00	217.30	17.00	\$	1,197.17	\$ 1,414.47	\$	25,021.10
Library			6.50	\$	498.85	\$ 498.85	\$	10,553.91
Parks & Gardens	8.00	383.32	9.50	\$	606.95	\$ 990.27	\$	16,869.60
Private Works						\$ -	\$	5,971.00
Roads - Council	444.50	22,289.82	310.00	\$	20,816.72	\$ 43,106.54	\$	359,023.45
Roads - RMS	16.00	748.91	10.00	\$	687.58	\$ 1,436.49	\$	52,220.11
Subdivision Officer						\$ -	\$	486.31
Tourism & Promotion	2.50	147.50	14.50	\$	1,055.68	\$ 1,203.18	\$	14,825.28
Water & Waste Water	67.00	3,814.54	60.50	\$	4,497.54	\$ 8,312.08	\$	109,126.11
Workshop	9.00	557.10				\$ 557.10	\$	6,059.92
Workshop/Mechanics						\$ -	\$	1,099.27
Total	601.50	30,876.08	449.00		30,854.48	\$ 61,730.56	\$	667,544.16
Travel Allowance								
Department	Kms	Amount						
Water & Waste Water	24	23.52						
Total	24	23.52						
Grand Total		\$ 61,754.08						

Note: Overtime costs for the Roads Department during this period is associated with external grant funded construction projects working in conjunction with stabilisation contractors on Alcheringa Drive and River Road.

Overtime for the Roads RMS relates to Heavy Patching construction works on Sturt Hwy and Silver City Hwy

Overtime for the Water & Waste Water team relates to programmed after hours night works for installation of truck main flow meters

### **Conclusion**

The report indicates to Council that its finances are in a favourable position.

### **Attachments**

Nil

### 9.5 MONTHLY INVESTMENT REPORT - MAY 2025

File Number:	RPT/25/303

Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.5 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency

### Summary 5 1 1

As of 31 May 2025, Council had \$41 million invested in term deposits and \$6,093,464.13 in other cash investments. Council received \$346,094.85 from its investments for the month of May 2025.

In May 2025 Council investments averaged a rate of return of 4.50% and it currently has \$7,304,145.24 of internal restrictions and \$38,809,514.59 of external restrictions.

### **Recommendation**

That Council receives and notes the monthly investment report.

### Detailed Report

### <u>Purpose</u>

The purpose of this report is to update Council on the current status of its investments as required by the *Local Government Act 1993* (NSW) and the associated regulation.

### Matters under consideration.

As of May 2025, Council had \$47,093,464.13 invested with Nine (8) financial institutions and One (1) Treasury Corporation. This is a decrease of \$258,827.40 from the previous month.

The investment of surplus funds remains in line with Council's Investment Policy. This ensures sufficient working capital is retained and restrictions are supported by cash and investments that are easily converted into cash.

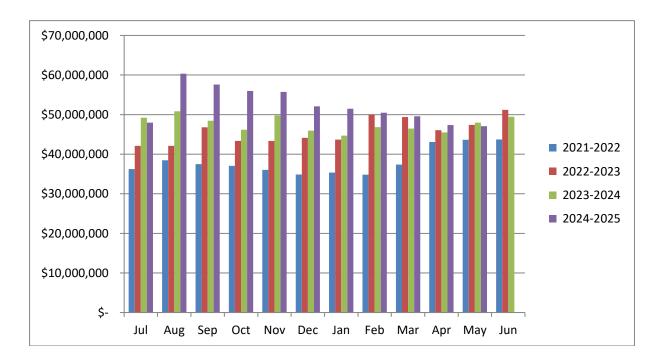
### Interest Received from Cash Investments in May 2025

15 deposits matured or provided interest in May earning Council \$346,094.85 in interest. The budget for May was \$166,667. Year to date Council has received \$2,335,654.02 in interest based on cash accounting compared to the budget to May of \$1,833,337. Expired investments are now shown in the attached report along with a summary of accrued interest. The budget for the financial year was set at \$2,000,000.

### **Restrictions**

Internal Restrictions		
- Employee Entitlements	\$2,300,921.00	
- Doubtful Debts	\$24,669.00	
- Future Development Reserve	\$576,217.20	
- Trust Account	\$1,902,338.04	
- Capital Projects	\$1,000,000	
- Plant Replacement Reserve	\$1,500,000	\$7,304,145.24
External Restrictions		
- Water Fund	\$11,606,237.94	
- Sewer Fund	\$6,384,846.66	
- T-Corp Loan Balance	\$2,259,944.00	
- Developer Contributions Reserve	\$1,085,000.00	
- Landfill Expansion Loan	\$7,385,894.23	
- Unexpended Grants	\$9,291,035.80	
- Crown Reserves Reserve	\$208,296.22	
- Prepayments Cemeteries	\$588,259.74	\$38,809,514.59
Day to Day Liquidity		\$979,804.30
Total Funds Available		\$47,093,464.13

### Total Funds Invested



### Summary – Unexpended Grants as at 30 April 2025

Grant	Amount	Expiry
Supporting Volunteers Grant	\$60,154.92	31/07/2025
Resources for Regions Round 9	\$1,714,945.76	30/06/2025
OLG Flood Recovery Grants	\$578,329.49	30/06/2026
Planning Cadet Grant	\$15,880.00	No Set Date
RFS M & R Grant	\$38,831.63	30/06/2025
Shade Sail & Fitness Grant	\$6143.49	31/12/2024
Crown Reserve Improvement Fund Astronomy Park	\$656,000.21	30/06/2026
Roads to Recovery	\$110,894.38	30/06/2025
Main Roads Block Grant	\$148,432.60	30/06/2025
Regional Emergency Road Repair Program	\$5,874,883.32	31/10/2027
Drought Resiliance Funding	\$86,540.00	30/11/2025
Total	\$9,291,035.80	

### **Conclusion**

The Director Corporate Services has certified that all investments have been made in accordance with the *Local Government Act 1993* (NSW), Local Government (General) Regulations 2021 and Council's Investment Policy. Council is investing its funds prudently to optimise returns and reduce exposure to risk in accordance with legislation and its own investment policy.

### Attachments

1. Portfolio Performance Summary May 2025

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## Wentworth Shire Council Holdings Report

As At 31st of May, 2025

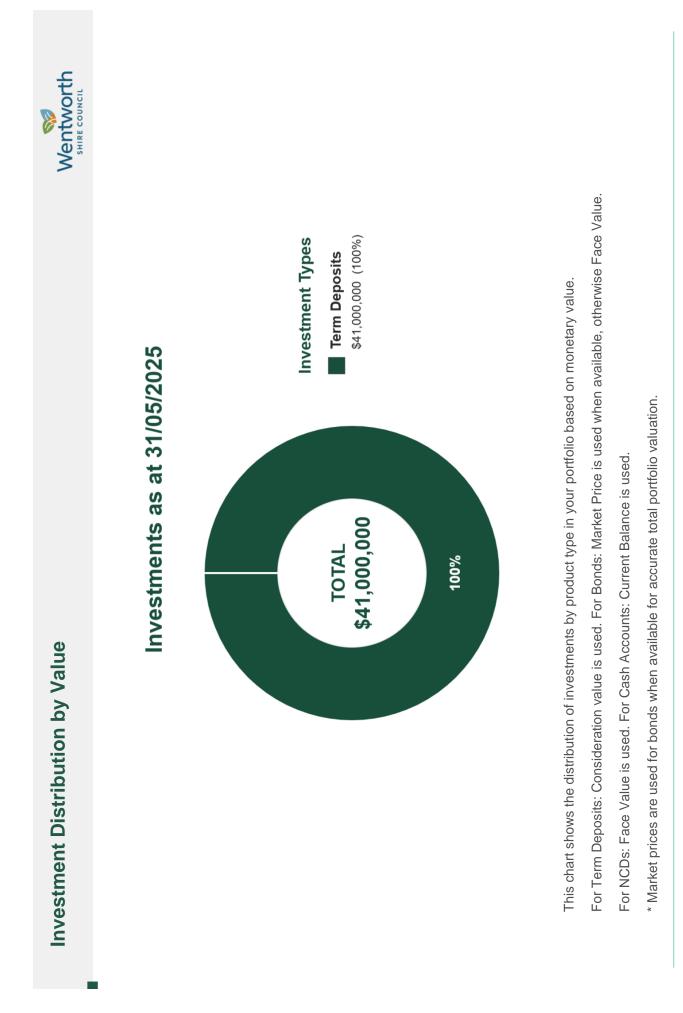
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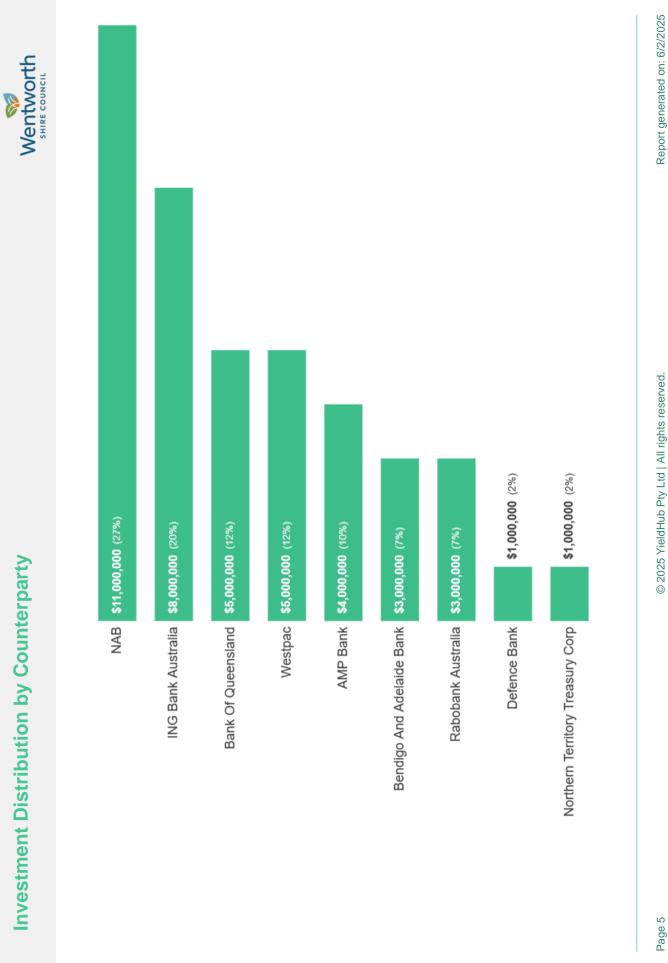
Report generated on: 6/2/2025 Weighted Avg. Term Accrued Interest 91.0 days \$767,868 6 Unrealised Gain/Loss FY25 Interest \$2,170,073 **\$**0 © 2025 YieldHub Pty Ltd | All rights reserved. E Portfolio metrics current as of reporting date ک ک Portfolio Performance Dashboard as at 31/05/2025 May 2025 Interest Portfolio Value **\$41,000,000** \$346,146 ୭ HINOW HINOW Weighted Avg. Yield Portfolio Cost **\$41,000,000** 4.5215% ξ S

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		S&P EQUIV. RATING	CONSIDERATION	SETTLEMENT DATE	(DAYS)		VIELD	INTEREST FREQUENCY	INTEREST ACCRUED	INTEREST	NEXI FATMENI COMM DATE	COMMENTS
CN# 093950 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	27/05/2025	31	27/06/2025	3.9000%	At maturity	Monthly: \$534.25 Total: \$534.25	\$3,312.33	27/06/2025	
CN# 093933 Wentworth Shire Council	Bank of Queensland.	A-2 / A-	\$1,000,000	26/05/2025	31	26/06/2025	3.8500%	At maturity	Monthly: \$632.88 Total: \$632.88	\$3,269.86	26/06/2025	
CN# 093931 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	26/05/2025	31	26/06/2025	3.9000%	At maturity	Monthly: \$641.1 Total: \$641.1	\$3,312.33	26/06/2025	
CN# 093917 Wentworth Shire Council	Bank of Queensland.	A-2 / A-	\$1,000,000	23/05/2025	31	23/06/2025	3.8500%	At maturity	Monthly: \$949.32 Total: \$949.32	\$3,269.86	23/06/2025	
CN# 093687 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	12/05/2025	30	11/06/2025	3.7000%	At maturity	Monthly: \$2,027.4 Total: \$2,027.4	\$3,041.1	11/06/2025	
CN# 093686 Wentworth Shire Council	Westpac	A-1+ / AA-	\$1,000,000	12/05/2025	31	12/06/2025	3.5300%	At maturity	Monthly: \$1,934.25 Total: \$1,934.25	\$2,998.08	12/06/2025	
CN# 093671 Wentworth Shire Council	Westpac	A-1+ / AA-	\$1,000,000	12/05/2025	31	12/06/2025	3.5300%	At maturity	Monthly: \$1,934.25 Total: \$1,934.25	\$2,998.08	12/06/2025	
CN# 093667 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	14/05/2025	30	13/06/2025	3.6700%	At maturity	Monthly: \$1,809.86 Total: \$1,809.86	\$3,016.44	13/06/2025	
CN# 093665 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	14/05/2025	61	14/07/2025	4.0700%	At maturity	Monthly: \$2,007.12 Total: \$2,007.12	\$6,801.92	14/07/2025	
CN# 092206 Wentworth Shire Council	Bank of Queensland.	A-2 / A-	\$1,000,000	09/05/2025	32	10/06/2025	4.0000%	At maturity	Monthly: \$2,520.55 Total: \$2,520.55	\$3,506.85	10/06/2025	
CN# 092102 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	06/05/2025	31	06/06/2025	3.8000%	At maturity	Monthly: \$2,706.85 Total: \$2,706.85	\$3,227.4	06/06/2025	
CN# 092082 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	05/05/2025	31	05/06/2025	4.1300%	At maturity	Monthly: \$3,055.07 Total: \$3,055.07	\$3,507.67	05/06/2025	
CN# 092064 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	02/05/2025	31	02/06/2025	4.1300%	At maturity	Monthly: \$3,394.52 Total: \$3,394.52	\$3,507.67	02/06/2025	
CN# 092043 Wentworth Shire Council	Bendigo and Adelaide Bank.	A-2 / A-	\$1,000,000	27/03/2025	365	27/03/2026	4.4800%	At maturity	Monthly: \$3,804.93 Total: \$8,100.82	\$44,800	27/03/2026	
CN# 091988 Wentworth Shire Council	AMP Bank Ltd	A-2 / BBB+	\$1,000,000	30/04/2025	91	30/07/2025	4.3500%	At maturity	Monthly: \$3,694.52 Total: \$3,813.7	\$10,845.21	30/07/2025	

TERM DEPOSITS (40 | Total: \$41,000,000)

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COMMENTS															
NEXT PAYMENT DATE	08/07/2025	10/06/2025	28/07/2025	03/12/2025	03/10/2025	25/09/2025	05/08/2025	07/07/2025	06/06/2025	27/11/2025	20/11/2025	21/11/2025	03/06/2025	03/09/2025	03/09/2025
TOTAL DEPOSIT INTEREST	\$11,343.84	\$11,643.01	\$24,050.68	\$44,753.42	\$37,217.81	\$34,680.82	\$27,904.11	\$25,290.41	\$25,180.82	\$50,900	\$50,500	\$51,500	\$37,260.27	\$49,500	\$49,500
INTEREST ACCRUED	Monthly: \$3,864.38 Total: \$6,731.51	Monthly: \$3,966.3 Total: \$10,491.51	Monthly: \$4,119.18 Total: \$16,476.71	Monthly: \$4,204.11 Total: \$19,664.38	Monthly: \$4,289.04 Total: \$20,061.64	Monthly: \$4,119.18 Total: \$19,267.12	Monthly: \$4,119.18 Total: \$19,267.12	Monthly: \$4,331.51 Total: \$20,260.27	Monthly: \$4,289.04 Total: \$24,489.04	Monthly: \$4,323.01 Total: \$25,938.08	Monthly: \$4,289.04 Total: \$26,702.74	Monthly: \$4,373.97 Total: \$27,090.41	Monthly: \$4,246.58 Total: \$36,986.3	Monthly: \$4,204.11 Total: \$36,752.05	Monthly: \$4,204.11 Total: \$36,752.05
INTEREST FREQUENCY	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity	At maturity
VIELD	4.5500%	4.6700%	4.8500%	4.9500%	5.0500%	4.8500%	4.8500%	5.1000%	5.0500%	5.0900%	5.0500%	5.1500%	5.0000%	4.9500%	4.9500%
MATURITY DATE	08/07/2025	10/06/2025	28/07/2025	03/12/2025	03/10/2025	25/09/2025	05/08/2025	07/07/2025	06/06/2025	27/11/2025	20/11/2025	21/11/2025	03/06/2025	03/09/2025	03/09/2025
TERM (DAYS)	91	91	181	330	269	261	210	181	182	365	365	365	272	365	365
SETTLEMENT DATE	08/04/2025	11/03/2025	28/01/2025	07/01/2025	07/01/2025	07/01/2025	07/01/2025	07/01/2025	06/12/2024	27/11/2024	20/11/2024	21/11/2024	04/09/2024	03/09/2024	03/09/2024
CONSIDERATION	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
S&P EQUIV. RATING	A-2 / BBB+	A-1+ / AA-	A-2 / A-	A-2 / BBB+	A-2/BBB+	A-1+ / AA-	A-1+ / AA-	A-2 / BBB+	A-2 / A-	A-1+ / AA-	A-2 / A-	A-1 / A	A-1 / A	A-1+ / AA-	A-1+ / AA-
INSTITUTION	AMP Bank Ltd	NAB	Bank of Queensland.	Defence Bank	AMP Bank Ltd	NAB	NAB	AMP Bank Ltd	Bendigo and Adelaide Bank.	Westpac	Bendigo and Adelaide Bank.	ING Bank (Australia)	Rabobank Australia	NAB	a N
INVESTMENT	CN# 082923 Wentworth Shire Council	CN# 082391 Wentworth Shire Council	CN# 081462 Wentworth Shire Council	CN# 081123 Wentworth Shire Council	CN# 081122 Wentworth Shire Council	CN# 081121 Wentworth Shire Council	CN# 081120 Wentworth Shire Council	CN# 081119 Wentworth Shire Council	CN# 081056 Wentworth Shire Council	CN# 080628 Wentworth Shire Council	CN# 080627 Wentworth Shire Council	CN# 080427 Wentworth Shire Council	CN# 078999 Wentworth Shire Council	CN# 078971 Wentworth Shire Council	CN# 078970 Wentworth Shire Council

Term Deposits (continued from previous page)

Portfolio Performance Summary May 2025

INVESTMENT	INSTITUTION	S&P EQUIV. RATING	CONSIDERATION	SETTLEMENT DATE	TERM (DAYS)	MATURITY DATE	VIELD	INTEREST FREQUENCY	INTEREST ACCRUED	TOTAL DEPOSIT INTEREST	NEXT PAYMENT COMMENT DATE
CN# 078871 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	28/08/2024	365	28/08/2025	4.9700%	At maturity	Monthly: \$4,221.1 Total: \$37,717.53	\$49,700	28/08/2025
CN# 078851 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	27/08/2024	365	27/08/2025	4.9100%	At maturity	Monthly: \$4,170.14 Total: \$37,396.71	\$49,100	27/08/2025
CN# 078850 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	27/08/2024	365	27/08/2025	4.9100%	At maturity	Monthly: \$4,170.14 Total: \$37,396.71	\$49,100	27/08/2025
CN# 078835 Wentworth Shire Council	Westpac	A-1+ / AA-	\$1,000,000	26/08/2024	336	28/07/2025	4.7600%	At maturity	Monthly: \$4,042.74 Total: \$36,384.66	\$43,818.08	28/07/2025
CN# 078834 Wentworth Shire Council	Westpac	A-1+ / AA-	\$1,000,000	26/08/2024	336	28/07/2025	4.7600%	At maturity	Monthly: \$4,042.74 Total: \$36,384.66	\$43,818.08	28/07/2025
CN# 075898 Wentworth Shire Council	Rabobank Australia	A-1 / A	\$2,000,000	01/07/2024	359	25/06/2025	5.4300%	At maturity	Monthly: \$9,223.56 Total: \$99,673.97	\$106,814.79	25/06/2025
CN# 075831 Wentworth Shire Council	NAB	A-1+ / AA-	\$1,000,000	27/06/2024	364	26/06/2025	5.4700%	At maturity	Monthly: \$4,645.75 Total: \$50,803.56	\$54,550.14	26/06/2025
CN# 069374 Wentworth Shire Council	ING Bank (Australia)	A-1 / A	\$1,000,000	04/01/2024	732	05/01/2026	5.1400%	Annually	Monthly: \$4,365.48 Total: \$20,560	\$103,081.64	05/01/2026
CN# 068928 Wentworth Shire Council	Bank of Queensland.	A-2 / A-	\$1,000,000	04/12/2023	1095	03/1 2/2026	5.2500%	Annually	Monthly: \$4,458.9 Total: \$25,746.58	\$157,500	04/12/2025
CN# 054172 Wentworth Shire Council	Northern Territory Treasury Corporation (Territory Bonds)	NR / AA-	\$1,000,000	16/09/2021	1916	15/12/2026	1.3500%	Quarterly	Monthly: \$1,146.58 Total: \$2,810.96	\$70,865.75	16/06/2025

Item 9.5 - Attachment 1

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Term Deposits (continued from previous page)

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Ē	Investments		Maturities		Interest
Counterparty		Amount	Counterparty	Amount	Counterparty
ING Bank Australia		\$4,000,000	NAB	\$5,000,000	Rabobank Australia
NAB		\$4,000,000	ING Bank Australia	\$3,000,000	NAB
Bank Of Queensland		\$3,000,000	Rabobank Australia	\$3,000,000	ING Bank Australia
Westpac		\$2,000,000	Westpac	\$2,000,000	Westpac
IMB		\$1,000,000	IMB	\$2,000,000	IMB
TOTAL		\$14,000,000	Bank Of Queensland	\$1,000,000	Bank Of Queensland
			TOTAL	\$16,000,000	TOTAL

### 

Transaction Summaries by Counterparty (01/05/2025 to 31/05/2025)

\$126,929.32

Amount

Payments

\$121,185.21

\$59,860.55

\$22,920.55

\$8,219.18

\$7,031.51

\$346,146.3

tem 9.5	Attac	hmen	t 1			Portfolio Performance Summary May
		Interest Payments	Amount	\$346,146.30	\$346,146.30	
		Interest	Investment Type	Term Deposit	TOTAL	
5/2025 to 31/05/2		Ş	Amount	\$16,000,000.00	\$16,000,000.00	
Transaction Summaries by Investment Type (01/05/2025 to 31/05/2025)		Maturities	Investment Type	Term Deposit	TOTAL	
ummaries by Inv		ıts	Amount	\$14,000,000.00	\$14,000,000.00	
Transaction St		Investments	Investment Type	Term Deposit	TOTAL	

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vs AusBond	I	+0.75%	+0.73%	+0.69%	+0.65%
vs 3m BBSW	+0.79%	+0.93%	+0.76%	+0.59%	+0.72%
vs 1m BBSW	+0.77%	+0.84%	+0.79%	+0.71%	+0.78%
vs RBA	+0.67%	+0.70%	+0.78%	+0.67%	+0.72%
AusBond Annualised	ł	4.04%	4.15%	4.33%	4.42%
AusBond Bank Bill	10091.013	0.34%	1.05%	2.16%	4.42%
3m BBSW	3.73%	3.87%	4.12%	4.43%	4.35%
1m BBSW	3.75%	3.96%	4.09%	4.31%	4.29%
RBA Cash	3.85%	4.10%	4.10%	4.35%	4.35%
Total Avg Yield	4.52%	4.80%	4.88%	5.02%	5.07%
Term Deposits	4.52%	4.80%	4.88%	5.02%	5.07%
Time Period	As At 31/5/2025	1 T	3m	6m	12m

# UNDERSTANDING YOUR PERFORMANCE DATA:

• Portfolio Weighted Average Yield: Your yield is calculated by examining each investment and weighting its contribution based

on its size relative to your total portfolio. Larger investments have greater influence on the overall portfolio yield.

• Benchmark Comparisons: The "vs" columns show how your portfolio yield compares to standard market references, helping

you understand whether your investment strategy is delivering returns above or below alternatives. Green values indicate outperformance.

Time Periods: Rows labeled "1m", "3m", "6m", and "12m" represent historical lookback periods from your report date,

allowing you to track how your portfolio and market yields have changed over time and evaluate long-term performance.

Note: Historical performance data is provided for informational purposes only and does not guarantee future results.

Portfolio Performance Summary As at 31/05/2025

### 9.6 ENDORSEMENT OF INTEGRATED PLANNING AND REPORTING DOCUMENTATION

File Number:	RPT/25/293
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth is a caring , supportive and inclusive community that is informed and engaged in its future
Strategy:	4.1 Provide strong and effective representation, leadership, planning, decision-making and service delivery

### <u>Summary</u>

In accordance with the Local Government Act (the Act) Council, following an ordinary election of Councillors, Council must review the Community Strategic Plan (CSP) before the 30 June following the election.

Additionally, Council must also review the Resource Strategy and complete a four year Delivery Program and one year Operational Plan.

The draft Community Strategic Plan was presented to Council on 16 April 2025 with the remaining draft documents being presented to Council on 14 May 2025 and were subsequently placed on public exhibition, with submissions closing on 15 June 2025.

Council is now required to consider all submissions received prior to adopting the Integrated Planning & Reporting (IP&R) suite of documents and to make and levy the following rates and charges for 2025-2026 including:

- 4.50% increase in the Ordinary rate for 2025-2026.
- 4.50% increase in Sewer Access Charges for 2025-2026.
- 4.50% increase in Water Access Charges for 2025-2026.
- 4.50% increase in Domestic Waste Charges for 2025-2026.
- 4.50% increase in Water Consumption Charges for 2025-2026.
- Charge the maximum interest on overdue rates and charges

At the time of writing this report there had been one submission received from the public during the exhibition period. Any submissions received between the time of preparing this report and the conclusion of the public exhibition period will be the subject of a supplementary late report to be tabled at the Council meeting.

There have been minor administrative changes to all documents to reflect feedback received from Councillors and to reflect ongoing internal reviews and continuous improvement by Council officers.

Amendments have been made to the 2025-2026 Budget to reflect updated information received during the consultation period. The overall impact of the changes are as follows:

- Rates and Annual Charges increased by \$365,597
- Capital expenditure increased by \$100,000
- Total Surplus from Operating Activities increased by \$365,597
- Total 2025-2026 Cash Surplus increased by \$265,597

### **Recommendation**

That Council endorses the 2026-2036 Community Strategic Plan – Wentworth Shire: Our Future in Focus;

That Council endorses the 2026-2030 Resource Strategy, which includes the following documents:

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Strategy

That Council endorses the 2026-2030 Disability Inclusion Action Plan;

That Council endorses the 2026-2030 Delivery Program incorporating the 2025-2026 Operational Plan, Budget and Annual Statement of Revenue;

That Council resolves to increase the General rate for the 2025-2026 year by the maximum 4.50% rate pegged amount as determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART);

That Council resolves to make and levy an ordinary rate to comprise of a base rate and an ad valorem rating structure for Residential, Business and Farmland categories of rates under Sections 534, 535 & 537 of the *Local Government Act 1993* (NSW) for the 2025-2026 year including:

### Farmland category

Includes all of the lands within the local government area of Wentworth categorised as Farmland except those parcels of rateable land sub categorised as Farmland, Dry Land Grazing and Farmland, Licence/Pump Site/Pipeline

### **Farmland**

 An ordinary rate of 0.00212317 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, in accordance with Section 515 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$600.00) for each assessment. The base amount accounts for 30.67% of the estimated yield for this category. The estimated yield for this rate is \$1,367,649

### Farmland – Dry Land Grazing

 An ordinary rate of 0.00169004 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, sub categorised Dry Land Grazing in accordance with Section 515 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$600.00) for each assessment. The base amount accounts for 18.00% of the estimated yield for this category. The estimated yield for this rate is \$886,627

### Farmland, Licence/Pump Site/Pipeline

 An ordinary rate of 0.03926993 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, sub categorised Licence/Pump Site/Pipeline, in accordance with Section 515 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$95.00) for each assessment. The base amount accounts for 39.47% of the estimated yield for this category. The estimated yield for this rate is \$17,572

### **Residential Category**

### <u>Wentworth</u>

 An ordinary rate of 0.00392720 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Residential, sub categorised Wentworth, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to base amount of (\$240.00) for each assessment. The amount accounts for 37.46% of the estimated yield for this category. The estimated yield for this rate is \$390,839

### <u>Buronga</u>

 An ordinary rate of 0.00312821 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Buronga, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$260.00) for each assessment. The base amount accounts for 25.88% of the estimated yield for this category. The estimated yield for this rate is \$572,664

### <u>Gol Gol</u>

 An ordinary rate of 0.00340937 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Gol Gol, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$260.00) for each assessment. The base amount accounts for 22.94% of the estimated yield for this category. The estimated yield for this rate is \$835,302

### Gol Gol East

 An ordinary rate of 0.00315793 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Gol Gol East, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$360.00) for each assessment. The base amount accounts for 20.80% of the estimated yield for this category. The estimated yield for this rate is \$519,251

### **Pooncarie**

 An ordinary rate of 0.01781231 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Residential, sub categorised Pooncarie, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 45.71% of the estimated yield for this category. The estimated yield for this rate is \$23,889

### **Dareton**

 An ordinary rate of 0.00874787 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Dareton, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 43.19% of the estimated yield for this category. The estimated yield for this rate is \$91,412

### **Rural Residential**

 An ordinary rate of 0.00251420 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Rural Residential, in accordance with Section 516 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 23.54% of the estimated yield for this category. The estimated yield for this rate is \$597,628

### **Business Category**

Includes all of the lands within the local government area of Wentworth categorised as Business except those parcels of rateable land sub categorised as Business, Mourquong; Business, Trentham Cliffs; Business, Arumpo; Business, Wentworth; Business, Pooncarie (including all of the lands within the locality of Pooncarie sub categorised as Business Pooncarie except those lands within the township of Pooncarie).

### <u>Business</u>

• An ordinary rate of 0.00398611 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, in accordance with Section 518 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$270.00) for each assessment. The base amount accounts for 15.60% of the estimated yield for this category. The estimated yield for this rate is \$320,165

### **Business, Wentworth**

 An ordinary rate of 0.00880812 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Wentworth, in accordance with Section 518 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$270.00) for each assessment. The base amount accounts for 35.72% of the estimated yield for this category. The estimated yield for this rate is \$40,812

### **Business, Mourquong**

 An ordinary rate of 0.10175891 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Mourquong, in accordance with Section 518 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$100.00) for each assessment. The base amount accounts for 0.04% of the estimated yield for this category. The estimated yield for this rate is \$504,924

### **Business, Trentham Cliffs**

 An ordinary rate of 0.00518175 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Trentham Cliffs, in accordance with Section 518 of the Local Government Act 1993, be now made for the 2025/2026 rating period, subject to a base amount of (\$120.00) for each assessment. The base amount accounts for 3.57% of the estimated yield for this category. The estimated yield for this rate is \$13,440

### Business, Arumpo

• An ordinary rate of 0.06738189 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Arumpo, in accordance with Section 518 of the Local Government Act, 1993 be now

made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 1.29% of the estimated yield for this category. The estimated yield for this rate is \$113,526

### **Business, Pooncarie**

 An ordinary rate of 0.08906291 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Business, sub categorised Pooncarie, in accordance with Section 518 of the Local Government Act, 1993 be now made for the 2025/2026 rating period, subject to a base amount of (\$100.00) for each assessment. The base amount accounts for 0.03% of the estimated yield for this category. The estimated yield for this rate is \$694,000

That Council resolves to make and levy fees and charges for Sewer Services for 2025-2026 year as set out in the Annual Statement of Revenue;

That Council resolves to make and levy fees and charges for Water Services for 2025-2026 year as set out in the Annual Statement of Revenue;

That Council resolves to make and levy a Domestic Waste Management charge for 2025-2026 year under Section 496 of the *Local Government Act 1993* (NSW) on each parcel of rateable land of which the service is available as set out in the Annual Statement of Revenue;

That Council resolves to fix the fees and charges as set out in the Annual Statement of Revenue; and

That Council resolves to charge the maximum interest on overdue rates and charges as determined by the Minister for Local Government.

### **Detailed Report**

### <u>Purpose</u>

The purpose of this report is to endorse the 2026-36 Community Strategic Plan, the 2026-2030 Resource Strategy, Disability Inclusion Action Plan and Delivery Program incorporating the 2025-2026 Operational Plan and Budget and the make and levy rates and annual charges for 2025-2026 as required by the Local Government Act.

### <u>Background</u>

The development of the Integrated Planning and Reporting suite of documents is a requirement of the Act.

As the ordinary election of Councillors took place in September 2024, Council is now required to review and update its IP&R documentation.

### Matters under consideration

The **Community Strategic Plan** belongs to the community and encompasses the aspirations, ideas, issues and opportunities raised by members of the community throughout the plan's development. Its delivery will be the responsibility of everyone within our community and the commitments of Council made in its Delivery Program will help the community to achieve its vision for the region:

### "Wentworth Shire will work together to create a thriving, attractive and welcoming community."

The long term strategies to be achieved within the revised ten year Community Strategic Plan are:

 Strategy 1 – Our Economy: Wentworth Shire is a vibrant, growing and thriving Region.

- Strategy 2 Our Community: Wentworth Shire a Great Place to live.
- Strategy 3 Our Environment: Wentworth Shire a community that works to enhance and protect its physical and natural environmental.
- Strategy 4 Our Civic Leadership: Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner.

Council's **Resource Strategy** consists of the Long Term Financial Plan; the Asset Management Plan and the Workforce Management Plan.

Council's **Delivery Program** is directly aligned to the strategies from the Community Strategic Plan to clearly show how Council will assist in progressing towards its long term vision.

The Delivery Program also incorporates the annual **Operational Plan** and budget with outlines Council's commitments and activities for the 2025-2026 financial year.

The **Disability Inclusion Action Plan** outlines Council's commitment to ensuring that Wentworth Shire is a more inclusive and accessible community for people with disability, their families and carers.

### Update from the draft documents

Since the documents went on public display there have been minor administrative updates made to the documents.

There has been one submission received from the public in relation to increasing rates for 2025-2026 by 4.50%. The basis of the submission is that is out of touch with the March 2025 CPI figures.

While inflation has been trending down over the last 12 months, the cost inputs that drive Council's budget continue to increase by more than current inflation figures, this includes but not limited to Insurance, Electricity, Fuel, Petroleum based products used for local road construction and maintenance and IT related costs. In addition, general contractors and suppliers are facing their own inflationary pressures which they are passing on to Council through the prices they charge.

While CPI is a good guide, however it relies on a fixed basket of goods and services and doesn't account for the unique spending habits of everyone in the economy. Everyone has different spending priorities, and CPI may not accurately reflect these specific cost increases.

Council's ability to deliver community wants is dependent on the level of financial resources earned. Good financial management requires the understanding of the short and long term financial impacts of decisions taken, now, in the past and in the future. It also requires consideration of the potential influences from outside of Councils control that may impact on the finances of Council.

Council should have regard to achieving intergenerational equity, including ensuring the following:

- Policy decisions are made after considering their financial effects on future generations; and
- The current generation funds the costs of its services.

There have been a number of changes made to budget for 2025-2026 to better reflect information that has been received or clarified since the draft budget was prepared.

The changes to budget have resulted in the following:

- Rates & Annual Charges increased by \$365,597
- Capital expenditure increased by \$100,000
- Total Surplus from Operating Activities increased by \$365,597

• Total 2025-2026 Cash Surplus increased by \$265,597

### Legal, strategic, financial or policy implications

Council has complied with its strategic and legislative responsibilities under the *Local Government Act* to review and update its Integrated Planning and Reporting documentation.

Each rate and charge is to be made by resolution of Council and is to be made for a specified year. In order for the rate or charge to be collected it must have been made by a resolution of Council before 1 August in the year for which the rate or charge is made.

### <u>Conclusion</u>

It is recommended that Council:

- Adopt the 2026-2036 Community Strategic Plan Wentworth Shire: Our Future in Focus;
- Adopt the 2026-2030 Resource Strategy, which includes the following documents:
  - Long Term Financial Plan
  - Workforce Management Plan
  - Asset Management Strategy
- Adopt the 2026-2030 Disability Inclusion Action Plan;
- Adopt the 2025-2026 Delivery Program incorporating the 2025-2026 Operational Plan, Budget and Annual Statement of Revenue;
- Resolve to increase the rate income for the 2025-2026 year by the maximum 4.50% rate pegged amount determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART);
- Resolve to make and levy an ordinary rate to comprise of a base rate and an ad valorem rating structure for Residential, Business and Farmland categories of rates under Section 534, 535 & 537 of the *Local Government Act 1993* for the 2025-2026 year;
- Resolve to make and levy fees and charges for Sewer Services for 2025-2026 year as set out in the annual statement of revenue;
- Resolve to make and levy fees and charges for Water Services for 2025-2026 year as set out in the annual statement of revenue;
- Resolve to make and levy a Domestic Waste Management charge for 2025-2026 year under Section 496 of the *Local Government Act 1993* on each parcel of rateable land of which the service is available as set out in the annual statement of revenue;
- Resolve to fix the fees and charges schedule for 2025-2026 year as set out in annual statement of revenue; and
- Resolve to charge the maximum interest on overdue rates and charges as determined by the Minister for Local Government

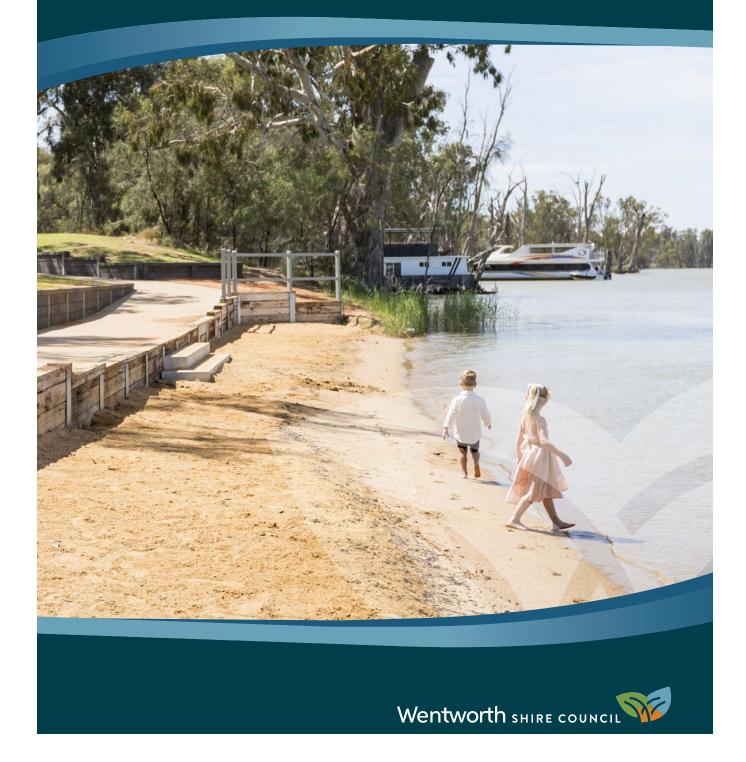
The final version of the Integrated Planning and Reporting documentation must be uploaded to Council's website within 28 days of being approved.

### **Attachments**

- 1. Community Strategic Plan
- 2. 2026-2030 Delivery Program

- 3. 2025-2026 Operational Plan
- 4. 2026-2030 Rescouring Strategy
- 5. 2026-2030 Disability Inclusion Action Plan

# Community Strategic Plan 2026-2036



# INTERPRETER SERVICES



#### MAHALAGA | FILIPINO

Kung kailangan mo ng tulong sa pagbabasa at pag-unawa sa dokumentong ito, ang mga kawani ng customer service ng Wentworth Shire Council ay masaya na tumulong sa pag-aayos ng isang libreng serbisyo ng interpretasyon. Upang ayusin ang isang interpreter, mangyaring makipagugnayan sa Council sa 03 5027 5027, o bisitahin ang isang Council Office na nakalista sa ibaba.

#### IMPORTANT | FRANÇAIS

Si vous avez besoin d'aide pour lire et comprendre ce document, le personnel du service client du Wentworth Shire Council se fera un plaisir de vous aider à organiser un service d'interprétation gratuit. Pour organiser un interprète, veuillez contacter le Conseil au 03 5027 5027 ou visitez un bureau du Conseil indiqué ci-dessous.

#### ΣΗΜΑΝΤΙΚΟ | ΕΛΛΗΝΙΚΟ

Εάν χρειάζεστε βοήθεια για την ανάγνωση και την κατανόηση αυτού του εγγράφου, το προσωπικό εξυπηρέτησης πελατών του Wentworth Shire Council είναι πρόθυμο να σας βοηθήσει στη διευθέτηση μιας δωρεάν υπηρεσίας διερμηνείας. Για να κανονίσετε έναν διερμηνέα, επικοινωνήστε με το Δήμο στο 03 5027 5027 ή επισκεφθείτε ένα Γραφείο του Συμβουλίου που αναφέρεται παρακάτω.

#### IMPORTANTE | ITALIANO

Se hai bisogno di assistenza per leggere e comprendere questo documento, il personale del servizio clienti del Wentworth Shire Council sarà lieto di assisterti nell'organizzazione di un servizio interpretativo gratuito. Per organizzare un interprete, contattare il Comune allo 03 5027 5027 o visitare uno degli uffici del Comune elencati di seguito.

#### PENTING | MELAYU

Jika anda memerlukan bantuan membaca dan memahami dokumen ini, kakitangan perkhidmatan pelanggan Wentworth Shire Council berbesar hati untuk membantu dalam pengaturan perkhidmatan tafsiran percuma. Untuk mengatur jurubahasa, sila hubungi Majlis di 03 5027 5027, atau lawati Pejabat Majlis yang disenaraikan di bawah.



Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电 03 5027 5027 联系 议会,或前往下列议会办公室。

#### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੁਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

### C\* ÖNE

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

### Q

#### QUAN TRỌNG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

# **Our Objectives**



ET I	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC	
	Wentworth Shire is a great place to live	SOCIAL	
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL	
	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP	
strong and ethical civic leadership with all activities conducted in an open, <b>CIVIC LEADERSHIP</b>			

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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Riverfront at James King Park, Gol Gol.

This document was compiled by Wentworth Shire Council. Copies of this document can be viewed online at wentworth.nsw.gov.au





Our Values: Honest & Integrity | Accountability & Transparency | Respect | Quality & Commitment

## Shire and Tourism Profile

Wentworth is the region's oldest town, located at the junction of Australia's two largest rivers, where the Darling ends and joins the Murray. Its location made Wentworth an important port in the paddle steamer era. Once the busiest inland port in NSW, it was considered as the site for the Australian capital.

In 1829 exploration parties headed out west of Sydney towards the then unknown Murray and Darling rivers in an endeavour to discover an inland sea. Although no inland sea was found, Captain Charles Sturt, entered the headwaters of a wide river which he named the Darling. On his return to Sydney a Government conceived expedition then sent Sturt to trace the Murrumbidgee River. It was during this expedition that he entered a mighty river which he named the Murray. In 1830, while navigating the Murray, he came across a river junction which he was convinced was the Darling.

Joseph Hawdon and Charles Bonney drove cattle overland from New South Wales to Adelaide along the Murray and arrived at the Darling/Murray junction in 1838. Other overlanders followed the route, which became known as the Sydney/Adelaide 'highway', and the river junction spot became an established camp site known as Hawdon's Ford. The actual junction at the time was called "The Rinty". The settlement was later referred to as the "Darling Junction".

A number of squatters established reign over the land along the Darling and Murray Rivers, expanding their holdings westwards from the Murrumbidgee area and north eastwards from South Australia. In the mid 1840's the settlement was known as McLeod's Crossing", named for the first white residents of the settlement. With the arrival of the river steamers in 1853, the small European settlement found itself to be ideally situated as an administrative and commercial centre for the untapped wealth of the vast Outback. For many years Sydney was the only port in New South Wales to handle more cargo than Wentworth. The steamers brought a new sophistication to the rugged river towns. They carried the hopes and dreams of fragile communities for over three quarters of a century.

In 1857, Surveyor General Barney considered it time to establish a proper township. The town site was approved in 1859 and was named after the New South Wales explorer and politician William Charles Wentworth, on June 21, 1859. The area was proclaimed a municipality on January 23, 1879, and is the region's oldest settlement.

Throughout the prosperous river trade days Wentworth Shire suffered extremes in fortune and despair. The area suffered floods, droughts, rabbit plagues and overstocking which in turn caused erosion and land degeneration. Nonetheless, the settlements continued to thrive and grow at a reasonably rapid pace and by 1929 a series of locks and weirs, to assist navigation and pumping, had been completed on the Murray River.

In the early 1900's the first irrigation settlement in New South Wales was commenced at Curlwaa, seven kilometres east of Wentworth. Irrigation breathed new life into the district which led to pastoral properties being divided into smaller allotments (now referred to as "blocks").

An improved system of road networks, state-wide rail links and motorised transport reduced the need for riverboats as a source of transportation, communication and trade, thus forcing an end to the riverboat era. Wentworth continues to be an important centre for the surrounding landholders. It is a town steeped in history and as a tourist area of great diversity. Wentworth has much to offer including; the Junction of the Murray and Darling Rivers, Locks and Weirs, Paddle Steamers and Houseboats, Water sports, Historic Buildings, The Old Wentworth Gaol, Pioneer Museum, Aboriginal Culture and Galleries, Wineries, Perry Sandhills. The Wentworth Shire boasts the Australian Inland Botanical Gardens, Mungo National Park and the Willandra Lakes World Heritage Area, unique scenery and native wildlife as key tourist attractions.

Wentworth is considered the gateway to Outback NSW and is situated on the junction of the Murray and Darling Rivers in South-Western New South Wales.

Mildura, situated on the Victorian side of the Murray, is the nearest commercial centre of any size. Wentworth Shire is a region of great diversity and it offers you the opportunity to experience an introduction to Outback Australia.

The area can be an arid and harsh landscape or a landscape that is soft and serene in solitude. It is a land of rivers, creeks and lagoons; miles and miles of saltbush, acacia, casuarina and Mallee, wide flat plains, drifting desert sands, red roads and cobalt blue skies.

Remarkably for tens of thousands of years prior to Sturt naming the Darling river, the traditional owners who lived along it had called the river Baaka, hence their name Barkindji people, meaning 'Kinship to the river'.

In recent years, 'Baaka' the traditional name for the river has been more widely used by the broader community, giving back cultural recognition and respect to the First Nations people. The rivers and water are vital to Aboriginal culture, spirituality, mythical identity and wellbeing. For this reason, the Barkindji Native Title Group Aboriginal Corporation (BNTGAC) are leading the way for the Baaka to be formally recognised as a dual name for the Darling River.

#### The Canoe Tree

The magnificent canoe tree located in the Greater Murray Darling Junction Reserve makes for a grand entrance to Junction Island. These trees are remarkable examples of Aboriginal expertise and are the embodiment of the rich Aboriginal Cultural Heritage along the river.

To make a canoe, they would first make an outline of the shape required with cutting stones. Once the shape was decided, they would cut deeply into the tree to the heartwood (or xylem), prying the bark off in one piece with sticks or rocks. Some were made watertight by the addition of clay and grass in any leaky areas.



### The Sights and Experiences of Wentworth Shire



#### Wentworth Visitor Information Centre

A world where history, culture and nature collide. Explore the audio-visual displays, shop local products and gather local information.



**Junction Park Viewing Tower** 

The Confluence of the Darling and Murray Rivers can be best viewed from the observation tower.



#### **Old Wentworth Gaol**

Built in 1879-1881, the small single storey brick gaol with bluestone trim was designed by colonial architect, James Barnett.



#### Junction Island Walk

Stand at the point of Junction island where the Murray and Darling Rivers meet. Walk between the rivers through a natural reserve.



**Old Wentworth Wharf** 

The Old Wharf on the Darling and the Captain John Egge Memorial. A short walk from the main street on the river front, once the scene of a busy river trade.



Australian Inland Botanic Gardens

Be amazed at the array of Australian and exotic flora on display at the 50 hectare site. Explore the stunning gardens, soak up the solitude or join a tractor train tour.



#### **Perry Sandhills**

A natural wonder of Wentworth. Explore the drifting sands of this ice-age formation, home to mega fauna fossils and second world war RAAF practice range. Enjoy a quiet stroll over the hills or go wild with the endless fun to be had up and down the dunes.



#### Pooncarie

Visit the historic town of Pooncarie, once a thriving port town laden with wool plying the Darling downstream for South Australia.



#### **Mungo National Park**

Visit Mungo National Park with around 40,000 years of living culture. Mungo National Park is situated within the Willandra Lakes World Heritage Area; it is an area of international significance for its cultural, archaeological, and natural landscape features.



PS Ruby Wentworth's flagship.

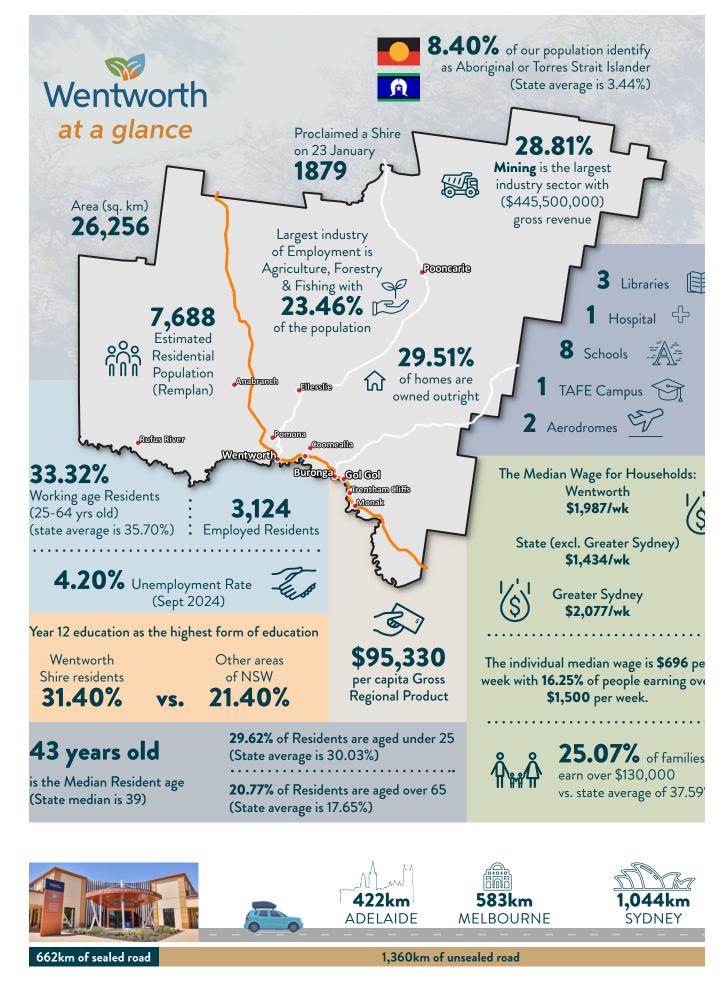


**Fotherby Park** 

Visit the Fergie Monument – a standing legacy to the wonderful tractor that saved Wentworth and surround during the 1956 floods.



**Wentworth Rotary Pioneer Museum** Learn about the history of Wentworth and surrounds through interactive displays.



## Purpose of the Community Strategic Plan (CSP)

As part of the NSw Integrated Planning and Reporting (IP&R) framework, Wentworth Shire Council is required to develop a Community Strategic Plan (CSP). The purpose of the CSP is to outline the future vision and aspirations of the community to assist with long term planning, prioritisation and decision making.

This document is a forward-looking aspirational Plan, and while it recognises the rich and significant history of the region, it also explores new approaches to ensuring the community can move towards its aspirational vision through innovation, technology and strategic thinking.

Developing a CSP which reflects the vision of the whole community is a challenging task. As with any community, there are differing opinions and perspectives about where Council should use its limited resources to best meet the needs of the community.

In order to overcome this challenge, Council is committed to gaining as full an understanding as possible about the key issues and opportunities the region is facing in the future. This includes drawing on exiting strategies and plans, staff knowledge, additional research, and most importantly – feedback received from the community.

Bearing in mind the purpose of the CSP is to outline and deliver on the vision and aspirations for the community, consultation feedback plays an essential role in guiding this objective. It is the input from the community which has shaped this document, and a successful CSP will see the fruition of an ongoing consultation process realising the desires and aspirations of the community into the future.

The CSP is also a reference point for decision making, so at any stage, elected representatives, members of the community and council staff can look to the CSP to help support or review decisions being made on specific issues, and ensure these decisions align with the community vision.

As with any long-term plan, the CSP will be reviewed regularly to ensure that the direction it offers remains congruent with community needs which may change over time. Ultimately, this is the document which should ensure that the community is listened to and provided for in years to come.

The Community Strategic Plan is not able to be wholly implemented in one term of Council. The themes and directions outlined in the plan will inform Council's Delivery Program. The Delivery Program represents what the Council expects to achieve during the term of election for the Council, typically four years. The annual Operational Plan identifies the individual activities and projects that will be completed within the next financial year of the Delivery Program, which in turn drives the Council budget.

A long-term vision will not be achieved without formal identification and allocation of resources. The Resource Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. It determines Council's capacity to manage its finances effectively, to sustain its workforce and manage the overall costs of community assets. The strategy is prepared under the following guiding principles:

- Our community is our responsibility;
- We strive for innovation and continuous improvement;
- We are informed and make decisions based on data and community involvement;
- We are resilient; and
- We facilitate smart local choices to be made at a local level.

It is important to track how we are progressing in delivering our Community Strategic Plan. Council will report back to the community at regular intervals on what has been achieved and how it is progressing. These reports include:

- **Regular Operational Plan Review** Every three months Council will report on the progress that has been achieved in implementing the Actions identified in that year's Operational Plan.
- Annual Report This is a report to the community every year on the progress in implementing the Operational Plan and Delivery Program.
- State of our Shire Report This is a report to the community that focuses on how effective council has been in delivering social, environmental,

economic and civic leadership objectives over the term of the previous council. It reports against the high-level strategies and priorities of the CSP and has a community focus, rather than a council one.

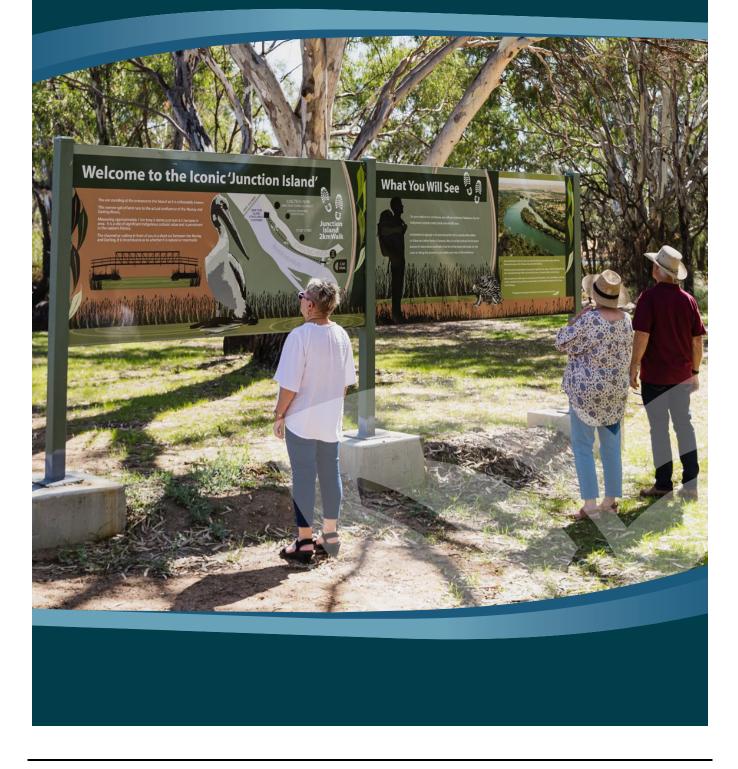
"Balancing competing needs and principles is the most pressing challenge for all local government"



Official opening of the Wentworth Visitor Centre. Left to right: Helen Dalton MP, The Hon. Ron Hoenig, Minister for Local Government and Mayor of Wentworth Shire Council, Cr Daniel Linklater (March 2025).

# Strategy at a glance

Our Economy | Our Community | Our Environment | Our Leadership



# Dur Economy

entworth Shire is a vibrant, growing and riving region



#### u told us you wanted:

To make our riverfront a feature.

To bring tourist dollars to the towns, local community and businesses.

To promote natural attractions within the Shire.

To support mining and renewable development

Dbjective		Council's role
1	Create a supportive Environment for business to invest and grow	Provide/ Advocate
2	Promote the Wentworth Region as a desirable visitor and tourism destination	Provide/ Collaborate
3	High quality connectivity across the region	Advocate

### **Desired Outcomes**

#### Economic Growth and Opportunity

• A key desired outcome is the development of a robust and diverse economy that supports local businesses, attracts investment, and creates employment opportunities.

#### Arts, Culture and Tourism Development

• A vibrant region thrives on a strong cultural and creative sector that promotes increased investment in tourism infrastructure, and marketing to showcase regional attractions leading to increased visitations.

#### Infrastructure and Connectivity

• For the region to grow and thrive, it must have modern infrastructure and connectivity including reliable and efficient transportation networks and enhanced digital infrastructure to support businesses and residents.

### Strategy 2 Our Community



Wentworth Shire is a great place to live

#### You told us you wanted:

- More facilities to accommodate our aging population.
- Access to housing
- Animal control
- Increased traffic and pedestrian safety

Objective		Council's role
1	Continue to create opportunities for inclusion where all people feel welcome and participate in community life	Provide/ Collaborate
2	The community has access to services and initiatives that contribute to well being across all stages of life.	Collaborate/ Advocate
3	To have a safe community	Provide/ Collaborate
4	To have a strong sense of place	Provide

### **Desired Outcomes**

#### Safe and inclusive Community

• A great place to live is one where residents feel safe, welcomed and valued.

#### **Quality Housing and Liveability**

• Ensuring that residents have access to safe, affordable and high quality housing.

#### Health and Well-being

• A thriving community supports the physical and mental well-being of its residents.

#### Education and lifelong learning

• A great place to live provides residents with access to quality education and lifelong learning opportunities.

#### Vibrant Community Life and recreation

• A great place to live offers a variety of recreational, cultural and social opportunities.

# Dur Environment

entworth Shire is a community that works enhance and protect its physical and itural environment

#### u told us you wanted:

Stronger effort to protect our natural environment and waterways

A better waste management system that incorporates recycling and green waste bins

Better water pressure and quality

Objective		Council's role
1	An urban environment that maintains and enhances our sense of identity and place.	Provide
2	Our public assets are well maintained and able to meet the growing population demands.	Provide
3	Minimise the impact on our natural environment.	Provide/ Advocate
4	Use and manage our resources wisely.	Provide/ Collaborate
5	Infrastructure meets the needs of our growing Shire.	Provide/ Advocate

### esired Outcomes

#### ustainable Land Use and Development

Ensuring responsible urban planning and land use is essential for balancing growth and environmental protection.

#### laste Management

Effective waste management reduction strategies are essential for a clean and healthy environment.

#### **later Resource Management**

 Preserving and managing water resources is essential for environmental sustainability and public health.

#### frastructure Resilience and Maintenance

• A key outcome is ensuring that essential infrastructure is well maintained, resilient and capable of serving the community effectively.

### Strategy 4 Our Leadership

Hus

Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner

#### You told us you wanted:

- Better communication and engagement with the community.
- Broader community consultation
- Transparency, honesty, integrity in the Council and its staff

Ob	jective	Council's role
1	A well engaged and informed community.	Provide
2	We value our civic leadership whose stewardship and decision making benefits present and future generations.	Provide/ Collaborate/ Advocate
3	Provide a governance framework that is transparent and builds trust in local leadership.	Provide
4	Manage public resources responsibly and efficiently for the benefit of the community	Provide/ Collaborate/ Advocate

#### **Desired Outcomes**

#### Ethical leadership, integrity & transparent governan

• The community must be lead by ethical leaders ensuring that all civic activities are conducted openly and with accountability.

#### Inclusive decision making and community participat

• Ensuring that all voices are heard and valued is critical for fostering an engaged & inclusive community.

#### Effective and responsible leadership

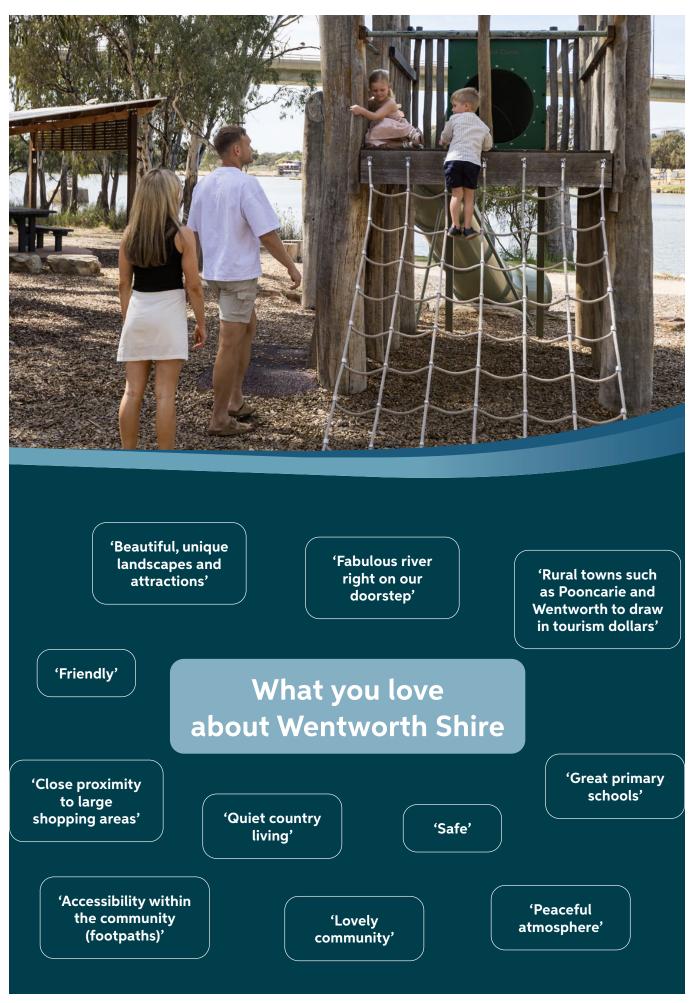
• Leadership should be proactive, adaptive & responsive to the evolving needs of the communi

#### **Collaboration and partnerships**

 Building strong relationships between governmen businesses and community organisations enhanc civic leadership.

#### Innovation and future planning

• Strategic foresight ensures that public resources are managed effectively for current and future generations.



### The Plan

This Plan is the overarching strategy to guide Council. All other strategies, plans and policies developed by Council seek to support the implementation of this Plan.

These are aligned to this Plan to ensure that what Council does within its area of control is always moving towards the aspirations the community has articulated.

Specifically, the plan aims to:

- Inform Council's priority setting and decision making;
- Set our principles and values that will guide our community;
- Inform the decision making of other agencies and organisations including State and Federal Governments;
- Inform stakeholders of the community's long-term vision for the Shire; and
- Guide local and regional planning documents and initiatives.

### **Integrated Planning and Reporting**

In line with the Local Government Integrated Planning and Reporting (IP&R) Framework each NSW Council is required, by legislation, to prepare a range of plans and integrate them to obtain the maximum leverage from their efforts to plan for the future.

The IP&R Framework includes the Community Strategic Plan, Resourcing Strategy, Delivery Program, Operational Plan and the Annual Report.

The aim of the IP&R Framework is to ensure each Council takes a long term, strategic approach to its activities and that these represents the needs of the community.

The relationship between community input and Council's plan is outlined in the following diagram of the IP&R Framework.



### Aligning our plan with other initiatives

Whilst our CSP depicts our community's aspirations for the future, the requirement of Federal and State governments will also influence Council priorities. By aligning our long-term planning with the priorities of the State Government and other relevant agencies, we build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources.

The following strategic plans provide further information about the planning context for Wentworth Shire Council's CSP:

Far West Regional Plan 2036

The Far West Regional Plan is a 20-year strategic blueprint for the future of the region. The NSW Government's vision for the Far West is to create communities that can adapt to change, supported by a diverse economy, the right infrastructure and an exceptional natural environment. To achieve this vision, the NSW Government has set the following regionally focused goals:

- A diverse economy with efficient transport and infrastructure networks
- Exceptional semi-arid rangelands traversed by the Barwon-Darling River
- Strong and connected communities.

The 2036 Plan provides an overarching framework to guide subsequent and more detailed land use plans, development proposals and infrastructure funding decisions. It includes Local Government Narratives setting out priorities for each council within the region to guide further investigation and implementation. The Far West Regional Plan 2036 is under review to reset priorities and extend the plan's reach to 2041.

Western Murray Regional Economic Development Strategy (REDS) – 2023 Update (supporting the 20-year Economic Vision for Regional NSW)

Supporting the 20-year Economic Vision for Regional NSW, the Western Murray REDS sets out a place-based vision and framework for economic development for the region. The RED identifies the regions' endowments, industry specialisations and key vulnerabilities and opportunities, and outlines economic development strategies and actions to leverage these strengths. The RED was updated in 2023 to set out 4 key strategies:

- Drive growth in high-value agriculture and value adding in agricultural product manufacturing
- Recognise the role of the visitor economy in developing a more resilient and diverse economy
- Grow the mining and construction industries to capitalise on the region's renewable energy generation, storage and transmission opportunities
- Leverage cross border and training accessibility to diversify and grow key industries.

NSW Water Strategy & Western Regional Water Strategy (complementing the 20-Year Economic Vision for Regional NSW and the State Infrastructure Strategy)

The NSW Water Strategy is a holistic plan for improving the security, reliability, quality and resilience of our water resources and is underpinned by regional and metropolitan water strategies. The NSW Water Strategy guides the strategic, state-level actions that need to be taken. The Regional Water Strategies prioritise how those state-wide actions, as well as other region specific, place-based solutions, are to be staged and implemented in each region.

The Western Regional Water Strategy identifies the critical strategic challenges that need to be tackled over the coming decades as well as the priorities and actions that will set this region up to respond to those challenges:

- Declining water security for towns and small communities
- Insecure water supplies affect the viability of businesses
- Addressing barriers to Aboriginal people's water rights
- Declining health of natural systems
- Reduced connectivity impacts critical needs
- Poor water quality.

Three regional priorities are set out in the strategy to ensure the Western region is well-placed to meet future challenges, and associated actions to address those priorities:

- Improving water security for towns, industries and communities
- Improving the resilience of natural systems
- Improving connectivity across the Northern Basin.

#### NSW Future Transport Strategy

NSW Government's current Future Transport Strategy resets NSW Transport's vision for safe, healthy, sustainable, accessible and integrated passenger and freight journeys in NSW. The Strategy includes ideas to revitalise cities, connect regional communities, encourage thriving local neighbourhoods, and build on the state's economic success, aiming to deliver on 3 high-level outcomes:

- Connecting their customers' whole lives
- Successful places for communities where the liveability, amenity and economic success of communities and places are enhanced by transport
- Enabling economic activity whereby the transport system powers NSW's future \$1.4 trillion economy and enable economic activity across the state.

Transport offers their strategy to all stakeholders to consider their needs including government partners, industry stakeholder, customers and communities and their own people, to help deliver coordinated collaborative outcomes.

Visitor Economy Strategy 2030 & 2030 Review; Riverina Murray Destination Management Plan 2020 – 2030; & Murray Region Destination Management Plan 2023

The NSW Visitor Economy Strategy 2030 Review notes that by investing in a sustainable and resilient visitor economy, NSW should not just aim for numbers – it is about shaping the future of the state as a premier global destination and visitor economy powerhouse. The Strategy Review builds on strategies and actions to increase an annual visitor expenditure target from \$65 billion to \$91 billion by 2035 and addresses a number of priorities to reach that goal including that the NSW visitor economy should be elevated to a whole-of-government approach. Investment in future-ready visitor economy infrastructure is identified referencing the importance of upgrades to roads, rail, and digital connectivity to support NSW's visitor economy and drive it forward into the future. This gives consideration to integrating the visitor economy infrastructure Strategy.

Destination Riverina Murray is one of 7 Destination Networks (DNs) in regional NSW. Its principal role is to represent and coordinate the growth and development of the Riverina Murray visitor economy. Its Destination Management Plan sets out 5 strategic objectives and an associated plan of action for the region from 2022 to 2030, reflecting current market trends and local priorities, and aligning with the State Government's NSW Visitor Economy Strategy 2030:

- Road to Recovery
- Build the Brand
- Showcase our Strength
- Focus on World Class Events
- Facilitate Growth

The Murray Region Destination Plan provides a tourism strategy for the region based on collaboration between the Murray River communities and a cross-border partnership with NSW and Victorian stakeholders. In developing the plan the Murray Regional Tourism Board partnered with Destination Riverina Murray to align strategic initiatives across two complementary Plans for the region, in addition to alignment with the broader NSW Visitor Economy Strategy 2030 and their 5 strategic objectives above.

#### NSW Digital Strategy (supported by various other NSW digital strategies)

The NSW Digital Strategy is underpinned by 5 missions for digital transformation across the NSW Government, each dedicated to delivering accessible, inclusive, secure and integrated digital services that every person in NSW will be able to access and benefit from:

- Make digital services accessible, inclusive and connected for everyone in NSW
- Use digital to improve service delivery, support the local economy and drive productivity
- Underpin trust in government through reliable, stable digital services and sustainable Digital Infrastructure
- Keep NSW safe and resilient during emergencies online and in-person
- Uplift digital capability in the public sector workforce.

NSW Waste and Sustainable Materials Strategy 2041 (supporting the further range of NSW government strategies and roadmaps guiding climate, energy and sustainability programs including Net Zero Plan Stage 1:2020-2030)

NSW is transitioning to a circular economy over the next 20 years meaning we will minimise what we throw away and use and reuse our resources efficiently, making them as productive as possible. The NSW Waste and Sustainable Materials Strategy acknowledges that there needs to be services and infrastructure in place to deal with our waste safely, to ensure it doesn't become a problem for future generations, and a need to work with consumers, industries and other governments to make the circular economy a reality.

The strategy outlines the actions to be taken in the first phase of the strategy to 2027 to deliver on long-term objectives. Some of the key reforms include:

- Phasing out problematic single-use plastic items
- Financial incentives for manufacturers and producers to design out problematic plastics
- Having government agencies prefer recycled content
- Mandating the separation of food and garden organics from households and selected businesses
- Incentivising biogas generation from waste materials.

NSW Government funding under the strategy will support local government actions including in part the rollout of new organics collection services; local government collaboration; the installation of landfill gas capture infrastructure; litter prevention programs and illegal dumping.

This strategy incorporates targets agreed to by Federal environment ministers and the Australian Local Government Association under the National Waste Policy Action Plan. In addition, the Strategy sets targets to commit to the goal of net zero emissions from organic waste by 2030 as laid out in the NSW Net Zero Plan Stage 1:2020-2030.

Additional strategies and supporting plans developed by various NSW government agencies also inform our CSP, including other NSW climate and environmental strategies and frameworks. These are designed to help achieve the NSW Premier's Priorities: a strong economy; highest quality education; well-connected communities with quality local environments; putting customers at the centre of everything we do; and breaking the cycle of disadvantage.

Links to those plans can be found at: https://www.nsw.gov.au/nsw-government/engage-us/ waratah-research-network/priorities-and-collaboration

Additional strategies and policies at a Federal level inform both NSW strategies and policies and our own CSP. These include various Strategies and Plans from the Australian Government:

- Department of Climate Change, Energy, the Environment and Water (DCCEEW) such as the Murray-Darling Basin Plan; Net Zero
- The Treasury such as the National Housing Accord
- Department of Social Services (DSS) such as Australia's Disability Strategy 2021-2031 (2024 update); The National Agreement on Closing the Gap
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts such as the Regional investment Framework. This underpins the Regional Development Australia's Networks (with Wentworth LGA a part of the Murray RDA Network) where local leaders work across government, business and community groups with the shared goal to improve their local region; and regional funding programs (such as Building Better Regions Fund & the Growing Regions Program).

## **Engagement Activities**

Community consultation is integral to the preparation of the Community Strategic Plan. This has been done to effectively identify the issues and opportunities in the community from a broad perspective and to assist in forming a vision and strategic objectives for the community.

The specific intents of the community consultation process were to:

- Ascertain and understand community and stakeholder views and opinions to inform the Plan;
- Identify issues and obtain community input on ways to resolve them;
- Assist in developing a vision for the community;
- Communicate and inform the community and stakeholders of the process and key messages of the Plan;
- Obtain feedback and input throughout the Plan preparation process; and
- Encourage public ownership of the final Plan.

Council aimed to provide numerous opportunities for the community and key stakeholders to provide formal and informal comment and feedback to assist with the continued preparation of the Plan. The consultation process allows the community and relevant stakeholders to identify various pertinent issues as being important for the future development, growth and sustainability of the Shire. The specific consultation activities undertaken were:

#### **Engagement Strategy**

In December 2024 Council reviewed and revised its Community Engagement Strategy.

Through its Community Engagement Strategy, Wentworth Shire Council works hard to establish opportunities for valuable twoway communication with the community.

#### **Community Survey**

An online survey was placed on Council's website for an eight-week period from 26 November 2024 to 24 January 2025. The survey asked respondents to rank Council's performance and service delivery, how they feel about living in the Wentworth Shire, and the opportunities, threats, strengths and weaknesses for the community and where they would like to see the community in ten years' time. There were 43 respondents.

#### **Community Consultation Sessions**

A series of 8 consultation sessions were held between November 2024 and March 2025 in the following locations:

- Anabranch
- Buronga / Gol Gol
- Curlwaa
- Dareton
- Ellerslie
- Pomona
- Pooncarie
- Wentworth

A total of 87 residents attended the sessions which provided an opportunity to discuss the future of the Wentworth Shire and the actions required to achieve this future. Attendees were asked to identify what they felt were the top priorities going forward.

#### Targeted Consultation

Workshops and/or focused meetings were held with the following organisations:

- Bendigo Community Bank Board
- Coomealla Memorial Sporting Club
   Board
- Dareton Senior Citizens
- Dareton Community Action Team
- Gol Gol Public School
- Gol Gol Senior Citizens
- Murray House
- Wentworth Regional Tourism Inc
- Wentworth Public School
- Wentworth Senior Citizens
- Buronga Gol Gol Senior Citizens
- Wentworth Preschool

In addition to the above, Council has also received correspondence from 6 individuals

Feedback was collated and sorted into a series of themes which have been the source of the future directions outlined in this Community Strategic Plan.

#### Where are we now?

Determining where we are now allows us to more clearly identify what we, as a community, value about Wentworth and what issues we might face in the future. It helps in monitoring progress towards the community vision and provides a foundation for community discussion.

#### Where do we want to be?

Understanding where we want to be in the future is vital in developing the Community Strategic Plan. It helps us to communicate a shared vision and a set of outcomes statements that describe the hopes and aspirations of our community and also provides the basis for our road map for the future.

### How will we get there and who can help us get there?

Delivering on a long-term community vision takes a thorough, thoughtful and coordinated approach. In exploring 'how will we get there" we looked in detail at what actually needs to be done and who might be able assist.

#### How are we tracking?

With so many contributors to developing and delivering on this Community Strategic Plan it is crucial that we have a clear and effective way to measure and track its implementation. What are the key indicators we need to monitor and report against to measure progress.

The vision and commitment to the community objectives outlined in the CSP have been developed fundamentally from community feedback and engagement.

Although this is a long-term strategic plan, the state of change currently being experienced in Wentworth Shire in terms of population growth and development calls for ongoing and meaningful dialogue between the community and Council.

This CSP will be reviewed again at the start of the next Council term in 2028. This is an opportunity for Council and the community to build on the engagement which has taken place and shaped this plan.

This is also a chance to explore communitylead engagement, and how Council can support the community Vision articulated in this Plan.

The community is invited to continue providing ideas and feedback as Council works towards delivering the Vision set out in this Plan, and to keep Council accountable to the commitments it has made to the community.

#### Social Justice Principles

The Community Strategic Plan has been developed in accordance with the NSW Government's social justice strategy, which is based on the following interrelated principles:

**Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.

Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

**Access**: Everyone should have fair access to services, resources and opportunities to improve their quality of life.

**Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

**Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

It is important that all communities have access to programs and services that support wellbeing, and have the opportunity to participate in the future of their region.

Participation helps build social cohesion and connectedness, and reduces isolation.

Many issues facing our community are beyond the direct control of Council, however, Council plays a lead role in advocating to government agencies and non-government organisations to address social wellbeing issues affecting the community's quality of life.

#### Principles of good governance

Good governance is having the best possible processes for Wentworth Council's decision making:

- Accountability is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.
- People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and what decision was made – what information, advice and consultation council considered, and which legislative requirements (when relevant) council followed.
- Local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.
- A community's wellbeing results from all of its members feeling their interests have been considered by council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.
- Local government should implement decisions and follow processes that make best use of the available people, resources and time to ensure the best possible results for their community.

Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision.

This can happen in several ways – community members may be provided with information, asked for their opinion, given the opportunity to make recommendations or, in some cases, be part of the actual decision-making process



#### At Wentworth Shire Council we value:

#### Honesty & Integrity

- ▶ We deliver on commitments.
- We act ethically.

#### **Quality & Commitment**

- We do our best to provide the highest standard of goods and services to our community.
- We are responsive to the needs of our community and always look for ways to better serve our community.
- We are dedicated to fulfilling the Shire's vision and goals.

#### Respect

We act professionally towards our community and our colleagues.

#### Accountability & Transparency

- ▶ We take responsibility for our actions.
- We communicate openly and respectfully with our community.

## Council's role and services

Council has a number of key roles in working towards a sustainable future for the Shire with a healthy and resilient community, as a leader, advocate, custodian, facilitator, educator, regulator and service provider.

In order to help the community achieve its aspirations, Council will play the following roles:

- **Provide** services and infrastructure to the community
- **Collaborate** with other levels of government, agencies and community groups on projects and issues
- **Support** other organisations and groups to achieve outcomes by providing resources or bringing stakeholders together
- Advocate to decision makers on behalf of our community to raise issues and opportunities and inform other levels of government of local and regional priorities.

Council is committed to achieving our current vision as well as contributing to the ability of future generations to meet their needs.

To do this, Council applies a Quadruple Bottom Line (QBL) approach that combines social, environmental, economic and governance considerations.

The Community Strategic Plan also uses a QBL approach so that our objectives and supporting strategies deliver outcomes in a balanced and holistic way.

Many parts of our vision cannot be placed under only one area, as they are interrelated and it is important to remember that an action in one area creates impact across each of the others.

Recognising interrelationships encourages us to come together to work towards shared goals and can also highlight otherwise unanticipated consequences of our actions.



### Achieving the vision for 2036

The consultation and engagement activities undertaken to inform the Wentworth Shire: Our Future in Focus - Community Strategic Plan 2026-2036 resulted in the formation of the following concise and ambitious vision for the region:

# Wentworth Shire will work together to create a thriving, attractive and welcoming community.

		Quadruple Bottom Line
		The quadruple bottom line underpins the Community Strategic Plan, helping to categorise the priorities that have been identified by the community.
		Our strategies link directly to the quadruple bottom line, which are as follows:
ET.	Wentworth Shire is a vibrant, growing and thriving region	OUR ECONOMY
Å <sub>ŧi</sub> Å	Wentworth Shire is a great place to live	OUR COMMUNITY
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	OUR ENVIRONMENT
The	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	OUR LEADERSHIP

# **Community Strategic Plan**

Our Economy | Our Community | Our Environment | Our Leadership





Wentworth Shire is a vibrant, growing and thriving region

In order to have a strong, sustainable economy it is important that existing core businesses and industries are enabled and encouraged to grow and prosper and that businesses are attracted to the region.

Further economic development can be achieved by seeking out opportunities to increase tourism and innovation, which will in turn provide more local employment, urban renewal and economic growth.

The visitor economy is a significant economic contributor for the Wentworth Region with a number of local tourist attractions and events.

The community is concerned that more needs to be done to promote the benefits of the

region and to clearly define a clear point of difference in order to continue to attract tourists and visitors.

In terms of economic development, Council has both a direct and indirect role. Council provides employment for many residents as an employer of choice. Indirectly, Council can assist development by providing infrastructure and advocating on behalf of the business community.

Wentworth Shire is a growing region with an expanding sense of opportunity and there is a desire to capitalise on those possibilities for the benefit of all.

Ob	ojective	Council's role	Responsibility		
1	Create a supportive Environment for business to invest and grow	Provide/ Advocate	Wentworth Shire Council, State Government and registered training providers		
2	Promote the Wentworth Region as a desirable visitor and tourism destination	Provide/ Collaborate	Wentworth Shire Council, Murray Regional Tourism, Destination NSW Riverina-Murray		
3	High quality connectivity across the region	Advocate	Federal Government, State Government and Telco providers		
W	What the community can do				
•	Start a small business Shop locally to support our economy Create opportunities for traineeships, work experience and apprenticeships Promote our Shire as a tourism and business destination	<ul> <li>Upskill yourself</li> <li>Be a local tourist</li> <li>Work with Council to make this a great place to invest, work and live</li> </ul>			

#### What Council can do

- Communicate opportunities
- Land use and development control planning
- Support for major events
- Advocate for funding for economic infrastructure
- Tourism, promotion and visitor facilities
- Economic Development
- Support local businesses by shopping local where possible

#### Links to various plans

- Far West Regional Plan 2036
- Western Murray Regional Economic
   Development Strategy
- NSW Future Transport Strategy
- Visitor Economy Strategy & Destination Management Plans
- Regional Investment Framework
- NSW Digital Strategy

#### Other potential partners

- Business and Industry
- Developers
- State and Federal Government
- Department of Planning
- Department of Environment and Heritage
- Event organisers

- Far West Joint Organisation of Councils
- Regional Development Australia Far West
- TAFE & Local Schools
- Destination NSW Far West
- Murray Regional Tourism
- Mildura Regional Development

#### **Desired Outcome**

#### **Economic Growth and Opportunity**

• A key desired outcome is the development of a robust and diverse economy that supports local businesses, attracts investment, and creates employment opportunities.

#### Arts, Culture and Tourism Development

• A vibrant region thrives on a strong cultural and creative sector that promotes increased investment in tourism infrastructure, and marketing to showcase regional attractions leading to increased visitations.

#### Infrastructure and Connectivity

• For the region to grow and thrive, it must have modern infrastructure and connectivity including reliable and efficient transportation networks and enhanced digital infrastructure to support businesses and residents.

YOU TOLD US

WHAT YOU WANTED

- Bigger and more development with additional services.
- Major employment opportunities for businesses.
- Build other infrastructure and services to attract visitors to enhance the tourist experience.
- Larger population, more tourists.
- Continuing to grow the region
- We need money spent here and not in Victoria.

- Make our riverfront a feature.
- Support mining and renewable development.
- Promote the natural attractions within the Shire.
- Attracting young families to the area
- The vision must be for economic change to the community.
- Bring tourist dollars to the town and the local community and business.

# Strategy 2 Our Community





### Wentworth Shire is a great place to live

We have a unique community with a strong desire to have an input into the future of the region.

While there are many common features and pastimes which people enjoy, there are also many differing needs and priorities across a variety of demographics and segments of the community.

It is essential that all people, where ever they live, have access to services which enable them to feel included, to do what they love and to participate in cultural, sporting and social activities.

It is through these interactions that we are able to maintain a strong sense of community.

The community expect to live in a safe and healthy community that offers equitable access to health and specialist services and supports the needs of the aged, disabled and disadvantaged.

We all need to provide opportunities for people to contribute to their community to build our sense of place and connection.

The challenge for Council is how we adapt to the changing requirements of our evolving community while advocating for the provision of essential social services in an equitable and affordable manner.

Objective		Council's role	Responsibility
1	Continue to create opportunities for inclusion where all people feel welcome and participate in community life	Provide/ Collaborate	Wentworth Shire Council
2	The community has access to services and initiatives that contribute to well being across all stages of life.	Collaborate/ Advocate	Wentworth Shire Council, Federal Government, State Government and NGO's
3	To have a safe community	Provide/ Collaborate	Wentworth Shire Council, NSW Police, Transport for NSW
4	To have a strong sense of place	Provide	Wentworth Shire Council

#### What the community can do

- Attend, or live stream a Council meeting
- Use local facilities and services
- Participate in a community, sporting or cultural group
- Participate in local health lifestyle activities
- Be a responsible pet owner

- Volunteer
- Have a good work/life balance
- Show mutual respect and acceptance of others
- Report illegal and anti-social behaviour
- Become a mentor to a young person

#### What Council can do

- Parks and open spaces
- Public amenities
- Road Safety initiatives
- Library Services
- Advocate for better health services
- Advocate for better educational

#### opportunities

- Promote the availability of services and how to access them
- Partner with local police and other agencies to develop strategies to reduce crime and improve community safety

#### Links to various plans

- Far West Regional Plan 2036
- Western Murray Regional Economic
   Development Strategy
- NSW Future Transport Strategy
- NSW Digital Strategy
- NSW Disability Inclusion Plan

#### Other potential partners

- State and Federal Government
- Far West Local Health District
- Local sporting and community groups
- Health Care providers
- TAFE and Local Schools
- Tourism operators
- Department of Education

- Department of Primary Industries Crown Land
- Destination NSW Far West
- Murray Regional Tourism
- Far West Joint Organisation of Councils
- NSW Police
- Businesses and Industry

#### **Desired Outcome**

#### Safe and inclusive Community

• A great place to live is one where residents feel safe, welcomed and valued.

#### **Quality Housing and Liveability**

• Ensuring that residents have access to safe, affordable and high quality housing.

#### Health and Well-being

• A thriving community supports the physical and mental well-being of its residents.

#### Education and lifelong learning

• A great place to live provides residents with access to quality education and lifelong learning opportunities.

#### Vibrant Community Life and recreation

• A great place to live offers a variety of recreational, cultural and social opportunities.

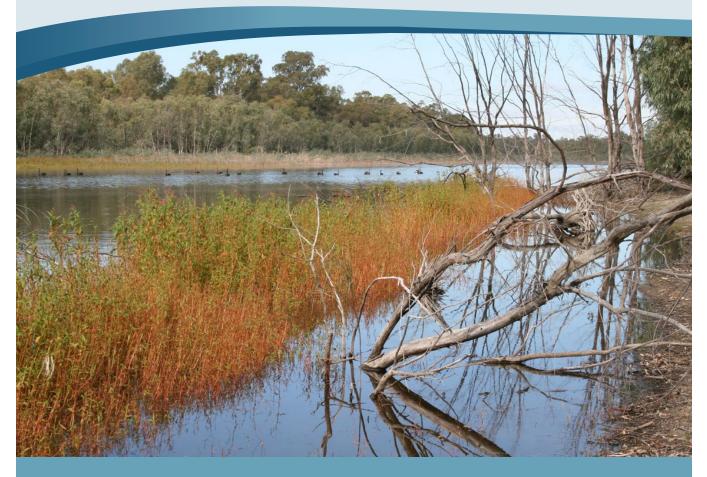
YOU TOLD US WHAT YOU WANTED



- Better access to services and facilities.
- Stronger police presence.
- More facilities to accommodate our aging population.
- Childcare facilities for families.
- Another school in Buronga or Gol Gol to accommodate growth in the area.
- Access to housing
- Public signage
- Public amenity
- An enhanced events calendar so residents have more to do.
- Increased traffic and pedestrian safety

### Strategy 3 Our Environment





Wentworth Shire is a community that works to enhance and protect its physical and natural environment.

The distinctive landscape and environment across the region is a key part of our lifestyle.

It is important that measures and programs are in place to help our community adapt to ensure that future generations can enjoy the environment in which we live.

Council plays an important role in adopting sustainable practices itself and promoting them in the community. The community has expressed a desire to live more sustainably through improved resource management. As a community there is a concern with the effect that the Region's growing population is having on the existing amenity of the Shire. Council's strategic planning will focus on protecting the community from the effects of development and the need for infrastructure that reflects our current population profile and anticipated demographic changes.

Our infrastructure makes daily life possible, and it is essential that our infrastructure is maintained in a way which enables us to function in an effective and efficient manner as a community.

Objective		Council's role	Responsibility
1	An urban environment that maintains and enhances our sense of identity and place.	Provide	Wentworth Shire Council
2	Our public assets are well maintained and able to meet the growing population demands.	Provide	Wentworth Shire Council
3	Minimise the impact on our natural environment.	Provide/ Advocate	Wentworth Shire Council, Federal Government and State Government
4	Use and manage our resources wisely.	Provide/ Collaborate	Wentworth Shire Council
5	Infrastructure meets the needs of our growing Shire.	Provide/ Advocate	Wentworth Shire Council, developers, renewable and critical mineral companies

### What the community can do

- Report safety and maintenance issues to Council
- Obey load limits on roads and bridges
- Drive to the conditions of the road and obey speed limits
- Take responsibility for drive ways and verge mowing
- Dispose of waste responsibly and minimise waste going to landfill

- Use water thoughtfully
- Report illegal dumping, polluting, littering
- Avoid excessive packaging
- Preserve trees and grow plants in your garden
- Install energy efficient fixtures and appliances at your home
- Consider alternative energy sources

### What Council can do

- Flood levee banks
- Footpaths and cycleway networks
- Kerb and guttering
- Public facilities and Council buildings
- Water and sewerage network
- Stormwater network
- Street lighting and signage
- Keep streets clean

- Road network
- Environmental planning
- Noxious weeds control
- Waste management
- Sporting Facilities
- Community Facilities
- Swimming Pools
- Regulation and enforcement

### Links to various plans

- Far West Regional Plan 2036
- NSW Future Transport Strategy
- NSW Water Strategy & Western Regional Water Strategy
- NSW Digital Strategy
- NSW Waste and Sustainable Materials
   Strategy 2041

Wentworth Shire Council | Community Strategic Plan 2026-2036

### Other potential partners

- Businesses and Industry
- Far West Local Land Services
- Department of Environment and Heritage
- Land owners

- Department of Planning
- Department Primary Industries Water
- Water NSW
- Transport for NSW
- Department of Infrastructure

### **Desired Outcome**

### Sustainable Land Use and Development

• Ensuring responsible urban planning and land use is essential for balancing growth and environmental protection.

### Waste Management

• Effective waste management reduction strategies are essential for a clean and healthy environment.

### Water Resource Management

• Preserving and managing water resources is essential for environmental sustainability and public health.

### Infrastructure Resilience and Maintenance

• A key outcome is ensuring that essential infrastructure is well maintained, resilient and capable of serving the community effectively.



- Better planning for infrastructure to support growth
- Better water pressure and quality
- An environmentally sustainable Shire
- More green spaces included in new developments
- A better waste management system that incorporates recycling and green waste bins
- Better maintenance of Council assets and infrastructure
- Stronger effort to protect our natural environment and waterways

### Strategy 4 Our Leadership





Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner.

The community will benefit from a strong Council which delivers tangible outcomes, advocates and builds successful partnerships, with the leadership, culture, people and capabilities to meet community expectations.

It is important that opportunities are available for people to have a say in decision making, and that access to local representation is made possible.

The community have expressed the need for timely, improved and transparent communications and community engagement from Council in decisions that impact everyone and the need for Council to be responsive to community needs. The Local Government Act provides guiding principles for Council in terms of its functions, decision-making and community participation, as well as principles for sound financial management and integrated planning and reporting.

Council is required to ensure that it:

- Is accountable and makes sound decisions;
- Meets its statutory obligations;
- Is sustainable as an organisation;
- Provides effective and efficient services; and,
- Consults, involves and is accountable to the community.

### Wentworth Shire Council | Community Strategic Plan 2026-2036

Objective		Council's role	Responsibility
1	A well engaged and informed community.	Provide	Wentworth Shire Council
2	We value our civic leadership whose stewardship and decision making benefits present and future generations.	Provide/ Collaborate/ Advocate	Wentworth Shire Council
3	Provide a governance framework that is transparent and builds trust in local leadership.	Provide	Wentworth Shire Council
4	Manage public resources responsibly and efficiently for the benefit of the community	Provide/ Collaborate/ Advocate	Wentworth Shire Council
W	/hat the community can do		
•	Stand for election to Council Regularly visit Council's website and read/listen to local media to keep up-to- date with Council activities Connect with Council on social media Get involved with community engagement programs run by Council Provide feedback to Council regarding	<ul> <li>services and customer service</li> <li>Volunteer and take part in community groups</li> <li>Exercise your right to vote</li> <li>Get involved – take an interest in civic affairs</li> <li>Attend a Council meeting</li> <li>Respect our Shire's resources and assets</li> </ul>	
W	/hat Council can do		
• • •	Civic services and representation Community engagement Customer services Governance Integrated strategic planning Focus on reducing red tape and simplifying process Value and consider feedback	<ul> <li>Support community groups and organisations</li> <li>Provide open and clear lines of communication with the community</li> <li>Be an organisation people want to work for</li> <li>Ensure local needs are reflected in state and regional plans</li> </ul>	
Li	nks to various plans		
•	Far West Regional Plan 2036 Western Murray Regional Economic Development Strategy NSW Future Transport Strategy Visitor Economy Strategy & Destination	Water Strategy	

- Visitor Economy Strategy & Destination Management Plans
- Regional Investment Framework
- NSW Waste and Sustainable Materials
   Strategy 2041

### Other potential partners

- Businesses
- Event organisers
- Community Groups and Organisations
- Office of Local Government
- State and Federal Government
- Far West Joint Organisation

- Local Government NSW
- Department of Premier and Cabinet
- Neighbouring Councils
- Barkindji Native Title Group
- Dareton Lands Council
- Indigenous Community and groups

### **Desired Outcome**

### Ethical leadership, integrity and transparent governance

• The community must be lead by ethical leaders ensuring that all civic activities are conducted openly and with accountability.

### Inclusive decision making and community participation

• Ensuring that all voices are heard and valued is critical for fostering an engaged and inclusive community.

### Effective and responsible leadership

• Leadership should be proactive, adaptive and responsive to the evolving needs of the community.

### **Collaboration and partnerships**

• Building strong relationships between government, businesses and community organisations enhances civic leadership.

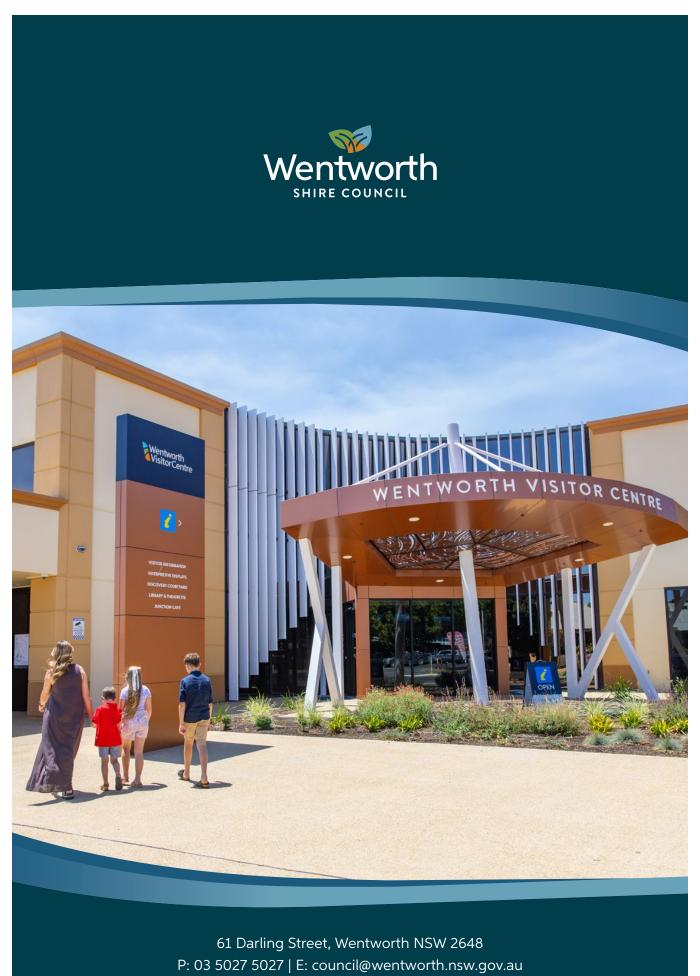
### Innovation and future planning

• Strategic foresight ensures that public resources are managed effectively for current and future generations.



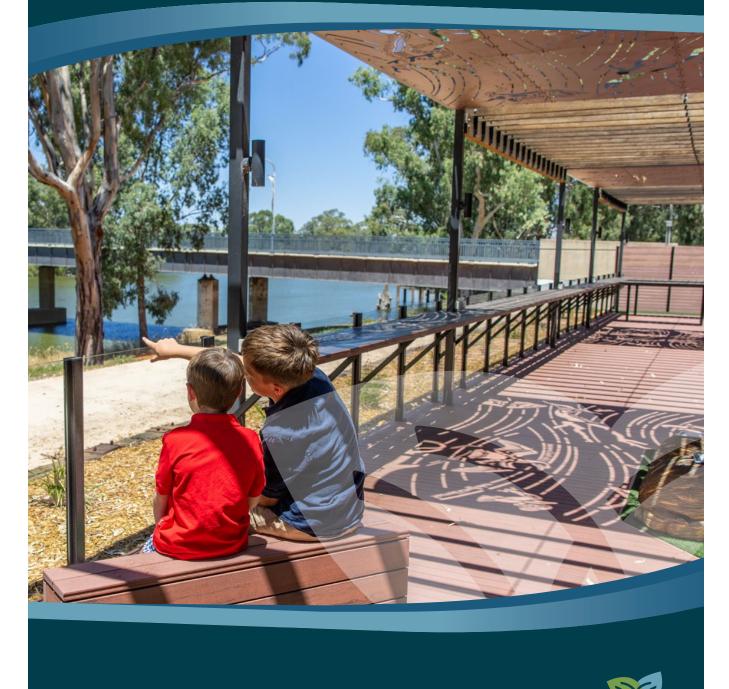
- A council that's in tune with the needs of the community
- Better communication and engagement with the community.
- A more diverse council to reflect the current Shire demographics
- Good decision-making by all who are in charge of our future
- Transparency, honesty, integrity in the Council and its staff
- Broader community consultation

- Proactive councillors, those who can make a vision reality, and be willing to influence change
- Inform the community and get community input
- A council that looks after all its constituents in a similar manner
- Advocate for the community
- Staff who are capable and passionate about the area



wentworth.nsw.gov.au

### Delivery Program 2026-2030



Wentworth SHIRE COUNCIL

# INTERPRETER SERVICES



#### MAHALAGA | FILIPINO

Kung kailangan mo ng tulong sa pagbabasa at pag-unawa sa dokumentong ito, ang mga kawani ng customer service ng Wentworth Shire Council ay masaya na tumulong sa pag-aayos ng isang libreng serbisyo ng interpretasyon. Upang ayusin ang isang interpreter, mangyaring makipagugnayan sa Council sa 03 5027 5027, o bisitahin ang isang Council Office na nakalista sa ibaba.

### **IMPORTANT | FRANÇAIS**

Si vous avez besoin d'aide pour lire et comprendre ce document, le personnel du service client du Wentworth Shire Council se fera un plaisir de vous aider à organiser un service d'interprétation gratuit. Pour organiser un interprète, veuillez contacter le Conseil au 03 5027 5027 ou visitez un bureau du Conseil indiqué ci-dessous.

#### ΣΗΜΑΝΤΙΚΟ | ΕΛΛΗΝΙΚΟ

Εάν χρειάζεστε βοήθεια για την ανάγνωση και την κατανόηση αυτού του εγγράφου, το προσωπικό εξυπηρέτησης πελατών του Wentworth Shire Council είναι πρόθυμο να σας βοηθήσει στη διευθέτηση μιας δωρεάν υπηρεσίας διερμηνείας. Για να κανονίσετε έναν διερμηνέα, επικοινωνήστε με το Δήμο στο 03 5027 5027 ή επισκεφθείτε ένα Γραφείο του Συμβουλίου που αναφέρεται παρακάτω.

#### IMPORTANTE | ITALIANO

Se hai bisogno di assistenza per leggere e comprendere questo documento, il personale del servizio clienti del Wentworth Shire Council sarà lieto di assisterti nell'organizzazione di un servizio interpretativo gratuito. Per organizzare un interprete, contattare il Comune allo 03 5027 5027 o visitare uno degli uffici del Comune elencati di seguito.

#### PENTING | MELAYU

Jika anda memerlukan bantuan membaca dan memahami dokumen ini, kakitangan perkhidmatan pelanggan Wentworth Shire Council berbesar hati untuk membantu dalam pengaturan perkhidmatan tafsiran percuma. Untuk mengatur jurubahasa, sila hubungi Majlis di 03 5027 5027, atau lawati Pejabat Majlis yang disenaraikan di bawah.



Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电 03 5027 5027 联系 议会,或前往下列议会办公室。

#### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੂਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณ<sup>ี่</sup>ต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

### C\* ÖN

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

### 📕 qı

#### QUAN TRONG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

## **Our Objectives**



	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
<mark>ан С</mark>	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP
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Our Values: Honest & Integrity | Accountability & Transparency | Respect | Quality & Commitment

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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Young children overlooking the Darling River from the Wentworth Visitor Centre library space.

This document was compiled by Wentworth Shire Council. Copies of this document can be viewed online at wentworth.nsw.gov.au

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### Mayor's foreword

Wentworth Shire is evolving, and Council is committed to ensuring the region grows in a way that benefits the entire community. The 2026–2030 Delivery Program and Operational Plan set out the priorities, projects, and services that will guide Council's work over the coming years. This is the first Delivery Program for this term of Council, following the local government elections in September 2024, marking a fresh opportunity to build on past achievements and drive new initiatives.

This document is more than a plan—it is a commitment to action. It provides a clear direction for Council's work, ensuring that resources are allocated effectively to deliver essential services and key infrastructure projects. Council remains focused on maintaining and improving roads, footpaths, parks, and drainage while also strengthening waste management and water security to meet the needs of a growing population.

Wentworth Shire is experiencing significant growth, and with that comes the responsibility to provide infrastructure and services that enhance both liveability and sustainability. Over the next four years, major projects such as the Buronga Landfill Expansion and Fibre Optic Symphonic Orchestra will take shape. These, along with water, sewerage, and stormwater system upgrades, reflect Council's proactive approach to ensuring the Shire is well-equipped for the future.

Strong partnerships are essential to achieving these goals. Council will continue to work closely with Federal and State governments, local businesses, and the wider community to secure funding and deliver meaningful outcomes. By fostering these relationships, we can ensure Wentworth Shire continues to thrive while preserving the character and natural beauty that make it unique.

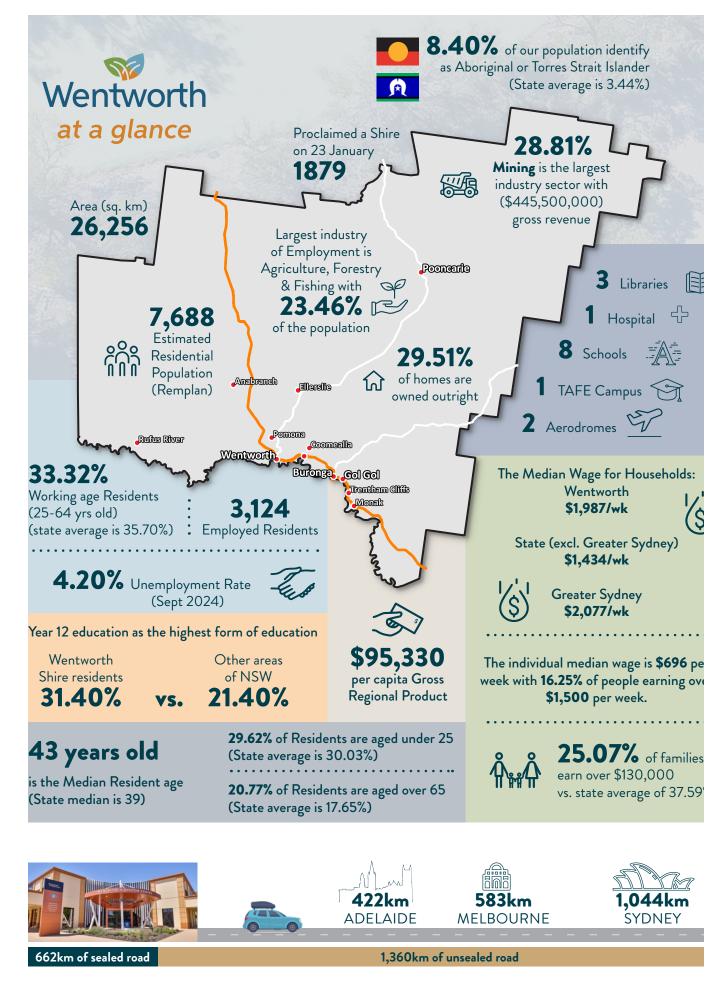
Council is guided by a commitment to Honesty & Integrity, Accountability & Transparency, Respect, and Quality & Commitment in everything it does. These values are the foundation of decision-making and service delivery, ensuring that the community can have confidence in Council's leadership and actions. By upholding these principles, Council remains focused on delivering high-quality outcomes that meet the expectations of residents and stakeholders alike.

At the heart of this Delivery Program is a commitment to openness and accountability. Council is in a strong financial position to implement these initiatives, and the community will be kept informed of progress through quarterly reports and the annual report. By maintaining transparency, we ensure that residents remain engaged and confident in the direction Council is taking.

This document is a living framework that will evolve to meet new opportunities and challenges. Council is proud to serve the Wentworth Shire community, and we look forward to working together to create a vibrant, sustainable, and connected future for all.



Daniel Linklater Mayor of Wentworth Shire Council



### EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our Organisational Structure is designed to deliver on the Communty's Strategic Objectives as outlined in the Community Strategic Plan 2026-2036.



### **REPORTING STRUCTURE**

As at 01 May 2024

GENERAL MANAGER

OFFICE OF THE GENERAL MANAGER

**ROADS & ENGINEERING** 

CORPORATE SERVICES

HEALTH & PLANNING





 Strategic Planning Projects & Strategies

**STORES** 

### Executive Team



### Ken Ross | General Manager

With 37 years of experience in Management, Health and Planning and Building Surveying, Ken holds an Associated Diploma in Applied Science and a Diploma in Environmental Health and Building.

Ken commenced his journey with Council in November 2002 and was appointed the role of General Manager in May 2019.



### Simon Rule | Director Corporate Services

With 26 years of experience in Senior Management roles in public operations, Simon holds a Bachelor Degree in Arts (Information Management) and Masters of Professional Accounting.

Simon commenced his journey with Council in November 2008 and was appointed the role of Director Corporate Services in May 2014.

### George Kenende | Acting Director Health and Planning



With 8 years of experience in Planning and Environment, George holds a Bachelor of Science (Ecology and Conservation Biology) and Masters of Urban and Environmental Planning.

George commenced his journey with Council in October 2017 and was appointed in the role of Acting Director of Health and Planning in January 2024.



### Geoff Gunn | Director Roads and Engineering

With 32 years experience in Engineering and Management of municipal operation areas, Geoff holds a Bachelor Degree in Civil Engineering.

Geoff commenced his journey with Council in November 2016 and was appointed in the role of Director Roads and Engineering in August 2019.

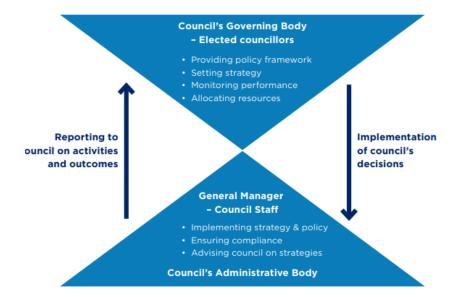
### Councillors

Wentworth Shire is represented by nine Councillors who are elected every four years.

The Councillors elect the Mayor every two years.

As the community's representative the role of a Councillor is to:

- Be an active and contributing member of the governing body;
- Make considered and well-informed decisions as a member of the governing body;
- Participate in the development of the Integrated Planning & Reporting Framework;
- Represent the collective interests of residents, ratepayers and the local community;
- Facilitate communication between the local community and the governing body;
- Uphold and represent accurately the policies and decisions of the governing body;
- Make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor





**Cr Daniel Linklater** Mayor



**Cr Peter Crisp** Deputy Mayor



**Cr Jon Armstrong** Councillor



**Cr Tim Elstone** Councillor



**Cr Greg Evans** Councillor



**Cr Susan Nichols** Councillor



**Cr Jo Rodda** Councillor



**Cr Jody Starick** Councillor



**Cr Michael Weeding** Councillor

### Services

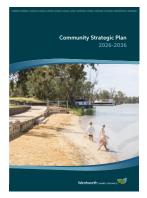
In order to deliver on its responsibilities in the Community Strategic Plan, the many separate activities that Council provides for residents, ratepayers, workers and visitors are broken into the following key services:





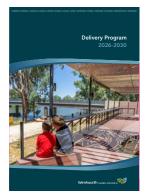
### Our planning and reporting framework

Council's Delivery Program and Operational Plan are key components of our Integrated Planning and Reporting framework. The framework helps Council discuss funding priorities and service levels with our community, including how these shape our local identity and how we can work together to create a more sustainable future. Under NSW Government legislation, Council must prepare a number of plans detailing how they intend to deliver works and services in the short and long term. These plans are based on the community's priorities, identified in the Community Strategic Plan, and present a balanced approach to planning that considers how our resources can be used to deliver community outcomes.



### **Community Strategic Plan**

The Community Strategic Plan outlines the community's objectives for the next 10+ years and the strategies to achieve them. It sits at the top of Council's planning hierarchy, guiding all other Council strategies and plans.



### **Delivery Program**

The Delivery Program translates the Community Strategic Plan's objectives into Council's area of responsibility, acting as a policy response to community aspirations. It is a fixed four-year plan aligning with Council's electoral cycle, with each newly elected Council preparing a new Delivery Program for their term. The current Delivery Program covers 2026-2030.

This Program is part of a larger corporate planning process. The Community Strategic Plan sets the community's future agenda, the Resourcing Strategy identifies necessary resources, and the Delivery Program and its sub-plan, the Operational Plan, detail Council's actions.



### **Operational Plan**

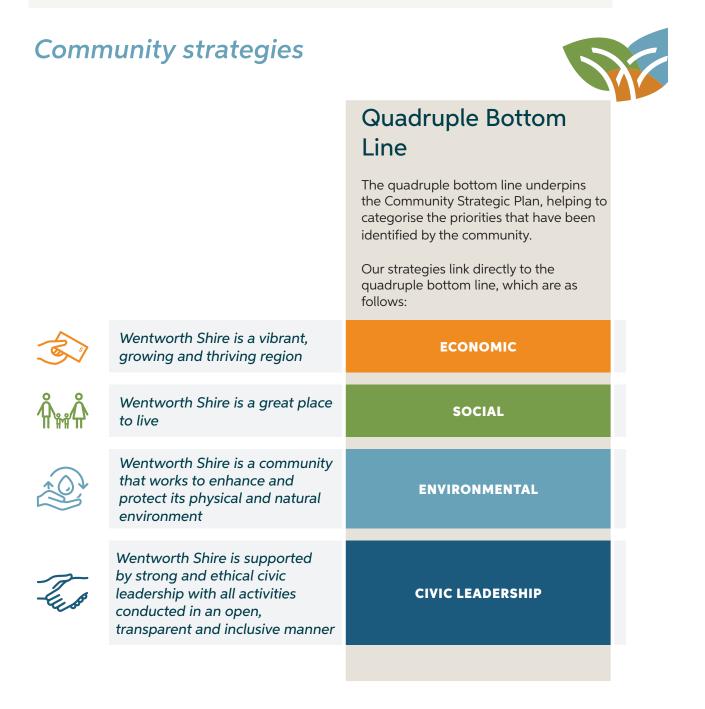
The Operational Plan details the actions Council will take each financial year to achieve the Delivery Program and Community Strategic Plan commitments. It also specifies the annual budget and responsible service areas. Council tracks and reports progress every three months through the Quarterly Operational Plan Progress Report and annually through the Annual Report.

To effectively support the Community Strategic Plan, Council develops resourcing strategies to identify the money, assets, and personnel needed to fulfil the commitments of the Community Strategic Plan, Delivery Program, and Operational Plan.

### Achieving the vision for 2036

The consultation and engagement activities undertaken to inform the Wentworth Shire: Our Future in Focus - Community Strategic Plan 2026-2036 resulted in the formation of the following concise and ambitious vision for the region:

Wentworth Shire will work together to create a thriving, attractive and welcoming community.



### Council's guiding principles

The aim of the Integrated Planning and Reporting Framework is to improve the way the Council's planning meets the community's needs.

The Framework recognises that most communities share similar aspirations; however, each Local Government Area has a uniqueness to their geographical location, demographics and culture.

The implementation of the framework is conducted differently by all councils across NSW.

The Local Government Act requires Council to carry out its functions in a way to support local communities to be strong, healthy and prosperous.

The following general principles apply to the core functions of Council to:

- Provide strong effective representation, leadership, planning and decision-making;
- Carry out functions that provide the best possible value for residents and ratepayers;
- Plan strategically, using the Integrated Planning and Reporting (IP&R) Framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community;
- Apply the IP&R Framework in carrying out functions to achieve desired outcomes and continuous improvements;
- Work co-operatively with other councils and the State government to achieve desired outcomes for the local community;
- Manage lands and other assets so that current and future local community needs can be met in an affordable way;
- Work with others to secure appropriate service for local community needs;
- Act fairly, ethically and without bias in the interest of the local community; and
- Be responsible employers and provide a consultative and supportive working environment for staff.

The following principles apply to decisionmaking. Council will:

- Recognise diverse local community needs and interests;
- Consider social justice principles;
- Consider the long-term and cumulative effects of actions on future generations;
- Consider the principles of ecologically sustainable development;
- Be transparent and accountable for decisions; and
- Promote community participation by actively engaging with the local community.

The following principles of sound financial management apply to Council:

- Spend in a responsible and sustainable manner, aligning general revenue and expenses.
- Invest in responsible and sustainable infrastructure for the benefit of the local community.
- Have effective financial and asset management, including sound policies and processes for the following:
  - Performance management and reporting;
  - Asset maintenance and enhancement;
  - Funding decisions; and
  - Risk management practices.
- Have regard to achieving intergenerational equity, including ensuring policy decisions are made after considering their financial effects on future generations and that the current generation funds the cost of its services.

Council continuously advocates on behalf of our community and has on-going conversations with State and Federal Governments, as well as the private sector, to ensure we protect, enhance and improve:

- The services and facilities that our community require today and into the future;
- Our natural environment; and
- The promotion of business opportunities that can generate local jobs.



### 2026 - 2030 Delivery Program Objectives

1.1	Create a supportive Environment for business to invest and grow
1.2	Promote the Wentworth Region as a desirable visitor and tourism destination
1.3	High quality connectivity across the region
2.1	Continue to create opportunities for inclusion where all people feel welcome and participate in community life
2.2	The community has access to services and initiatives that contribute to well being across all stages of life.
2.3	To have a safe community
2.4	To have a strong sense of place
3.1	An urban environment that maintains and enhances our sense of identity and place.
3.2	Our public assets are well maintained and able to meet the growing population demands.
3.3	Minimise the impact on our natural environment.
3.4	Use and manage our resources wisely.
3.5	Infrastructure meets the needs of our growing Shire.
4.1	A well engaged and informed community.
4.2	We value our civic leadership whose stewardship and decision making benefits present and future generations.
4.3	Provide a governance framework that is transparent and builds trust in local leadership.
4.4	Manage public resources responsibly and efficiently for the benefit of the community

"The Delivery Program is a statement of Council's commitment to the community and is the single point of reference for all principal activities undertaken by the elected council during its term of office"

The four-year Delivery Program is reviewed annually to determine which objectives set out in the Community Strategic Plan can be achieved within Council's available resources, and an Operational Plan of actions for the coming financial year is created.

As part of the ongoing monitoring and review of the Delivery Program, Council considers key external issues and influences that may affect what is required to be delivered for the community over the next four years.

The issues and influences identified and any others that arise over the next four years will be required to be monitored and any impacts from there will be included in future Operational Plans.

This ensures Council's long-term planning is consistent with current and future needs of the community.

The Operational Plan 2025-2026 is the first year of the Delivery Program 2026-2030. It outlines the actions that will be undertaken for each objective and determines who has primary responsibility for each action.

Throughout the duration of our four-year Delivery Program, we will continue to report and update the community on the progress of these initiatives and more, through our quarterly progress reports and the annual report.

Our Capital Works investment will continue to be significant with more than \$76 million to be spent on building, renewing and maintaining our assets.

As an organisation we continue to be in a strong financial position to deliver the programs outlined in this plan and meet our ongoing commitment to our community.

Council continues to work hard to ensure that all of its services and infrastructure will contribute to achieving the aspirations and priorities of the community and, in doing so, this will contribute to the health and wellbeing of our community. We do this in collaboration with you and our major partners and stakeholders.

As well as Council's objectives and actions, this document contains a thorough breakdown of Council's operational and capital works budget, aligning to the Long-Term Financial Plan.

Sustainability and resilience are key themes underpinning Council's direction and have also been embedded in Council's planning and budgeting process.

This plan is another step towards a more effective, efficient and inclusive organisation that is committed to listening to key stakeholders, planning effectively and making the best decisions for the future of our Shire.

Community engagement is how we reach out and encourage our community to talk with us about the plans, projects and policies we develop on their behalf.

Community engagement helps us make decisions; it builds relationships and trust; builds a sense of belonging; and keeps the community informed.

The feedback we receive from the community is considered along with legislation, policies, technical assessments, financial, environmental and social impacts. We are committed to providing opportunities for everyone in our community to help us make informed decisions.

We look forward to finding new ways to connect and work with you.

Council is mindful that the Community Strategic Plan is the community's document and not a Council document, with the Wentworth Shire community being the most important external stakeholder to be considered by Council in its planning for the future.

### Three levels of government

Australia has three levels of government that work together to provide residents with the services that they need.

Each level of government is responsible for providing services and each level collect money through taxes, rates or charges to pay for those services. Each level may be fully responsible for providing certain services, but often two or three levels of government share responsibility.

The three levels of government are demonstrated below.

<b>FEDERAL</b> Has broad national powers.	<ul> <li>Defence</li> <li>Bankruptcy &amp; Insolvency</li> <li>Trade &amp; Commerce</li> <li>Census &amp; Statistics</li> <li>Postal &amp; Telecommunication Services</li> <li>Quarantine</li> <li>Foreign Policy</li> <li>Taxation</li> <li>Copyright</li> <li>Immigration</li> </ul>
<b>STATE</b> Has its own government and its own constitution, and has power to look after laws not covered by the federal government.	<ul> <li>Education</li> <li>Health</li> <li>Transport (Railways, Registrations, Highways &amp; Public Transport)</li> <li>Emergency Services</li> <li>Public Housing</li> <li>Utilities</li> <li>Mining &amp; Agriculture</li> <li>Consumer Affairs</li> <li>Prisons</li> <li>Forests</li> <li>Maritime</li> </ul>
<b>LOCAL</b> Is responsible for providing services and infrastructure within its local area. Council responds to federal and state legislation and makes decisions based on identified community needs.	<ul> <li>Regulatory Services</li> <li>Urban &amp; Regional Planning</li> <li>Community Services &amp; Facilities</li> <li>Transport (Local &amp; Regional Roads, Footpaths, Car Parking)</li> <li>Recreation Facilities</li> <li>Environment &amp; Waste Management</li> <li>Tourism (Promotion, Visitor Information Services)</li> <li>Economic Development</li> <li>Stormwater Drainage</li> <li>Water &amp; Waste Water</li> </ul>

# Delivery Program 2026-2030 Strategies



### Strategy 1 Our Economy



Wentworth Shire is a vibrant, growing and thriving region

### **Community Outcome**

We are a growing region with an expanding sense of opportunity, and we want to capitalise on those possibilities for the benefit of all.

Economic opportunities and partnerships facilitate growth of our local and regional economy, attracting investment to the region and fostering local business and employment.

### Council Services that will contribute to this Strategy

- Urban & Regional Planning
- Tourism & Economic Development
- Community

- Civic Governance
- Corporate Services



- Bigger and more developed with additional services.
- Major employment opportunities for businesses.
- Build other infrastructure and services to attract visitors to enhance the tourist experience.
- Larger population, more tourists.
- Continuing to grow the region
- We need money spent here and not in Victoria.

- Make our riverfront a feature.
- Support mining and renewable development
- Promote the natural attractions within the Shire.
- Attracting young families to the area
- The vision must be for economic change to the community.
- Bring tourist dollars to the town and the local community and business.

### Strategy 2 Our Community



Wentworth Shire is a great place to live

### **Community Outcome**

We are committed to strengthening our diverse population by creating new opportunities for connection, creativity and inclusion by encouraging initiatives that strengthen our collective sense of self.

Social connectedness is a very strong indicator of perceived quality of life and happiness in a community. Council hopes, through the Delivery Program, to contribute to community connectedness in the Shire.

This will be reflected in the pride that residents have in telling people where they live, their good relationships with their neighbours, their participation in community life, how safe they feel, how much they volunteer, and of their sense of history and identity.

### Council Services that will contribute to this Strategy

Public Order

- Regulatory
- Recreation
  Community
  Corporate Services
  Civic Governance
  - Animal control
  - Better access to services and facilities.
  - Stronger police presence.
  - More facilities to accommodate our aging population.
  - Childcare facilities for families.
  - Another school in Buronga or Gol Gol to accommodate growth in the area.
- Access to housing
- Public signage
- Public amenity
- An enhanced events calendar so residents have more to do.
- Increased traffic and pedestrian safety

### Strategy 3 Our Environment

Wentworth Shire is a community that works to enhance and protect its physical and natural environment

### **Community Outcome**

Creating liveable communities means striking a balance between activities that support infrastructure development and others that enhance our quality of life.

As custodians of this land for future generations, we have an obligation to treat the natural environment with care and to minimise human impact on the surrounding environment to ensure a sustainable and healthy community.

### Council Services that will contribute to this Strategy

- Water & Sewer
- Environment
- Public Order
- Urban & Regional Planning
- Transport

- Civic Governance
- Corporate Services
- Recreation
- Tourism/Economic Development



- Better planning for infrastructure to support growth
- Better water pressure and quality
- An environmentally sustainable Shire
- More green spaces included in new developments
- A better waste management system that incorporates recycling and green waste bins
- Better maintenance of Council assets and infrastructure
- Stronger effort to protect our natural environment and waterways

### Strategy 4 Our Leadership



Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner

### **Community Outcome**

We are a responsible Council, committed to building strong relationships.

We value transparent and meaningful communication and use community feedback to drive strategic decision-making.

In order to operate a large organisation with a diverse range of services, a large portfolio of assets and a multitude of statutory requirements, Council must have a robust and well-managed governance framework and administration functions.

Council is committed to creating a well-managed and operated organisation that is equipped with the resources required to deliver effective services.

### Council Services that will contribute to this Strategy

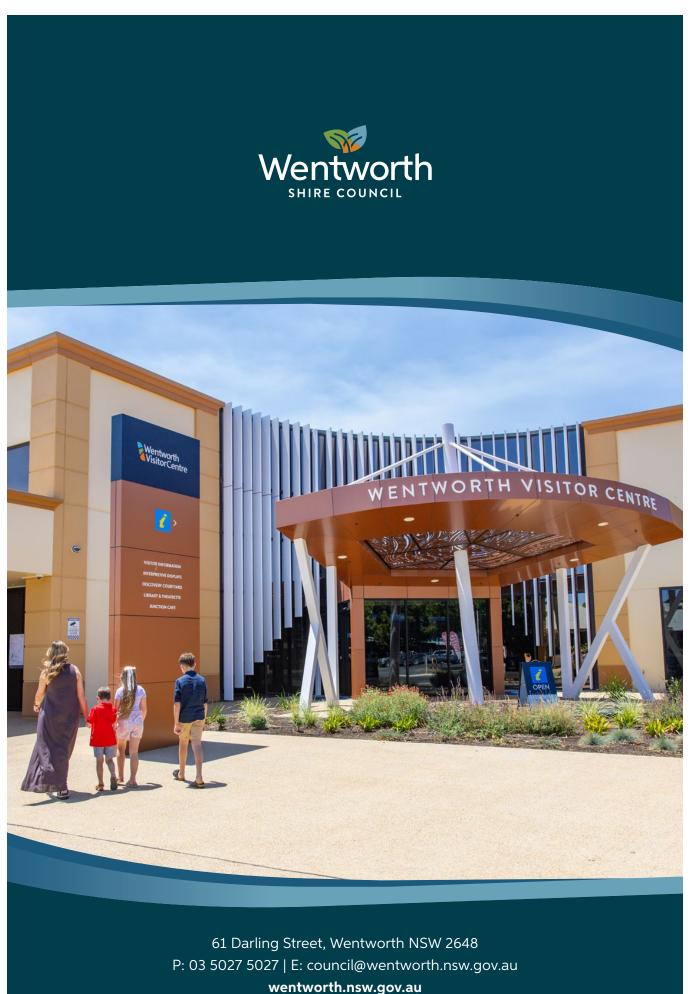
All Council Services



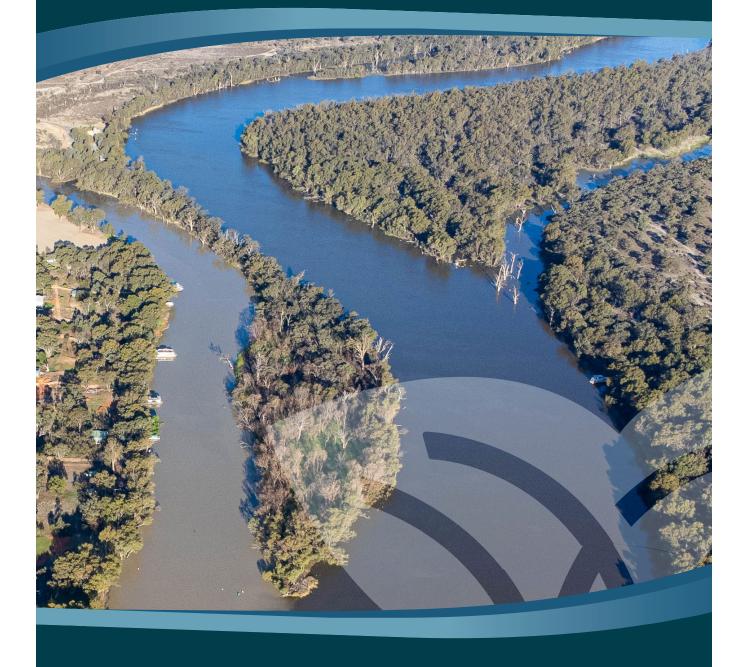
- A council that's in tune with the needs of the community
- Better communication and engagement with the community.
- A more diverse council to reflect the current Shire demographics
- Good decision-making by all who are in charge of our future
- Transparency, honesty, integrity in the Council and its staff
- Broader community consultation

- Proactive councillors, those who can make a vision reality, and be willing to influence change
- Inform the community and get community input
- A council that looks after all its constituents in a similar manner
- Advocate for the community
- Staff who are capable and passionate about the area

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### Operational Plan 2025/2026



Wentworth SHIRE COUNCIL

# INTERPRETER SERVICES



#### MAHALAGA | FILIPINO

Kung kailangan mo ng tulong sa pagbabasa at pag-unawa sa dokumentong ito, ang mga kawani ng customer service ng Wentworth Shire Council ay masaya na tumulong sa pag-aayos ng isang libreng serbisyo ng interpretasyon. Upang ayusin ang isang interpreter, mangyaring makipagugnayan sa Council sa 03 5027 5027, o bisitahin ang isang Council Office na nakalista sa ibaba.

### **IMPORTANT | FRANÇAIS**

Si vous avez besoin d'aide pour lire et comprendre ce document, le personnel du service client du Wentworth Shire Council se fera un plaisir de vous aider à organiser un service d'interprétation gratuit. Pour organiser un interprète, veuillez contacter le Conseil au 03 5027 5027 ou visitez un bureau du Conseil indiqué ci-dessous.

### ΣΗΜΑΝΤΙΚΟ | ΕΛΛΗΝΙΚΟ

Εάν χρειάζεστε βοήθεια για την ανάγνωση και την κατανόηση αυτού του εγγράφου, το προσωπικό εξυπηρέτησης πελατών του Wentworth Shire Council είναι πρόθυμο να σας βοηθήσει στη διευθέτηση μιας δωρεάν υπηρεσίας διερμηνείας. Για να κανονίσετε έναν διερμηνέα, επικοινωνήστε με το Δήμο στο 03 5027 5027 ή επισκεφθείτε ένα Γραφείο του Συμβουλίου που αναφέρεται παρακάτω.

### IMPORTANTE | ITALIANO

Se hai bisogno di assistenza per leggere e comprendere questo documento, il personale del servizio clienti del Wentworth Shire Council sarà lieto di assisterti nell'organizzazione di un servizio interpretativo gratuito. Per organizzare un interprete, contattare il Comune allo 03 5027 5027 o visitare uno degli uffici del Comune elencati di seguito.

#### PENTING | MELAYU

Jika anda memerlukan bantuan membaca dan memahami dokumen ini, kakitangan perkhidmatan pelanggan Wentworth Shire Council berbesar hati untuk membantu dalam pengaturan perkhidmatan tafsiran percuma. Untuk mengatur jurubahasa, sila hubungi Majlis di 03 5027 5027, atau lawati Pejabat Majlis yang disenaraikan di bawah.



Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电 03 5027 5027 联系 议会,或前往下列议会办公室。

#### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੂਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณ<sup>ี่</sup>ต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

### C\* ÖNE

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

### Q

#### QUAN TRONG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

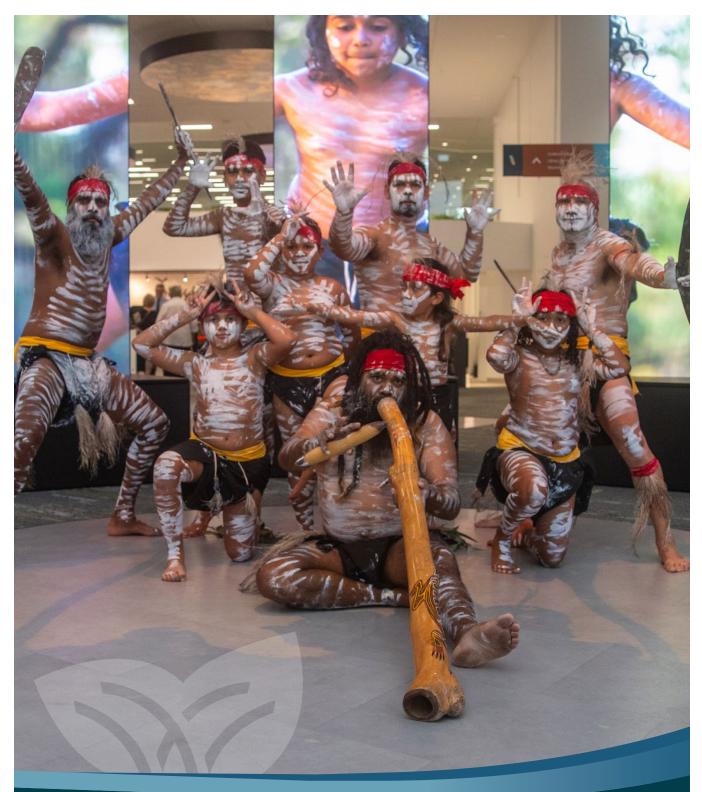
#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

# **Our Objectives**



ET	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
The state	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP
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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Junction Island, Wentworth.

The Annual Statement of Revenue forms part of the 2025/2026 Operational Plan and includes the 2025/2026 Fees and Charges. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act 1993*.

The Annual Fees and Charges forms part of the 2025/2026 Operational Plan. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act* 1993.

This document was compiled by Wentworth Shire Council. Copies of this document can be viewed online at wentworth.nsw.gov.au

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Our Values: Honest & Integrity | Accountability & Transparency | Respect | Quality & Commitment

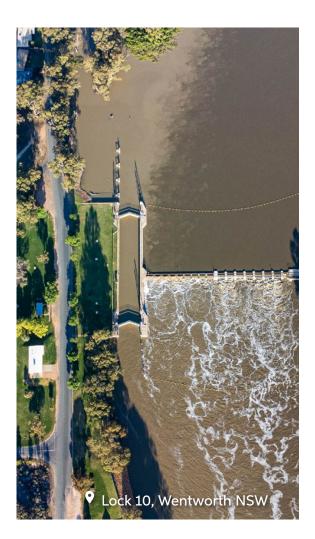
# Overview

Council's Operational Plan is created each financial year as a sub-plan of Council's fouryear Delivery Program. The Operational Plan 2025/2026 is year one of Council's Delivery Program.

It outlines the actions that Council will undertake in the financial year that contribute to achieving the commitments of Council's Delivery Program and Community Strategic Plan.

It also identifies the annual budget required to deliver the actions and the responsible service area within Council who will oversee and report progress and performance results achieved.

The Plan is accompanied by Council's 2025-2026 Annual Statement of Revenue and Schedule of Annual Fees and Charges which includes the proposed rates and annual charges.



# 2025/2026 Council Snapshot



# Achieving the vision for 2036



The consultation and engagement activities undertaken to inform the Wentworth Shire: Our Future in Focus - Community Strategic Plan 2026-2036 resulted in the formation of the following concise and ambitious vision for the region:

# Wentworth Shire will work together to create a thriving, attractive and welcoming community.

To ensure we, as a community, can work toward achieving this vision, four strategic objectives have been developed around the quadruple bottom line which aims to balance social, environmental, economic and governance aspects of strategic plans.

Underpinning each objective is a range of supporting strategies that outline high-level approaches to achieving the objectives and delivering the vision.

# Quadruple Bottom Line

The quadruple bottom line underpins the Community Strategic Plan, helping to categorise the priorities that have been identified by the community.

Our strategies link directly to the quadruple bottom line, which are as follows:

E C	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
ᡥᡥᡭ	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
Tus	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP

# **Financial information**

Budgeted Income Statement Summary	2025/2026 Budget
Income from Continuing Op	erations
Rates & Annual Charges	\$11,640,392
User Charges & Fees	\$12,923,061
Interest & Investment Revenue	\$2,286,858
Other Revenues	\$1,958,378
Grants - Operating	\$12,410,051
Grants - Capital	\$8,133,998
Net Gains from the disposal of assets	\$100,000
Total Income	\$49,452,738

Funding Requirements	2025/2026 Budget
Expenditure	
Operating Expenditure	\$33,081,997
Capital Expenditure	\$24,290,133
Total Expenditure	\$57,372,130
less depreciation (incl. in expenditure)	\$10,083,286
2025/2026 Cash Requirements	\$47,288,844

Cash Requirements funded from:	
Operational Revenue	\$43,092,364
Borrowings	\$1,050,000
Retained Earnings	\$0
Council Restricted Reserves	\$3,146,480
2025/2026 Total Funding	\$47,288,844

Projected Balances (Council Cash Reserves)	
Projected opening cash balance 01/07/2025	\$45,000,000
Plus projected Cash surplus	\$1,995,297
Projected cash balance at 30/06/2026	\$46,995,297
Represented as:	
- Cash on hand	\$1,995,297
- Short Term Investments	\$5,000,000
- Long Term Investments	\$40,000,000

Expenses from Continuing Operations	
Employee Benefits	\$10,190,320
Borrowing Costs	\$1,282,304
Materials & Contracts	\$10,858,390
Depreciation & Amortisation	\$10,083,286
Other Expenses	\$667,697
Total Expenses	\$33,081,997
Operating Result from Continuing Operations	\$16,370,741
Less Capital Grants and Contributions	\$8,133,998
Net Operating Result from Continuing Operations	\$8,236,743

For Council to live within its means and achieve financial sustainability the annual budget must be balanced and in alignment to Council's long-term financial position. To ensure that Council lives within its means and that annual operations do not deplete financial reserves, Council's budget for 2025/2026 includes the following assumptions:

#### **Rates and Annual Charges**

- The Ordinary Rate will be increased by the maximum 4.50% (as determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART).
- Waste water access charges will be increased by 4.50%.
- Raw and filtered water access charges will be increased by 4.50%.
- Domestic waste charges will be increased by 4.50%.
- Water consumption charges will be increased by 4.50%.
- Interest will be charged on overdue rates and annual charges as approved by the Minister for Local Government.

#### Borrowings

Borrowed funds enable the cost of acquiring assets to be spread over a longer period of time, thus easing the burden on current ratepayers.

In the 2025/26 financial year Council is proposing no new loan borrowings.

#### **Restricted Reserves**

Council will utilise the following restricted reserves to fund capital expenditure during the 2025/2026 financial year:

## Loan Reserve

\$1,050,000 from previously approved loans to fund the Buronga landfill and stormwater infrastructure upgrades.

#### **Unexpended Grants Reserve**

\$3,146,480 of prepaid grants to fund capital projects.

#### **Buronga Landfill Reserve**

Council intends to transfer \$1,200,000 to this reserve to set aside cash to fund future works at the landfill.

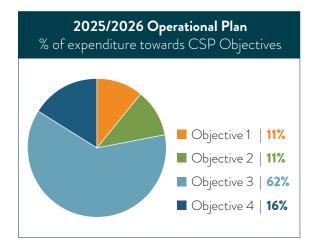


# **Contribution to CSP objectives**

In line with the Integrated Planning and Reporting Framework Council's expenditure has been aligned with the Objectives established within the Community Strategic Plan.

The financial expenditure figures depicted in the following table provide an indication of how Council's expenditure in 2025/2026 is aligned to the Community Strategic Plan.

The following pages provide the details of each Operational Plan action, including the description, the strategy that it is aligned to, the responsible officer, the source of funding and the budget amount for the financial year.



## Strategy 1



Wentworth Shire is a vibrant, growing and thriving region

### Strategy 2



Wentworth Shire is a great place to live

# Strategy 3



# ENVIRONMENTAL

Wentworth Shire is a community that works to enhance and protect its physical and natural environment

#### Strategy 4



# **CIVIC LEADERSHIP**

Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner



# Capital Expenditure

The following major projects will be undertaken during 2025/2026:



# How to read this plan

This diagram explains the key headings and terminology used in the following pages of this Plan.

#### **STRATEGIES**

These are the community's longterm priorities and aspirations for the Shire. They contribute to achieving the Shire's vision. Council has a custodial role in working towards realising these outcomes, however, is not wholly responsible for achieving them. Other partners, such as state agencies and community groups have an important role to play in achieving these strategies.

# S)

ECONOMIC

Wentworth Shire is a vibrant, growing and thriving region

#### **OBJECTIVES**

Provides specific focus points to achieve the community strategies.

#### ACTIONS

These are how we plan to achieve each objective. The Delivery Program & Operational Plan outline how the actions can be achieved. ANNUAL ACTIONS Actions that Council

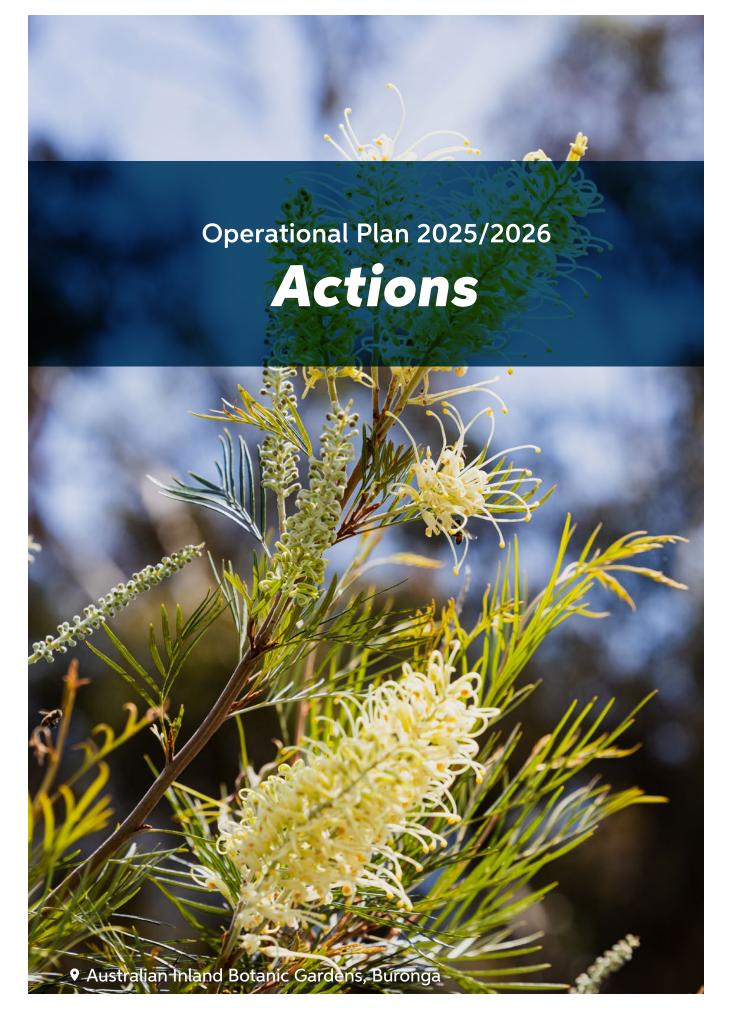
will undertake across each year of the Delivery Program that contribute to achieving the long-term objectives.

#### **SPECIFIC ACTIONS**

Actions that Council will undertake in a specific year(s) over the four (4) years of the Delivery Program. These are reviewed and updated annually.

OBJECTI	VES & ACTIONS	RESPONSIBLE OFFICER
3.1 – An	urban environment that maintains and enhances our sense of	identity and place.
Annual Actions	Manage development through a transparent and efficient assessment process.	Director Health &
	Develop, review and update Strategic Planning documents as required.	Planning
Specific Actions	Not applicable.	
3.2 – Ou demands	r public assets are well maintained and able to meet the grow 5.	ing population
Annual Actions	Land Tenure Program.	Director Health & Planning
	Maintain transport network including Roads, Bridges and Footpaths.	– Manager Works
	Maintain community facilities including halls, ovals, pools and other sporting facilities.	- Manager works
Specific Actions	Prioritise and implement recommendations of Asset Management Plans • Regional Emergency Road Repair Fund • Loop Road • Milpara Road	Manager Works
3.3 – Mir	imise the impact on the natural environment.	
Annual Actions	Effectively manage weeds to protect our biodiversity and natural environment.	Manager Works
	Monitor and investigate Illegal Dumping Activities as required.	Director Health & Planning
	Support the activities of the Murray Darling Association.	
	Advocate for the sustainable management of the Darling- Baaka River and the Menindee Lakes.	General Manager
Specific Actions	Wentworth Flood Study	Director Health & Planning

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# **STRATEGY 1**

# **OUR ECONOMY**

# Strategy 1

**Our Economy** 

Wentworth Shire is a vibrant, growing and thriving region



OBJECTI	VES & ACTIONS	RESPONSIBLE OFFICER	
1.1– Crea	ate a supportive Environment for business to invest and gro	w	
Annual Actions	Utilise the Economic Development Strategy to advocate for approaches that create economic diversification and provide broader employment opportunities.	Conoral Managor	
	Support educational and employment opportunities that retain young people and local talent, attract new workers and provide opportunities for the unemployed.	- General Manager	
Specific Actions	Not applicable.		
1.2- Pro	note the Wentworth Region as a desirable visitor and touris	sm destination	
Annual	Visitor Information Centre Services.	Team Leader VIC	
Actions	Work in partnership to expand the branding, promotion, attraction and opportunities in support of the growth of the visitor economy	_ Manager Tourism & Promotion	
	Support the activities of Murray Regional Tourism, Destination NSW Riverina-Murray, and Wentworth Regional Tourism Inc.		
Specific Actions	Fibre Optic Symphonic Orchestra – Bruce Munro Art Installation	General Manager	
1.3 – Hig	h quality connectivity across the region		
Annual Actions	Advocate for high standard physical and digital connectivity	General Manager	
Specific Actions	Not applicable.		

Total Council Operational Budget committed to Strategy 1	\$1,027,406
Total Council Capital Budget committed to Strategy 1	\$5,535,516

Measuring Progress	
1	Event sponsorship provided
2	Review of promotional advertising reach across Social Media platforms, engagement from email newsletters, surveys and website analytics.



# Strategy 2 Our Community



Wentworth Shire is a great place to live

OBJECT	VES & ACTIONS	RESPONSIBLE OFFICER				
	ntinue to create opportunities for inclusion where all people fe te in community life	el welcome and				
Annual	We foster a sense of community belonging and diversity.	_				
Actions	Actively engage with and include the perspectives and knowledge of the local indigenous community.	. General Manager				
	Support the delivery and development of events that contribute to economic prosperity, liveability and social cohesion					
	Support cultural, recreational and community interaction opportunities through the Financial Assistance Program	Director Corporate Services				
Specific Actions	Implement actions outlined in the Disability Action Plan Director Corporate Services					
	e community has access to services and initiatives that contribu I stages of life.	ute to well being				
Annual Actions	Provide libraries that support social interaction and encourage lifelong learning.	Team Leader Library Services				
	Develop and maintain effective relationships to advocate for the needs of the community.	General Manager				
	Support the work of the Wentworth Interagency Group.	• -				
	Our buildings and spaces are designed to be inclusive and accessible to all community members.	Manager Engineering Services				
Specific Actions	Not applicable.					

	nave a safe community		
Annual Actions	Regulatory Services are provided to support the health, safety and well being of the community.	Director Health & Planning	
	Continue to engage with the Local Area Command on key community safety issues.		
	Facilitate the Local Emergency Management Committee to ensure a co-ordinated approach by all agencies having responsibilities and functions in emergencies.	General Manager	
	In partnership with Transport for NSW continue to identify and resolve road and pedestrian safety issues.	Manager Works	
	Being a Child Safe Organisation	Director Corporate Services	
Specific Actions	Dareton CCTV	General Manager	
2.4 – To l	nave a strong sense of place		
Annual Actions	Community pride is encouraged through the beautification and maintenance of our towns	Manager Works	
Specific Actions	<ul><li>Undertake specific public spaces capital works projects:</li><li>Ski Reserve Rehabilitation project</li><li>Open Spaces Development</li></ul>	Manager Engineering Services	
Total Cou	uncil Operational Budget committed to Strategy 2	\$4,876,360	

	<i> </i>
Total Council Capital Budget committed to Strategy 2	\$1,285,500

Measuri	Measuring Progress				
1	Number of road safety initiatives implemented				
2	% of public health inspections completed within legislative timeframes				
3	Number of building inspections completed.				
4	Demographic profile of those attending library services				
5	Number of library programs completed				
6	Number of visitors to Council libraries				
7	Annual Financial Assistance Program completed				
8	Continue to provide support for Wentworth Interagency Group				



# **STRATEGY 3**

# **OUR ENVIRONMENT**

# Strategy 3 Our Environment

Wentworth Shire is a community that works to enhance and protect its physical and natural environment



OBJECTI	VES & ACTIONS	RESPONSIBLE OFFICER		
3.1 – An	urban environment that maintains and enhances our sense of	identity and place.		
Annual Actions	Manage development through a transparent and efficient assessment process.	Director Health &		
	Develop, review and update Strategic Planning documents as required.	Planning		
Specific Actions	Not applicable.			
3.2 – Ou demands	public assets are well maintained and able to meet the grow	ing population		
Annual Actions	Land Tenure Program.	Director Health & Planning		
	Maintain transport network including Roads, Bridges and Footpaths.	Managar		
	Maintain community facilities including halls, ovals, pools and other sporting facilities.	<ul> <li>Manager Works</li> </ul>		
Specific Actions	<ul> <li>Prioritise and implement recommendations of Asset</li> <li>Management Plans</li> <li>Regional Emergency Road Repair Fund</li> <li>Loop Road</li> <li>Milpara Road</li> </ul>	Manager Works		
3.3 – Mir	imise the impact on the natural environment.			
Annual Actions	Effectively manage weeds to protect our biodiversity and natural environment.	Manager Works		
	Monitor and investigate Illegal Dumping Activities as required.	Director Health & Planning		
	Support the activities of the Murray Darling Association.			
	Advocate for the sustainable management of the Darling- Baaka River and the Menindee Lakes.	General Manager		
Specific Actions	Wentworth Flood Study	Director Health & Planning		

5.4 - 050	and manage our resources wisely.			
Annual Actions	Provide best practice water, waste water and stormwater management infrastructure.	Manager Engineering Services		
	Provide and Promote resource recovery and recycling initiatives	Director Roads & Engineering		
	Encourage businesses and the community to be socially and environmentally responsible.	Manager Tourism & Promotion		
Specific Actions	Buronga Landfill	Director Roads & Engineering		
	<ul> <li>Prioritise and implement recommendations of the Integrated Water Cycle Management Plan.</li> <li>Water Treatment Plant Upgrades</li> <li>Gol Gol East Raw Water Pump Station</li> <li>Wilson SPS</li> <li>Buronga SPS # 7</li> <li>Sewer Main Refurbishments</li> <li>Buronga Waste Water Treatment Plant</li> <li>Wentworth Waste Water Treatment Plant</li> </ul>	Manager Engineering Services		
3.5 – Infi	astructure meets the needs of our growing Shire			
Annual Actions	Infrastructure is planned for the long term and without imposing an unfair burden on future generations.	Director Roads & Engineering		
	Encourage positive social and environmental contributions from developers.	General Manager		
Specific Actions	<ul> <li>Progress actions from the Buronga/Gol Gol Structure Plan:</li> <li>Rose Street Stormwater</li> <li>3 Sisters Stormwater</li> <li>Crane Drive Stormwater</li> </ul>	Manager Engineering Services		

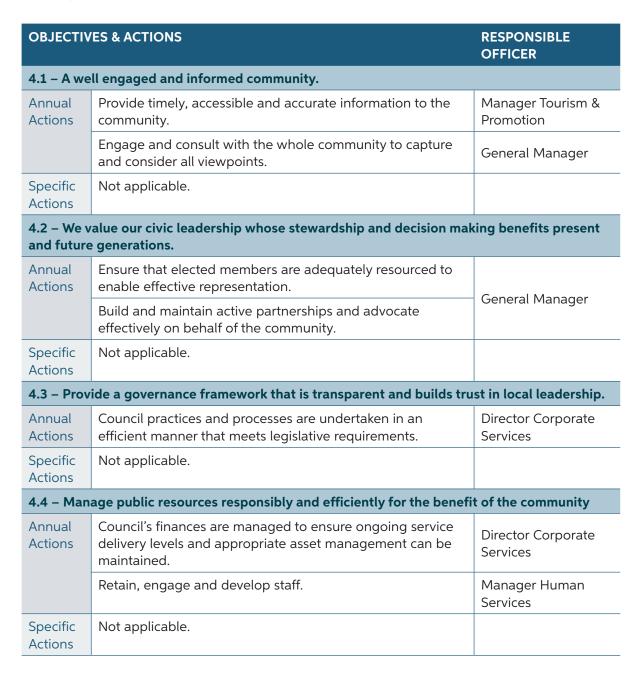
Total Council Operational Budget committed to Strategy 3	\$19,377,811
Total Council Capital Budget committed to Strategy 3	\$16,314,783

Measuring Progress					
1	% of Capital works projects completed on time and on budget				
2	Average development application approval time				



# Strategy 4 Our Leadership

Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner.



Total Council Operational Budget committed to Strategy 4	\$7,800,420
Total Council Capital Budget committed to Strategy 4	\$1,154,334

Measurin	Measuring Progress					
1	Strong financial position maintained					
2	Financial reporting obligations met					
3	Number Service level reviews completed					
4	Quarterly Progress Reports completed on time					
5	Engagement activities undertaken as per Community Engagement Strategy					

# Workforce requirements

On 20 March 2024 Council increased the organisational structure by 3.60 Full Time Equivalents (FTE) to 137.05 FTE's.

The adopted structure consists of the general manager and three (3) directors. Council staff other than the General Manager are employed under the NSW Local Government (State) Award.

For the 2025/2026 financial year total employment costs are forecast to be \$10,190,320.

The diagram on the following page depicts the Organisational Structure.



# EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our Organisational Structure is designed to deliver on the Communty's Strategic Objectives as outlined in the Community Strategic Plan 2026-2036.



# **REPORTING STRUCTURE**

As at 01 May 2024

GENERAL MANAGER

OFFICE OF THE GENERAL MANAGER

**ROADS & ENGINEERING** 

CORPORATE SERVICES

HEALTH & PLANNING

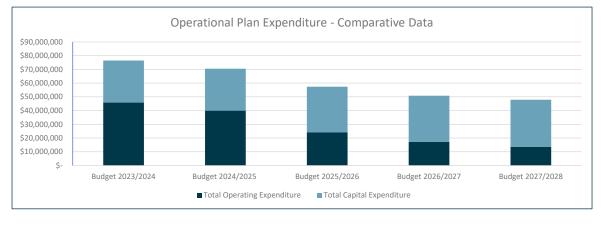




# Future year estimates

The following graph provides a comparison of previous budgeted amounts, compared with the budget for the upcoming financial year and the projected future budgets for 2026/2027 and 2027/2028.

Based on the current Delivery Program projects and forecasts from 2025/2026 onwards the level of capital expenditure reduces as the current four-year Delivery Program comes to an end.



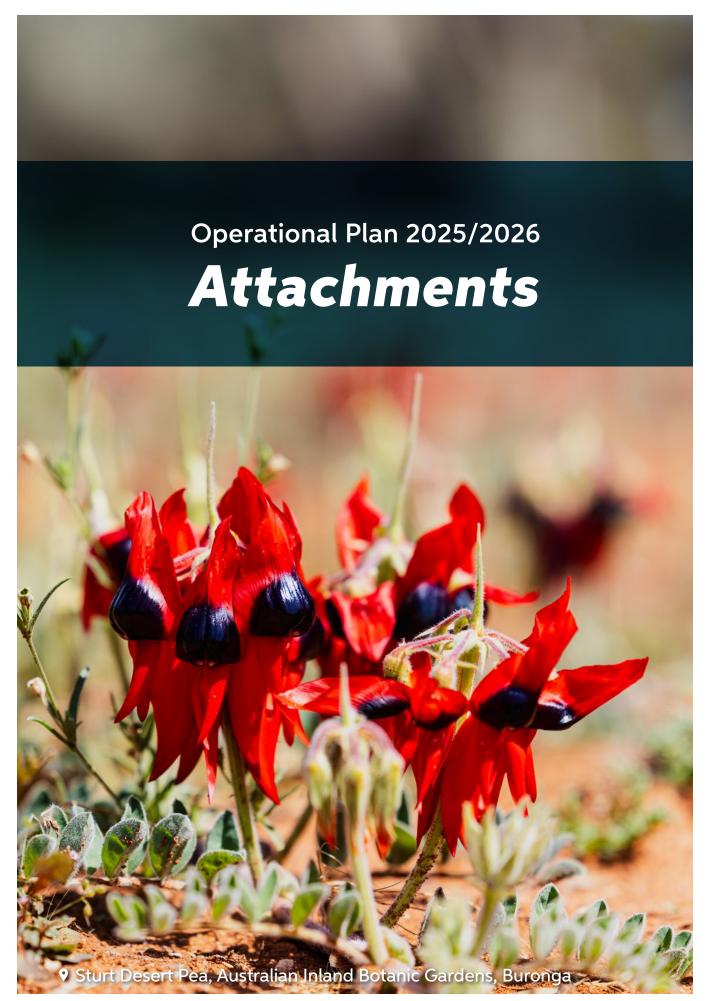
	Budget 2023/2024		Budget 2024/2025		Budget 2025/2026		Budget 2026/2027		Budget 2027/2028	
Total Capital Expenditure	\$	45,799,027	\$	39,936,874	\$	24,190,133	\$	17,302,869	\$	13,703,702
Total Operating Expenditure	\$	30,654,577	\$	30,519,997	\$	33,166,138	\$	33,530,496	\$	34,205,726

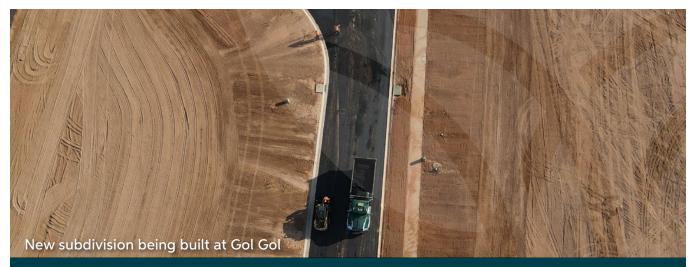
# Further information

The Annual Statement of Revenue provide a full breakdown of revenue and contains the following required statements;

- a statement of the types of fees proposed to be charged by Council,
- a statement of Council's proposed pricing methodology for determining the prices of goods and the approved fees under for services provided by Council,
- the amounts of any proposed borrowings,
- the sources from which they are proposed to be borrowed, and
- the means by which they are proposed to be secured.

The Annual fees and charges document provides details of annual fees and charges for the 2025/2026 financial year.





# 2. Annual Statement of Revenue

The Annual Statement of Revenue forms part of the 2025/2026 Operational Plan and includes the 2025/2026 Fees and Charges.

These documents have been prepared in accordance with Section 403(2) of the *Local Government Act 1993.* 

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Statement of Proposed Borrowings	46

Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

# **Statement of Revenue Policy**

#### Introduction

The information pertained in this Statement of Revenue comes directly from Councils Long Term Financial Plan. The quality and quantity of services that Council provides to its citizens continue to grow despite an income that, in real terms, is decreasing. We are not alone in facing this predicament, but that does not lessen the size of the issue.

Despite these constraints, Council is determined to provide quality services at a level the community expects and at a price they are willing to pay. This will involve working closely with our community to provide services that best suit their needs.

In preparing the Long Term Financial Plan consideration was given to a range of economic and political factors that affect our finances and in turn our capability to maintain existing levels of service and long term financial sustainability.

#### Rating

Council rates are a form of taxation; they are not a fee-for-service. The Valuation of Land Act and the Local Government Act provide the legislative framework for valuing land and raising rates. All rateable land must be valued and rated. The Valuation of Land Act prescribes that the value of all properties be reassessed every 3 or 4 years to accommodate movements in land values. Council currently has its land revalued every 3 years. A revaluation establishes the value of a property relative to all other properties (ie: its market relativity).

Valuations in New South Wales are conducted by the NSW Valuer-General based on market movements and recent sales trends as required under the Valuation of Land Act. When a local government area has been revalued the property owner will be issued with a Notice of Valuation. Each Notice of Valuation contains both details of the property as they are recorded on the Valuer General's records and the land value at the common base date for all Valuer General valuations in the local government area.

The valuations are objective and impartial, and are based on the market for Land. The 'land value' represents the value that the 'fee simple' interest in the land, assumed to be vacant, would be if offered for sale. For 2025/2026, rates are based on property values as at 1 July 2024.

By virtue of section 494 of the Local Government Act, Council is required to make and levy an ordinary rate for each year on all rateable land in its area. This is a mandatory requirement.

A rate may, at Council's discretion, consist of:

- An ad valorem amount; which may be subject to a minimum amount of the rate; or
- A base amount to which an ad valorem amount is added.

#### The ad valorem amount of a rate

The ad valorem amount of a rate is to be levied on the land value of all land that is to be rateable to the rate and the rate in the dollar is to apply uniformly. The ad valorem amount of the ordinary rate may be the same for all classes or it may be different for different classes or sub classes.

# Base charges and minimum amounts of rates payable

The Local Government Act allows the use of both different minimums and/or different base charges for different land use/ localities. This provides additional flexibility in determining the distribution of the rating burden. It potentially enables better accommodation of 'equity' considerations but at the expense of the criteria of "simplicity". Greater flexibility also leaves council more vulnerable to lobbying for favourable treatment by special interest groups.

A base charge is a fixed rate levied equally against all properties. Rates based on property value are then levied to provide the additional revenue required by Council. The effect is to reduce the influence that property values have in determining the relative amounts paid by different ratepayers. By contrast, a minimum rate applies only to those properties with a value below a set threshold. The amount of rates payable by all properties with a value above that threshold is therefore determined solely by relative property values.

The higher the amount of a base charge or a minimum rate the lower will be the ad valorem rate for any given revenue target. As a result higher valued properties may incur a greater or lesser share of the total rate burden depending on the level of the base charge or minimum rate. Applying a base rate charge will result in a different distribution between low, medium and high valued properties relative to the application of a minimum rate.

The Local Government Act limits the amount of revenue that can be generated by a base charge or minimum rate. A base rate or minimum rate must not produce more than 50% of the total revenue derived for each class of property. Council has a base charge for each property class but currently does not levy a minimum charge. Council must apply the ad valorem and base amount uniformly to every parcel of land within each property class but they can differ from property class to property class. Annual rate increases in NSW are capped or "rate pegged as determined by the Independent Pricing and Pricing Tribunal (IPART), is the maximum amount by which Council's total rate revenue can increase over the previous year without making application for a special rate variation.

Council's general rates income can grow when new properties are developed that require additional local government services. Property growth impacts on Council's financial performance by increasing rate revenue as a result of the increased number of rateable assessments. It is important to note however, that the increase in rate revenue resulting from property growth is generally not in direct proportion to the increase in the number of rateable assessments.

In October 2021, the Minister for Local Government announced that the State Government had accepted IPART's recommendation for the inclusion of a population factor into the rate peg. IPART has developed a methodology that enables council's to maintain per capita general income over time as their populations grow. Maintaining per capita general income will help councils to maintain existing service levels and provide the services their growing communities expect.

The approach developed by IPART amends the existing rate peg calculation to include a population factor in the rate peg that is calculated as the change in residential population, less any increase in general revenue from supplementary valuations. In development of a population growth factor for the rate peg, IPART undertook research which indicated councils currently only recover approximately 60% of the cost

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Wentworth Shire Council

of population growth through supplementary rate income.

The methodology will apply to all councils experiencing population growth, even at low levels, but not impact councils with stable or declining populations. The methodology allows for rating income to increase to provide councils with a greater ability to manage the cost of population growth. In October 2024 IPART announced a base rate increase of 3.60% for all councils.

Council received an additional 0.90% increase to factor in the Emergency Services Levy and the cost of running the 2024 Council elections. Council received no population factor adjustment for 2025-2026 resulting in a core rate peg increase of 4.5%. Council is proposing to increase rates by the full amount of the rate peg.

Rate increases over the last six years are detailed in the following table.

	Tabl	le of years and rate increases and % of total revenue	creases and % of tot:	al revenue		
Rating Year	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
Rate Pegging % Increase	2.60	2.00	0.70	3.70	5.20	4.50
Rateable Value	862,040,158	879,598,432	885,520,951	1,555,890,730	1,583,196,330	1,664,529,812
Total General Rate Income \$	5,460,635	5,673,409	5,724,454	6,039,427	6,428,258	6,989,702
Increase \$	138,450	212,774	51,045	314,973	388,831	561,444

# REVENUE

# Budget analysis

This section provides comments on the main operating expenditure revenues, and capital expenditure for 2025/2026.

# **Operating Revenue**

Council has forecasted to generate \$49,452,738 in revenue for 2025/2026.

Extract of Operating Statement						
Operating Revenue	2026	2027	2028	2029		
Rates & Annual Charges	11,640,392	12,113,028	12,543,126	12,988,278		
User Charges & Fees	12,923,061	13,525,745	14,136,705	14,776,288		
Interest	2,286,858	2,378,332	2,461,574	2,547,729		
Grants & Contributions (Op)	12,410,051	13,206,124	13,709,737	14,098,257		
Grants & Contributions (Cap)	8,133,998	1,258,983	234,006	536,579		
Other Operating Revenue	1,958,378	1,867,013	1,867,150	1,802,969		
Net gain/loss Disposal of Assets	100,000	100,000	100,000	100,000		
TOTAL	49,452,738	44,449,224	45,052,299	46,850,100		

#### **Rating and Annual Charges**

The total income that can be raised from levying rates on property is capped by the State Government via the Independent Pricing and Regulatory Tribunal. The current rate structure for Wentworth Shire Council will be maintained; rate assessments will be based entirely upon property valuations (ad valorem) but with base rates applying where appropriate. The continuing constraint of rate pegging imposed by the State Government limits Council's ability to provide additional services or borrow additional funds and has focused considerable attention to the need for and efficiency of each service provided. Council expects to raise \$11,640,392 from rates and annual charges for 2025/2026. This includes a special variation for Tourism which was approved in 1998 for \$10 per assessment. Pensioners who hold a Pensioner Concession card and own and occupy rateable property in Wentworth Shire receive a mandatory rebate on their rates and annual charges. The State Government funds 55% of the rebate.

This is expected to cost Council \$76,000 in 2025/2026.

Interest charged on unpaid rates and charges will accrue on a daily basis at the rate determined by the Minister for Local Government in accordance with Section 566 of the Local Government Act 1993. Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

#### Hardship and ability to pay rates

Hardship is the difficulty in paying debts when repayment is due. Any person who cannot pay their rates or charges due to hardship can apply to Council for assistance at any time. Ratepayers are encouraged to seek assistance from Council as soon as practical. Council will consider each hardship application on its merits.

There are several ways Council may help a ratepayer who is experiencing financial hardship including, but not limited to:

- A payment plan or agreement (s564 of the Local Government Act) so that rates and charges (whether overdue or not) are paid on a weekly, fortnightly or monthly basis.
- Interest may be waived or reduced for a set period of time.
- A pensioner rebate (additional to the legislated rebate) may be given.
- Interest, rates or charges may be written off, waived, reduced, or deferred for eligible applicants (s564, s 577, 601 Local Government Act)

# Applications for a special variance to general income

The ability to introduce a special rate variation to General Income requires Ministerial Approval. The provision allows the raising of additional income over and above the rate cap for specific purposes and under strict guidelines.

Council can apply for additional income through these provisions, however at this stage this has been no thought given to doing so. In the future this option will be explored if deemed necessary.

#### **User Charges and Fees**

Many of the services provided by Council are offered on a user pays basis. Fees and Charges relate mainly to the recovery of service delivery costs through the charging of fees to users. All fees in this category are annually reviewed and some of the general considerations for setting these fees include:

- Cost of the service or operation;
- Consumer Price Index;
- Other revenue sources which may fund the service;
- Laws and Regulations;
- Ability of the persons/groups using the service to pay;
- Benefit to the community (possible subsidy); or
- Benchmarking with others providing similar services

Council needs to be mindful of using fees and charges as an avenue to increase revenue to the extent that it can create issues around maintaining equitable access to services and facilities for residents. The Shire's relatively low population base does not provide a large market from which significant fees and charges can be obtained.

Statutory fees such as development assessment fees, planning certificates etc charged by Council are subject to direction through regulation and other state government controls. Council does not set these fees and does not have the power to vary the fee set. The majority of statutory charges do not provide for annual increases in line with CPI or the cost of providing the service and therefore excluding development related income, no growth in these fees has been included in the 2025/2026 budget.

The Roads and Maritime Services Council contract (RMCC) is classed as a fee for service and accounts for approx. \$1.9million of revenue annually. Council also operates the Buronga Landfill, it is expected that this operation will generate \$9,191,310 in revenue. Overall Council expects to raise \$12,923,061 from user fees and charges for 2025/2026.

# REVENUE

#### **Interest on Investments**

Council has an investment portfolio that varies in size from year to year however it is projected to be between \$35m and \$40m for the majority 2025/2026. These funds are a mixture of unspent grants, reserve funds and general revenue. All investments are placed in accordance with the Minister's Order and Councils adopted investment policy.

Interest earnings form a significant part of Council's revenue each year and are subject to fluctuations in interest rates as they respond to economic conditions. Approximately \$41,000,000 of Councils cash reserves are currently either internally or externally restricted, this means that they have been set aside to fund specific expenditure. This gives Council the ability to strategically invest these funds in order to gain maximum returns whilst minimising risk. The remaining funds make up Council's available working capital which is required to fund day to day operations. Council also receives interest on outstanding rates and annual charges.

Council expects to receive \$2,286,858 from investment activities in 2025/2026.

#### **Grants and Contributions**

Council receives an annual Financial Assistance Grant from the Commonwealth as well as various grants from other State and Commonwealth Government departments. Council has assumed that it will continue to receive these grants, however, should these grants and subsidies be reduced Council's ability to provide the same level of service will be impacted.

Council also receives operating and capital grants from various funding bodies to help fund the following services:

- Roads maintenance and capital works
- Library services
- Weeds
- Youth week
- Rural Fire Services

Council will continue to seek grants and partnership funding for a range of wellaligned projects and programs, which will be reflected in the budgets as and when specific arrangements are confirmed.

Council collects monetary contributions from developers as a condition of consent on Development Applications to meet the demand for public amenities and public services created by new development. Authority to do this is provided by Sections 7.11 & 7.12 of the Environmental Planning and Assessment Act 1979 (NSW).

This form of revenue is difficult to predict and Council has adopted the prudent position of making no assumption that this source of funds can be relied upon for the purpose of forward forecasting of resources and financial sustainability. Successful increases in revenue through, grants, partnerships and developer contributions will be treated as windfalls.

The Local Government Financial Assistance Grants are paid to local councils to help them deliver services to their communities. The funds are paid annually by the Australian Government. Councils are free to use these funds at their discretion and are accountable to their community.

Following the 2013 independent review of local government in NSW the State Government has been refining the funding model for the Financial Assistance Grants in order to channel additional support to council's and communities with the greatest needs. Generally, council's and communities with the greatest need have the following characteristics:

- Rural and remote councils;
- With small and declining populations;
- Have limited capacity to raise revenue;
- Have financial responsibility for sizeable networks of local roads/infrastructure & diminishing financial resources; and
- Relative isolation.

Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

Funds are allocated by the State Government on the basis of the national principles as outlined in the *Local Government (Financial Assistance) Act 1995* (Cth). The ongoing challenge facing the government has been how to allocate a fairer share of the grant to disadvantaged council's when a fixed 30% of the grant must be allocated based on population increases/decreases.

Council has forecasted to receive \$20,544,049 in operating and capital grants in 2025/2026.

Council will receive capital grants and contributions in 2025/2026 which will contribute to funding the following projects:

- Roads to Recovery Program
- Regional Roads Block Grant
- Resources for Regions
  - Open Spaces Development
- Crown Land Improvement Fund
  - Ski Reserve Rehabilitation
- Regional Roads Emergency Repair Fund
- Regional Tourism Activation Fund
  - Fibre Optic Symphonic Orchestra (FOSO)
- Wentworth Flood Study
- Safer Local Roads and Infrastructure
   Program
  - Milpara Road Upgrade.

Council has an internally restricted fund of \$1,000,000 that can be used to contribute to funding applications as they become available.

Should the grant application process be unsuccessful, Council will have to use external borrowings to finance the works.

#### **Other Revenue**

Miscellaneous revenue is obtained from a variety of sources including insurance recoveries, property rentals, sale of assets etc. It is anticipated that other revenue will be maintained at current levels with an increase for CPI factored in. Council has budgeted to receive \$1,958,378 in 2025/2026.

# EXPENDITURE

# **Operating Expenditure**

Council has forecasted \$33,081,997 in operating expenditure for 2025/2026.

Extract of Operating Statement					
Operating Expenses	2026	2027	2028	2029	
Employee Costs	10,190,320	10,596,905	10,903,937	11,220,180	
Materials & Contracts	10,858,390	10,566,095	10,697,833	11,128,212	
Borrowings	1,282,304	1,235,785	1,146,851	1,060,502	
Depreciaton & Amortisation	10,083,286	10,083,286	10,083,286	10,083,286	
Other Operating Expenses	667,697	684,066	698,588	713,546	
TOTAL	33,081,997	33,166,138	33,530,496	34,205,726	

#### **Employee Expenses**

Employee expenses comprise approximately 30% of Council's operating costs with 137.05 Full Time Equivalent (FTE) Staff. The salaries and wages budget calculation includes an assumption that staff will take four weeks annual leave. Throughout any year salary savings resulting from staff vacancies and efficiencies will occur naturally.

The superannuation Guarantee Levy is currently at 11.50% and will increase to 12% in 2025/2026. Council has a number of staff in the defined benefit scheme and have been paying significantly increased contribution rates to fund this scheme.

Council Employee Leave Entitlements reserve is used to fund unanticipated changes in termination payments each year. The number of staff who might leave is difficult to predict and the budget has a provision added to represent the projected levels of retirements, to accommodate the challenges of an ageing workforce. Council's policy is to fully fund the leave entitlements of staff in the Employee Leave Entitlements Reserve. In recent years the reserve has been used to assist in the funding of costs associated with the resignation/ retirement of a number of long serving employees. Council has been fortunate in recent years that it has had enough surplus cash to fund 100% of this reserve. It is projected that the reserve will maintain a balance of 100% through 2025/2026. However, if surplus funds were to decrease Council may choose to review this policy.

Workers Compensation premiums increase and decrease significantly with claims history. Council continues to be proactive in order to minimise any potential for claims.

#### **Organisational Structure**

The 2025/2026 Operational Plan is based on the figure of 137.05 equivalent fulltime employees (EFT's). Councils total employee costs for 2025/2026 is expected to be \$10,190,320. Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

#### **Borrowing Costs**

Wentworth Shire Council in the past has been debt averse and viewed the achievement of a low level of debt or even a debt free status as a primary goal. However, Council appreciates that the use of loan funding can be a critical component of the funding mix to deliver much needed infrastructure to the community. The beneficiaries of these projects will assist in their funding as their rates will be applied in part to repaying the loans. This is in contrast to current ratepayers bearing the entire burden in one year, possibly at the expense of other worthwhile expenditure.

Debt is seen as a method of more fairly spreading capital costs to deliver intergenerational equity. Keeping this in mind there are limits to the amount the Council can borrow without impacting on its financial sustainability and Council is mindful of not wanting to impose excessive debt on current or future generations.

Council's borrowing strategy projected in the LTFP is to restrict the debt service ratio to less than the industry benchmark of 20%. Before embarking on any new debt Council will consider the following:

- Debt financing is only to be used for clearly identifiable major projects and the Capital Works Program;
- Debt finance will not be used to meet operational shortfalls; and
- The period of repayment of debt finance shall not exceed the period over which the benefits are received from a project, or the life of the asset whichever is lesser

The principles of intergenerational equity are supported in respect of the Council contribution to the funding of major projects, the benefits of which will be shared by future generations. Loans shall only be raised after taking into consideration future known specific capital funding requirements and, when raised, shall only fund the specific project or purpose approved.

Borrowing costs on current and projected loans and financing arrangements will total \$1,282,304 in 2025/2026.

#### **Materials and Contracts**

Materials and Services represent the principal costs used to deliver services to the community and are forecast to increase by 4% in 2025/2026 in line with increases in the Consumer Price Index. Materials and contracts are subject to variations in the market and particularly to petroleum prices. Such fluctuations impact on the price of petroleum and petroleum-based products (such as asphalt) and makes forecasting difficult. Budgeted expenditure for 2025/2026 is \$10,858,390.

#### Depreciation

Depreciation reflects the fact that an asset's cost is proportionally expensed over the time during which it is used. Depreciation has been based on the estimated useful life of assets and will be reviewed every year. Council continues to thoroughly review its residual values and estimated useful lives. Budgeted depreciation for 2025/2026 is \$10,083,286.

#### **Other Expenses**

These expenses are those which are not part of the day to day operations of Council and generally relate to section 356 financial contributions and levies paid to other levels of government such as the Emergency Services Levy. Budgeted expenditure for 2025/2026 is \$667,697.

# **Expenditure Challenges**

As part of the process of preparing the operational plan each year, Council critically reviews operating expenditure in order to identify areas where it could reduce spending without compromising service delivery.

Community needs must be understood and are a key input into the annual operational plan, for many years Council has recognised the challenge of meeting community needs in a financially sustainable manner. This challenge has been divided into two elements (1) assess the gap in financial sustainability assuming community needs correspond to the current scope of services and service levels and (2) assess the impact of additional or enhanced services in line with changing or revised community needs.

### **Capital Expenditure**

The challenge over the medium to long term is to achieve financial sustainability whilst still assisting the community to achieve its vision as established in the 10 year Community Strategic Plan. The challenge is to also adequately maintain existing assets before adding to the asset base, bearing in mind that new assets add to ongoing operational costs.

Substantial capital programs are in place to continue the renewal of Council's infrastructure network. The programs will ensure that these key asset groups meet or exceed Council's determined 'minimum' service levels and continue to provide the expected amenity to the community.

The capital works program prioritises projects based on asset condition, risk, community need and other opportunities as they arise with other entities. Over shorter periods, some areas of the Shire may require more capital works than others to reflect short term needs and opportunities. The need for new assets is constantly assessed and verified against current population and development projects, community feedback and alternative means of supplying services. A further consideration is the priority of refurbishing existing assets that provide community benefits or operational service that require regular refurbishment to enable the overall safety and quality of the facility to be maintained.

Apart from funding constraints, Council has capacity constraints which determine the capital works program delivery timeframe. The constraints in project delivery include community consultation, state government approvals, design, procurement processes and availability of labour resources to project manage and implement the projects.

In addition to the renewal and expansion of Council's asset base delivered through the capital works program, Council undertakes a replacement (and, where appropriate) upgrade/expansion program for its plant and equipment assets including motor vehicles, furniture, plant and IT hardware.

The budget for 2025/2026 has been developed through a process of consultation and review with Council and staff. As required by the Integrated Planning and Reporting framework, the Operational Plan and Budget are for a one year period. The Long Term Financial Plan details Council's financial forecast for a 10 year period and budget estimates for the next four years are provided in the Delivery Program. Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

Capital Expenditure	2026	2027	2028	2029
Existing Infrastructure Renewals	17,640,727	12,912,537	11,833,690	12,220,634
Projects Carried forward from previous years	2,670,000	0	0	0
New Capital Expenditure	2,422,870	2,800,000	324,274	6,700,000
Capital loan repayments	1,556,536	1,590,332	1,545,738	1,403,120
TOTAL	24,290,133	17,302,869	13,703,702	20,323,754

The Major Projects and Capital Expenditure Program for 2025/26 will be \$24,290,133.

## Capital works are funded from the following sources:

Loans/financing	\$1,050,000
Restricted Funds	\$3,146,480
Retained Earnings	\$0
Council Operations	\$12,285,179
Grants and Contributions	\$7,808,474
TOTAL	\$24,290,133

# Rate Levy 2025/2026

Council has received advice from the Minister for Local Government that the rate pegging limit for 2025/2026 is 4.50%. The maximum increase has been proposed.

The rating structure proposed is consistent with previous years and no changes have been forecast at this stage. Council has tried to spread its rate burden as evenly as possible across all ratepayers. While it is impossible to keep everyone satisfied, the proposed rating structure endeavours to make it as fair and equitable as possible.

The Tourism Special Rate will remain at \$10 per Assessment.

Statement with respect to each ordinary and each special rate proposed to be levied:

• No new special rates are proposed for 2025/2026.

In accordance with Sections 534, 535 & 537 of the *Local Government Act 1993*, Council resolves to make and levy an ordinary rate to comprise of a base rate and an ad valorem rating structure for 2025/2026 financial year for every parcel of rateable land within the Wentworth Shire Council as follows:

## **Farmland Category**

Includes all of the lands within the local government area of Wentworth categorised as Farmland except those parcels of rateable land sub categorised as Farmland, Dry Land Grazing and Farmland, Licence/Pump Site/Pipeline.

### Farmland

An ordinary rate of 0.00212317 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, in accordance with Section 515 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$600.00) for each assessment. The base amount accounts for 30.67% of the estimated yield for this category. The estimated yield for this rate is \$1,367,649.

## Farmland - Dry Land Grazing

An ordinary rate of 0.00169004 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, sub categorised Dry Land Grazing in accordance with Section 515 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$600.00) for each assessment. The base amount accounts for 18.00% of the estimated yield for this category. The estimated yield for this rate is \$886,627.

## Farmland - Licence/Pump Site/Pipeline

An ordinary rate of 0.03926993 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Farmland, sub categorised Licence/Pump Site/Pipeline, in accordance with Section 515 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$95.00) for each assessment. The base amount accounts for 39.47% of the estimated yield for this category. The estimated yield for this rate is \$17,572.

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### **Residential Category**

### **Residential - Buronga**

An ordinary rate of 0.00312821 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Buronga, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$260.00) for each assessment. The base amount accounts for 25.88% of the estimated yield for this category. The estimated yield for this rate is \$572,664.

## **Residential - Dareton**

An ordinary rate of 0.00874787 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Dareton, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 43.19% of the estimated yield for this category. The estimated yield for this rate is \$91,412.

### **Residential - Gol Gol**

An ordinary rate of 0.00340937 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Gol Gol, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$260.00) for each assessment. The base amount accounts for 22.94% of the estimated yield for this category. The estimated yield for this rate is \$835,302.

### **Residential - Gol Gol East**

An ordinary rate of 0.00315793 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Gol Gol East, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$360.00) for each assessment. The base amount accounts for 20.80% of the estimated yield for this category. The estimated yield for this rate is \$519,251.

### **Residential - Pooncarie**

An ordinary rate of 0.01781231 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Residential, sub categorised Pooncarie, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 45.71% of the estimated yield for this category. The estimated yield for this rate is \$23,889.

## Residential - Rural Residential

An ordinary rate of 0.00251420 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Residential, sub categorised Rural Residential, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 23.54% of the estimated yield for this category. The estimated yield for this rate is \$597,628.

## **Residential - Wentworth**

An ordinary rate of 0.00392720 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Residential, sub categorised Wentworth, in accordance with Section 516 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to base amount of (\$240.00) for each assessment. The amount accounts for 37.46% of the estimated yield for this category. The estimated yield for this rate is \$390,839.

## **Business Category**

Includes all of the lands within the local government area of Wentworth categorised as Business except those parcels of rateable land sub categorised as Business, Mourquong; Business, Trentham Cliffs; Business, Arumpo; Business, Wentworth; Business, Pooncarie (including all of the lands within the locality of Pooncarie sub categorised as Business Pooncarie except those lands within the township of Pooncarie).

### Business

An ordinary rate of 0.00398611 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$270.00) for each assessment. The base amount accounts for 15.60% of the estimated yield for this category. The estimated yield for this rate is \$320,165.

### **Business - Arumpo**

An ordinary rate of 0.06738189 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Arumpo, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$210.00) for each assessment. The base amount accounts for 1.29% of the estimated yield for this category. The estimated yield for this rate is \$113,526.

### **Business - Mourquong**

An ordinary rate of 0.10175891 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Mourquong, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$100.00) for each assessment. The base amount accounts for 0.04% of the estimated yield for this category. The estimated yield for this rate is \$504,924.

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#### **Business - Pooncarie**

An ordinary rate of 0.08906291 cents in the dollar on the land value of all rateable lands with Wentworth Shire Council categorised as Business, sub categorised Pooncarie, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$100.00) for each assessment. The base amount accounts for 0.03% of the estimated yield for this category. The estimated yield for this rate is \$694,000.

### **Business - Trentham Cliffs**

An ordinary rate of 0.00518175 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Trentham Cliffs, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$120.00) for each assessment. The base amount accounts for 3.57% of the estimated yield for this category. The estimated yield for this rate is \$13,440.

#### **Business - Wentworth**

An ordinary rate of 0.00880812 cents in the dollar on the land value of all rateable lands within Wentworth Shire Council categorised as Business, sub categorised Wentworth, in accordance with Section 518 of the *Local Government Act 1993* be now made for the 2025/2026 rating period, subject to a base amount of (\$270.00) for each assessment. The base amount accounts for 35.72% of the estimated yield for this category. The estimated yield for this rate is \$40,812.

## WATER AND SEWER CHARGES

It is necessary to increase Water & Waste Water by 4.50% per property for 2025/2026 to cover the cost of operational and capital expenditure required to provide this service to the ratepayers.

- Water Access Charges will increase by 4.50% per rateable property in 2025/2026
- Sewer Access Charges will increase by 4.50% per rateable property in 2025/2026
- Water Consumption Charges will increase by 4.50% per rateable property in 2025/2026

In accordance with Section 501 of the *Local Government Act 1993,* Council resolves to make and levy the following Water and Sewer Charges for each rateable property within Wentworth Shire Council.

Filtered Water	Charge	Unit		
Access Charge	\$349.00	per annum		
Water Cost - 0-300kl	\$1.44	per kl		
Water Cost - over 300kl	\$3.23	per kl		
Raw Water	Charge	Unit		
Access Charge	\$192.00	per annum		
Water Cost - 0-700kl	\$0.51	per kl		
Water Cost - over 700kl	\$1.27	per kl		
The above proposed charges are for a basic 20mm connection.				

### Water charges

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## **Flats and Units**

The access charge will apply to all connections and to Namatjira and resident complexes such as flats. Each flat or unit will be levied a 20mm access charge for raw and filtered water. The body corporate management committee will then be charged for actual water used. The body corporate will be responsible for the allocation of charges within the complex.

Access Charges are determined by the connection size as follows:					
Filtered Water	Size (mm)	Assessments	Filtered Water Access Charge	Filtered Water Allowance 1st Step	Notional Income
Residential	20	2,713	349	300 kl	\$946,837.00
or Non Residential —	25	33	545	500 kl	\$17,985.00
	32	7	893	750 kl	\$6,251.00
	40	19	1,396	1,000 kl	\$26,524.00
	50	17	2,181	1,750 kl	\$37,077.00
	80	2	5,584	4,000 kl	\$11,168.00
	100	1	8,725	6,250 kl	\$8,725.00
	150	1	19,631	14,000 kl	\$19,631.00
	200	0	30,750	N/A	\$0.00

\$1,074,198.00

Raw Water	Size (mm)	Assessments	Raw Water Access Charge	Allowance 1st Step	Notional Income
Residential	20	2,515	192	700 kl	\$482,880.00
or Non Residential	25	45	300	1,400 kl	\$13,500.00
Residentiat	32	12	492	2,100 kl	\$5,904.00
	40	19	768	2,800 kl	\$14,592.00
	50	17	1,200	4,900 kl	\$20,400.00
	80	3	3,072	11,200 kl	\$9,216.00
	100	2	4,800	17,500 kl	\$9,600.00
	150	0	10,322	39,200 kl	\$0.00
	200	0	18,350	N/A	\$0.00
					\$556,092.00

Rural 1(c) Raw Water				
Size of Connection		Access Charge	First Step \$0.27	Second Step \$0.82
20mm	276	\$262.00	0-2,000kl	2,001+ kl
Rural Raw Water Only	23	\$262.00	0-2,000kl	2,001+ kl
				\$78,338.00
Industrial Water				
Filtered		Up to 4,000kl	\$1.21	per kl
		Next 4,000kl	\$1.99	per kl
		Next 4,000kl	\$1.89	per kl
		Over 12,000kl	\$1.78	per kl
		Total Wa	ater Access Charges	\$1,708,628.00

## **Pensioner Concessions**

Water pensioner concessions

Sewerage Charges

Description	Assess	Charge	Notional Income	Pensioner Rebate
Sewerage Connected	1,939	956.00	\$1,853,684	\$29,500
Sewerage Unconnected	229	570.00	\$130,530	
Sewerage 1st Pedestal	32	956.00	\$30,592	
Sewerage Pedestal WC	747	133.00	\$99,351	
Sewerage Urinal	61	66.00	\$4,026	
Sewerage Church WC	38	71.00	\$2,698	
Sewerage 2 Flats	9	1,434.00	\$12,906	
Sewerage 3 Flats	3	1,912.00	\$5,736	
Sewerage 4 Flats	4	2,390.00	\$9,560	
Sewerage 5 Flats	4	2,868.00	\$11,472	
Sewerage 6 Flats	3	3,346.00	\$10,038	
Sewerage 7 Flats	3	3,824.00	\$11,472	
Sewerage 9 Flats	0	4,4780.00	\$0.00	
Sewerage 10 Flats	1	5,258.00	\$5,258	
Sewerage 12 Flats	1	6,214.00	\$6,214	
Sewerage 14 Flats	0	7,170.00	\$0.00	
			\$2,085,959	\$29,500

\$32,000

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### **DOMESTIC WASTE**

Domestic Waste collection charges will increase by 4.50% per annum in order to keep up with the increased cost of collection.

In accordance with Section 496 of the *Local Government Act 1993*, Council resolves to charge the following Domestic Waste Management Charge for each rateable residential property within Wentworth Shire Council.

Garbage Charges				
Description	Access	Charge	Notional Income	Pensioner Rebate
Domestic Waste - Urban	2,367	286	\$676,962	\$26,000
Domestic Waste - Rural	1047	349	\$365,403	\$6,000
			\$1,042,365	\$32,000

In accordance with Section 532 of the *Local Government Act 1993*, Council will adopt its rates and charges after public notice is given and after due consideration of submissions received.

## Statement of the types of fees to be charged by Council and the amounts of each such fee:

Section 612 of the *Local Government Act 1993* prohibits Council from determining a fee until it has given public notice of its draft delivery and operational plans for the year in which the fee is to be made and has considered any submissions received. Council will adopt the 2025/2026 fees and charges schedule on 25 June 2025, after consideration of all written submissions by residents and ratepayers.

Refer to attached document for the fees and charges schedule.

## Statement of Council's Pricing Policy with respect to the goods and services provided by it

Reference is made to Council's Pricing Policy in its Annual Fees and Charges 2025/2026. The Pricing Policy is related to the degree of cost recovery, having regard to the following factors:

- Equity objectives
- User pays principle
- Cross subsidisation objectives
- Financial objectives
- Customer objectives
- Resource use objectives
- GST

Council's broad policies on revenue are:

- Council will ensure all rates, fees and charges will be levied equitably;
- Council supports the user pays principle in assessing the levying of fees and charges and the amount to which they are set, while considering the needs of those in the community who are unable to meet their own needs; and
- Council will pursue all cost effective opportunities to maximise its revenue base.

The pricing policy referred to in the Annual Fees and Charges for 2025/2026 is based on a selection of one of the following choices:

- The pursuit of full cost recovery (100% of identified costs).
- The application of partial cost recovery (reflecting the impact of public good constraints and/ or community service obligations).
- The application of zero cost recovery (reflecting an inability to charge a fee).
- The application of a reference price (a fee or charge set by statute or regulation).
- The pursuit of a commercial rate of return on capital invested (to reflect the capital risks involved in the provision of a particular service).

Wentworth Shire Council | Operational Plan 2025/2026: Part Two - Annual Statement of Revenue

# Statement of the amounts or rates proposed to be charged for the carrying out by Council of work on private land

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 the land (Section 67(1) *Local Government Act 1993*).

Examples of private works are:

- Paving and road making;
- Kerbing and guttering;
- Fencing and ditching;
- Tree planting and maintenance;
- Demolition and excavation;
- Land clearing and tree felling;
- Water, sewerage and drainage connections; and
- Traffic Management Services.

This type of work is to be charged at cost with a percentage charge of 10% added for profit purposes. All profit is returned to Council's General Fund income.

### Statement of proposed borrowings

The Wentworth Shire Council is proposing to utilise up to \$1,050,000 in 2025/2026 to help fund capital requirements for the redevelopment of the:

- Buronga Landfill Expansion \$750,000 (as approved by Council at the March 2024 Council meeting)
- Stormwater Infrastructure Upgrades \$300,000 (previously approved by Council)



The Annual Fees and Charges forms part of the 2025/2026 Operational Plan. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act 1993.* 

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## **Planning and Development Applications**

**Development and Construction** 

Construction Certificates	Fee (Inc. GST)	GST
Class 1a Buildings (Dwellings)		
Up to \$5,000	\$529.00	0%
\$5,001 to \$20,000 of Building Value	\$648.00	0%
\$20,001 to \$100,000 of Building Value	\$1,292.00	0%
\$100,001 to \$250,000 of Building Value	\$2,060.00	0%
\$250,001 + of Building Value	\$2,461.00 plus \$2.17 per \$1,000 over \$250,000	0%
Class 10 Buildings (Sheds, Carports, Pools, Fences)		
Up to \$5,000	\$529.00	0%
\$5,001 to \$20,000 of Building Value	\$601.00	0%
\$20,001 to \$100,000 of Building Value	\$895.00	0%
\$100,001 to \$250,000 of Building Value	\$1,269.00	0%
\$250,001 + of Building Value	\$1,618.00 plus \$2.07 per \$1,000 over \$250,000	0%
Class 2 - 9 Buildings (Commercial, Industrial & Public Buildin	gs)	
Up to \$5,000	\$648.00	0%
\$5,001 to \$20,000 of Building Value	\$1,292.00	0%
\$20,001 to \$100,000 of Building Value	\$2,060.00	0%
\$100,001 to \$250,000 of Building Value	\$2,568.00	0%
\$250,001 + of Building Value	\$3,138.00 plus \$2.32 per \$1,000 over \$250,000	0%
Contribution Plan (if applicable)		
Up to \$100,000	0%	0%
\$100,001 to \$200,000	0.50%	0%
\$200,001 and above	1%	0%

The Long Service Levy Corporation Fee is payable at 0.35% of the value of building and construction work where the cost of the building is \$25,000 or more (inclusive of GST). The levy calculator can be accessed at: **longservice.my.site.com/bci/s/levy-calculator** 



Complying Development Certificates	Fee (Inc. GST)	GST
Class 1a Buildings (Dwellings)		
Up to \$5,000	\$529.00	0%
\$5,001 to \$20,000 of Building Value	\$648.00	0%
\$20,001 to \$100,000 of Building Value	\$1,292.00	0%
\$100,001 to \$250,000 of Building Value	\$2,060.00	0%
\$250,001 + of Building Value	\$2,461.00 plus \$2.17 per \$1,000 over \$250,000	0%
Class 10 Buildings (Sheds, Carports, Pools, Fences)		
Up to \$5,000	\$529.00	0%
\$5,001 to \$20,000 of Building Value	\$601.00	0%
\$20,001 to \$100,000 of Building Value	\$895.00	0%
\$100,001 to \$250,000 of Building Value	\$1,269.00	0%
\$250,001 + of Building Value	\$1,18 plus \$2.07 per \$1,000 over \$250,000	0%
Class 2 - 9 Buildings (Commercial, Industrial & Public Buildings)		
Up to \$5,000	\$648.00	0%
\$5,001 to \$20,000 of Building Value	\$1,292.00	0%
\$20,001 to \$100,000 of Building Value	\$2,060.00	0%
\$100,001 to \$250,000 of Building Value	\$2,586.00	0%
\$250,001 + of Building Value	\$3,138.00 plus \$2.32 per \$1,000 over \$250,000	0%
Contribution Plan (if applicable)		
Up to \$100,000	0%	0%
\$100,001 to \$200,000	0.50%	0%
\$200,001 and above	1%	0%

Civil Works	Fee (Inc. GST)	GST
Plan Checking Fee		
2 - 3 Lots	\$148.00	10%
4 - 20 Lots	\$442.00	10%
21 - 49 Lots	\$737.00	10%
50 Plus Lots	\$1,032.00	10%
Subdivision Construction Certificate	\$1,018.70 or 1.5% of total project cost whichever is greater	10%
Tapping Fee – to be determined on a case by case basis	Actual Cost	10%
Street Trees Contribution – per tree	\$100.00	
Contribution Plan (if applicable)		
Up to \$100,000	0%	0%
\$100,001 to \$200,000	0.50%	0%
\$200,001 and above	1%	0%
Headworks Charges (Servicing Plans 1 & 2)		
Filtered water fee (per Lot)	\$1,847.00	0%
Filtered water fee (per Lot) – Trentham	\$5,000.00	0%
Unfiltered water fee (per Lot)	\$2,000.00	0%
Sewerage Fee (per Lot)	\$9,655.00	0%
Sewerage Fee (per Lot) – Trentham	\$5,000.00	0%
Stormwater Fee	\$0.94 per sqm of original area to be subdivided	0%

Sundry Building Fees	Fee (Inc. GST)	GST
Certificate and progress reports on buildings under construction	\$207.00	10%
Minor amendments to Construction Certificates / Complying Development Certificates	\$207.00	0%
Amendment > 50% of plan – Construction / Complying Development Certificates	50% of fee for new application	0%
Re-inspection for a critical stage building inspection	\$122.00	10%
Subscriber fee for provision of ABS data – full year	\$264.00	0%
Search and copy of records (per search)	\$111.00	0%
Private Certifier lodgement fee (EP&A Regulation 2021 Schedule 4)	\$39.00	0%
Submitting application for construction certificate, subdivision works certificate, occupation certificate, subdivision certificate, building information certificate or modification of development consent on the NSW planning portal. (EP&A Regulation 2021 Schedule 4)	\$43.00	0%
Building Information Certificate – Class 1 & 10 where work involves no additional floor space (Fee determined under Part 10 of the <i>Local Government Act</i> 1993)	\$302.00	0%
Building Information Certificate – Class 2-9 Buildings where works not exceeding 200m² (cl 260 EP&A Reg 2000)	\$302.00	0%
Building Information Certificate – Class 2-9 Buildings where works between 200m <sup>2</sup> -2000m <sup>2</sup> (Fee determined under Part 10 of the <i>Local Government Act 1993</i> )	\$302 + \$0.50 per m² over 200m²	0%
Building Information Certificate – Class 2-9 Buildings where works exceed 2000m² (Fee determined under Part 10 of the Local Government Act 1993)	\$1,050 + \$0.50 per m <sup>2</sup> over 2000m <sup>2</sup>	0%
Inspection Fee where more than one inspection is required prior to issuing a Building Information Certificate (Fee determined under Part 10 of the <i>Local Government Act 1993</i> )	\$121.00	10%
Building Information Certificate where a DA, CDC or CC was required for the erection of the building (Fee determined under Part 10 of the <i>Local Government Act 1993</i> )	\$302.00 plus the maximum fee payable if the application was an application for Development Consent & Construction Certificate or Complying Development Certificate	0%
Infrastructure Protection Permit Fee (includes inspections)	\$244.00	0%
Infrastructure Bond (Refundable) – This bond applies to all construction works \$25,000 and above.	\$3,000.00	0%

Swimming Pool Fence Inspection Fee	Fee (Inc. GST)	GST
Audit inspection initiated by Council – 1 <sup>st</sup> Inspection	\$0.00	0%
Mandatory inspection for a swimming pool (cl 19 Swimming Pool Reg 2018)	\$150.00	0%
Follow up inspection when 1st inspection not compliant (cl 19 Swimming Pool Reg 2018)	\$100.00	10%
Local Government Act Approvals	Fee (Inc. GST)	GST
Application to install on-site Sewerage Management System (Septic Tank/AWTS) - Fee includes up to four inspections	\$551.00	0%
Application to alter on-site Sewerage Management System (Septic Tank/AWTS) - Fee includes up to four inspections	\$551.00	0%
Application to amend existing approval to install an on-site sewerage management system	\$261.00	0%
Install Grey Water System	\$316.00	0%
Amend Grey Water System	\$180.00	0%
Raw Water Sign	\$7.35	10%
Trade Waste Discharge Application Fee	\$779.00	10%
Industrial Sewerage Management System (20 plus persons)	\$779.00	0%
Amendment to Industrial Sewerage Management System (20 plus persons)	\$779.00	0%
Application for approval to connect to sewer	\$551.00	0%
Application to carry out minor changes/repairs to existing plumbing & drainage	\$330.00	0%
Application to alter existing sewer plan	\$551.00	0%
Re-inspection/additional inspection for a mandatory plumbing inspection stage	\$122.00	0%
Section 68 Installation of a Relocatable Home, Moveable Dwelling	or Associated Structure	
Up to \$5,000 of Building Value	\$67 + 0.5%	10%
\$5,001 - \$100,000 of Building Value	\$100 + 0.3%	10%
\$100,001 - \$250,000 of Building Value	\$481 + 0.2%	10%
>\$250,001 of Building Value	\$764 + 0.1%	10%
Stormwater Legal Point of Discharge	\$92.00	0%
Caravan Parks – Inspection fee + (per site) 5 year fee	\$331 + \$5.25 (per site)	0%
Caravan Park – Approval to operate – amendment of current approval	50% of a new application fee	0%
Caravan Parks noncompliance re-inspection fee (per hour)	\$223.00	0%
Section 68 Local Government Approvals not otherwise listed – Refer Appendix B	\$296.00	0%

Development Applications	Fee (Inc. GST)	GST
Schedule 4 Part 2 EP&A Regulation 2021		
Up to \$5,000	\$143.60	0%
From \$5,001 to \$50,000	\$220.41 plus \$3 per \$1,000 (or part of \$1,000) of the estimated cost	
From \$50,001 to \$250,000	\$458.64 plus \$3.64 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	0%
From \$250,001 to \$500,000	\$1,509.50 plus \$2.34 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	0%
From \$500,001 to \$1,000,000	\$2,272.00 plus \$1.64 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	0%
From \$1,000,001 to \$10,000,000	\$3,404.17 plus \$1.44 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	0%
More than \$10,000,001	\$20,666.56 plus \$1.19 per \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000	0%
Development application for advertising signs where the lodgement fee based on the cost of work is more than the development application fee calculated as above	\$370.70 plus \$93.00 for each additional advertisment	0%
Development application for development not involving the erection of a building, the carrying out of a work, the subdivison of land or the demolition of a work or building	\$429.70	0%
Development application for development involving the erection of a dwelling house with an estimated development cost, including GST, of \$100,000 or less	\$592.22	0%
Additional fee for development application that is referred to design review panel for advice	\$3,905.11	0%

Fees for Application for Modification of Consent	Fee (Inc. GST)	GST
Schedule 4 Part 4 EP&A Regulation 2021		
Modification under section 4.55 (1)	\$92.40	0%
Modification of DA under S4.55(1A) or & S4.56(1) minimal environmental impact	50% of original DA fee up to the maximum fee of \$839.34 – whichever is the lesser.	
Modification of DA under S4.55(2) or S4.56(1) that does not involve minimal environmental impact if the fee for the original application was less than 1 fee unit	50% of original fee	0%
Modification of DA under S4.55(2) or S4.56(1) that does not involve minimal environmental impact if the fee for the original application was 1 fee unit or more if the application did not involve erection of a building, carrying out of work or demolition of work or building	50% of original fee	0%
Modification of DA under S4.55(2) or S4.56(1) that does not involve minimal environmental impact if the fee for the original application was 1 fee unit or more and the original development application involved the erection of a dwelling house with an estimated development cost of \$100,000 or less	\$247.13	0%
Additional fee where Council is required to give notice under S4.55(2) or S4.56(1) of the Act.	\$866.07	
Additional fee for modification application that is referred to design review panel for advice	\$3,905.11	0%
Additional fee for modification application that is accompanied by statement of qualified designer	\$989.63	0%

## Fees for Application for Modification of Consent

## Fee (Inc. GST) GST

Modification for S4.55(2) or S4.56(1) that does not involve minimal environmental impact and the original application fee was 1 unit or more and application relates to an original development application.

Up to \$5,000	\$71.25	0%
\$5,001 to \$250,000	\$110.21 plus \$1.50 per \$1,000 by which estimated cost exceeds \$5,000.	0%
\$250,001 to \$500,000	\$651.11 plus \$0.85 per \$1,000 by which estimated cost exceeds \$250,000.	0%
\$500,001 to \$1,000,000	\$927.30 plus \$0.50 per \$1,000 by which estimated cost exceeds \$500,000.	0%
\$1,000,0001 to \$10,000,000	\$1,284.63 plus \$0.40 per \$1,000 by which estimated cost exceeds \$1,000,000.	0%
More than \$10,000,000	\$6,167.13 plus \$0.27 per \$1,000 by which estimated cost exceeds \$10,000,000.	0%
Request for LEP Amendment	\$8,694.00	0%
Request for s8.2(1) (C) review of decision to reject an applicatio Schedule 4 Part 7 EP&A Reg 2021.	n	
Where the estimated cost of development is less than \$100,000	\$71.25	0%
Where the estimated cost of development is more than \$100,000 but is less than or equal to \$1,000,000	\$194.81	0%
Where the estimated cost of development is more than \$1,000,000	\$325.02	0%
Request for Review of Determination - Schedule 4 Part 7 EP&A	Reg 2021	
Review of development application not involve the erection of building, the carrying out of a work or the demolition of a work or building.	50% of the original lodgment fee	0%

## Fees for Application for Modification of Consent

Modification of Consent	Fee (Inc. GST)	GST
Review of development application involving the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less	\$247.13	0%
In the case of any other development application		
Estimated development costs up to \$5,000	\$71.25	0%
Estimated development costs of between \$5,001 - \$250,000	\$111.32 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeding \$5,000	0%
Estimated development costs of between \$250,001 - \$500,000	\$651.22 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) of the estimated cost exceeding \$250,000	0%
Estimated development costs of between \$500,001 - \$1,000,000	\$927.30 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) of the estimated cost exceeding \$500,000	0%
Estimated development costs of between \$1,000,001 - \$10,000,000	\$1,284.63 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) of the estimated cost exceeding \$1,000,000	0%
Estimated development costs in excess of \$10,000,000	\$6,167.13 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) of the estimated cost exceeding \$10,000,000	0%
Where Council is required to give notice under S8.3 of the Act	Up to \$770.70	0%

	Fee (Inc. GST)	GST
Schedule 4 Part 2 EP&A Reg 2021		
Development Application Lodgement without road opening	\$429.70 plus \$53 for every additional lot created by the subdivision	0%
Involving opening of a public road	\$864.96 plus \$65 for every additional lot created by the subdivision	0%
Strata Subdivision	\$429.70 plus \$65 for every additional lot created by the subdivision	0%
Subdivision Certificate Application Fee	\$260.40 plus \$5.25 per lot	10%
Section 10.7 Certificates		
Certificate under Section 10.7 (2) & (5) - Per Lot	\$173.64	0%
Certificate under Section 10.7 (2) - Per Lot	\$69.00	0%
Certificate under Section 10.7 Urgent Fee	\$166.00	0%
Sewer Diagram	\$25.00	0%
Provision of document map or plan	\$74.00	0%
Certificate under Section 735A of the <i>Local Government Act 1993</i>	\$100.00	10%
Designated Development Schedule 4 Part 3 EP&A Reg 20	)21	
In addition to any other fees payable for a development application an additional fee is payable for a designated development.	\$1,197.80	0%
Designated Development Advertising Fee	\$2,889.88	0%
Integrated Development Schedule 4 Part 3 – item 3.1 EP&	&A Reg 2021	
In addition to any other fees payable for a development application an additional fee is payable for an integrated development (cl 253 EP&A Reg 2000)	\$182.57	0%
Giving notice for nominated integrated development, threatened species development or Class 1 aquaculture development.	\$1,438.25	0%
Note: Applicants are required to pay an additional \$416.34	4 to each concurrence Authority.	
Any Development Requiring Concurrence not assumed	by Council	
Fee to Council as consent authority	\$182.57	0%
Note: Applicants are required to pay an additional \$416.	34 to each concurrence Authority.	
Giving Notice of Prohibited Development		
Fee to give notice of Prohibited development	\$1,438.25	0%
Provision of Certified copy of Documents, maps or plan	s – Schedule 4 Part 9 – item 9.9	
Fee to give notice of Prohibited development	\$69.00	0%

## **Regulatory Functions**

**Public Health Program Inspection Fees** 

## Section 68 Local Government Act and Local Government Regulation Fees

(Related to Public Health and Food Related Items) Fee (Inc. GST) GST

Part F(7) - Use a standing vehicle (mobile food vehicle) or any article for the purpose of selling any article (including food) in a public place (Public place - includes a public road, public reserve, public park or the like)

Approval to sell food at a single event / temporary event	\$76.00	0%
Approval to sell food at multiple events - annual approval	\$192.00	0%

Part F(10) - Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations

Shared Accommodation Premises - inspection fee per inspection	\$172.00	0%
Hairdressers - Inspection fee per inspection	\$172.00	0%
Skin Penetration Premises - inspection fee per inspection	\$172.00	0%
Public Swimming Pool or Public Spa Pool - inspection fee per inspection	\$172.00	0%

NSW Food Regulation 2015	Fee (Inc. GST)	GST
Food Shop Administration Charge (yearly)		
Up to 5 FTE food handling staff	\$232.00	10%
6 - 50 FTE food handling staff	\$326.00	10%
>50 FTE food handling staff	\$431.00	10%
Mobile Food Vendor Administration Charge (on non-public place)	\$192.00	10%
Food shop / mobile food vendor inspection fee per hour (Note - minimum fee 1/2 hour and fees to be charged calculated in 1/2 hr increments)	\$185.00	0%
Maximum fee for issuing improvement notice under the Food Act 2003 or Food Regulations 2015.	\$347.00	0%
Note: A minimum of 1 inspection conducted annually, depending on haza	ard rating.	

Some premises may have up to 4 scheduled inspections per year.

## Public Health Act 2010 & Public Health Regulations 2022 Fees - Schedule 5

egulations 2022 Fees - Schedule 5	Fee (Inc. GST)	GS.
ikin Penetration Premises		
Registration/Change of Details Fee	\$207.00	0%
Administration fee (yearly)	\$217.00	10%
Fee per inspection	\$172.00	0%
Notification of carrying out skin penetration procedure (new premises) Note - no fee is required for a change of details	\$110.00	0%
Accommodation Premises		
Registration/Change of Details Fee	\$134.00	0%
Fee per inspection	\$172.00	0%
Cooling Water System/Cooling Towers		
Notification of installation of a cooling water system (cooling tower)	\$126.00	0%
Issue of improvement notice or prohibition order given to occupier of premises at which there is a regulated system	\$667.00	00
Varm Water Systems		
Application for approval of a warm water system in a hospital	\$200.00	09
Notification of installation of a warm water system	\$126.00	00
Issue of improvement notice or prohibition order given to occupier of premises at which there is a regulated system	\$667.00	0
wimming Pool and/or Spa Pool		
Registration/Change of Details Fee	\$134.00	00
Administration fee (yearly)	\$217.00	109
Fee per inspection	\$110.00	00
Note: A minimum of 1 inspection conducted annually, depending o Some premises may have up to 4 scheduled inspection per year.	n hazard rating.	
ssue of improvement notice or prohibition order given Inder the <i>Public Health Act 2010</i> or <i>Public Health</i> Regulations 2022 to occupier of premises other than premises that have a regulated system.	\$310.00	0
Re-inspection of premises subject to a prohibition order given under the <i>Public Health Act 2010</i> or <i>Public Health</i> Regulations 2022 - per hour.	\$268.00	04
Application for approval to exhume remains	\$399.00	00
Application for exemption for cremation documentation	\$110.00	00
lotification of registration of mortuaries	\$110.00	0

Unit of Measure	Fee (Inc. GST)	GST
Per Hour	\$182.00	10%
Per Hour	\$250.00	10%
Per Application	\$2,900.00	10%
Per Application	\$96.00	10%
Per Application	\$2,900.00	10%
Per Hour	\$129.00	10%
Per Application	\$2,928.00	10%
Per Application	\$250.00	10%
	Per Hour Per Application Per Application Per Application Per Hour Per Hour Per Hour Per Application	Per Hour\$182.00Per Hour\$250.00Per Application\$2,900.00Per Application\$96.00Per Application\$2,900.00Per Application\$2,900.00Per Hour\$129.00Per Application\$2,928.00

## **Companion Animal Fees**

## Lifetime Registration Fees

(as per Companion Animals Regulation 2021)	Fee (Inc. GST)	GST
Dog		
Registration Fee (by 12 weeks or when sold if earlier than 12wk)	\$78.00	0%
Registration Combined Fees (for not Desexing dog by 6 months)	\$262.00	0%
Registration fee (where desexing is not recommended from a vet)	\$78.00	0%
Registration fee – (where desexing is not recommended from a vet) – eligible pensioner	\$34.00	0%
Registration fee – not Desexed (not recommended) – eligible pensioner	\$34.00	0%
Registration (recognised breeder)	\$78.00	0%
Working Dog	Free	0%
Service of the State	Free	0%
Assistance Animal	Free	0%
Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	Free	0%
Cat		
Registration fee (by 12 weeks or when sold if earlier than 12 wk)	\$68.00	0%
Registration fee (eligible pensioner)	\$34.00	0%
Desexed (sold/ transferred from pound/shelter or rehoming Organisation)	Free	0%
Registration fee (where desexing is not recommended from a vet)	\$68.00	0%
Registration fee (where desexing is not recommended from a vet - eligible pensioner)	\$34.00	0%
Registration fee (recognised breeder)	\$68.00	0%
Registration late fee	\$22.00	0%
Additional Fee (if the animal is not desexed by 6 months)	\$184.00	0%

Annual Permits	Fee (Inc. GST)	GST
Cats (under 4 months not desexed)	\$96.00	0%
Restricted Breed & Dangerous Dogs	\$230.00	0%
Permit late fee	\$22.00	0%

Note 1: The lifetime registration fees are set by the Office of Local Government and subject to change by the office of Local Government. The fees shown reflect amendments effective from 1 July 2025.

Note 2: The Annual Permit fees are set by the Office of Local Government and subject to change by the Office of Local Government and are payable in addition to the one-off lifetime registration fee. The fees shown reflect amendments effective 1 July 2025.

A list of registration categories, current fees and the new fees for 2025/26 is provided on the Office of Local Government's (OLG) website: www.olg.nsw.gov.au/public/dogs-cats/nsw-pet-registry/microchipping-and-registration

Other Regulatory Function Charges	Fee (Inc. GST)	GST
Micro-chipping Service	\$71.00	10%
Surrender Fees	\$122.00	0%
Release Fee - Cats	\$122.00	0%
Release Fee - Dogs	\$122.00	0%
Release Fee - Livestock (per animal)	\$122.00	0%
Livestock Sustenance - per day	\$21.00	10%
Trap Hire - Refundable Deposit	\$30.00	0%
Impounded Vehicles	\$626.00	10%
Animal Services Officer - After hours attendance (in addition to any fines imposed)	\$336.00	10%

# Waste Management Charges

Landfill Charges	Unit of Measure	Fee (Inc. GST)	GST
1 Bag of Rubbish		\$9.00	10%
1 Bag of Green Waste		\$2.00	10%
Station wagon / car boot		\$20.00	10%
240 ltr MGB		\$20.00	10%
Domestic (Home) Waste			
6 x 4 Trailer / Utility	Water Level	\$25.00	10%
	Heaped	\$46.00	10%
	Caged	\$68.00	10%
7 x 4 Tandem Trailer or larger	Water Level	\$50.00	10%
	Heaped	\$78.00	10%
	Caged	\$106.00	10%
Commercial/Industrial (Work) Waste			
6 x 4 Trailer / Utility	Water Level	\$40.00	10%
	Heaped	\$69.00	10%
	Caged	\$101.00	10%
7 x 4 Tandem Trailer or larger	Water Level	\$76.00	10%
	Heaped	\$117.00	10%
	Caged	\$160.00	10%
Green Waste (Domestic)			
6 x 4 Trailer / Utility	Water Level	\$7.00	10%
	Heaped	\$10.00	10%
	Caged	\$15.00	10%
7 x 4 Tandem Trailer or larger	Water Level	\$10.00	10%
	Heaped	\$15.00	10%
	Caged	\$19.00	10%
Green Waste (Commercial/Industrial)			
6 x 4 Trailer / Utility	Heaped	\$15.00	10%
	Caged	\$21.00	10%

_andfill Charges	Unit of Measure	Fee (Inc. GST)	GST
7 x 4 Tandem Trailer or larger	Water Level	\$15.00	10%
	Heaped	\$21.00	10%
	Caged	\$27.00	10%
Commercial Green Waste > 2m <sup>3</sup>	Per tonne	\$158.00	10%
Commercial, Industrial, Construction & Demolition Waste > 2m <sup>3</sup>	Per tonne	\$200.00	10%
Concrete - excluding concrete pipes	Per tonne	\$139.00	10%
Asbestos	Per tonne	\$460.00	10%
Problematic Waste	Per tonne	\$300.00	10%
Clean Fill	Per tonne	\$12.00	10%
Contaminated Fill	Per tonne	\$200.00	10%
Disposal of car bodies		NIL	0%
Car and Motorbike Tyres	Per tyre	\$12.00	10%
Small Truck Tyres	Per tyre	\$27.00	10%
Large Truck Tyres	Per tyre	\$50.00	10%
Super Single Tyres	Per tyre	\$50.00	10%
Tractor Tyres	Per tyre	\$204.00	10%
Large Earthmoving Tyres	Per tyre	\$248.00	10%
Waste Oil - petroleum oils only (Buronga & Wentworth only)		NIL	0%
Scrap Metal - clean fill		NIL	0%
Chemical Drums (clean and dry)		NIL	0%
Recycling (paper, cans, plastic bottles, glass)		NIL	0%
Cardboard, batteries, gas cylinders		NIL	0%
Mattress - Single	Per item	\$23.00	10%
Mattress - Double or bigger	Per item	\$44.00	10%
Unspecified Waste	Per tonne	\$243.00	10%
Weighbridge Certification Fee	Per vehicle	\$25.00	10%
Weighbridge Ticket Reprint	Per ticket	\$15.00	10%
Commercial Recycling (cardboard & Comingle)	Per cubic metre	\$17 per cubic meter	10%
Contractor Discount – Application approval to be determined on a case by case basis on application to Council		Increased in line with the increase to the per tonne gate rate.	10%

Trade Waste Fees and Usage Charges	Fee (Inc. GST)	GST
Annual Trade Waste Fee		
Category 1 Discharger	\$152.00	10%
Category 2 Discharger	\$302.00	10%
Large Discharger	\$1,016.00	10%
Industrial Discharger	\$302.00	10%
Re-inspection Fee	\$142.00	10%
Trade Waste Usage Charges per kL		
Category 1 Discharge with appropriate equipment <sup>1</sup>	\$0.00	10%
Category 1 Discharge without appropriate pre-treatment	\$8.00	10%
Category 2 Discharge with appropriate equipment <sup>1</sup>	\$284.00	10%
Category 2 Discharge without appropriate pre-treatment	\$26.00	10%
Food Waste Disposal	\$48.00	10%
Non-compliance pH charge		
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	\$7.00	10%

<sup>1</sup> Only applies to liquid trade waste dischargers with appropriately and/or maintained pretreatment facilities.

Charges for Tankered Waste Fees <sup>1</sup>	Fee (Inc. GST)	GST
Chemical Toilet (per kL)	\$27.00	0%
Septic Tank Waste		
Per load (up to 5kL) - minimum charge	\$37.00	0%
Per kL thereafter	\$7.00	0%
<sup>1</sup> Only applies to liquid trade waste dischargers with app	ropriately and/or maintained pre	

<sup>1</sup> Only applies to liquid trade waste dischargers with appropriately and/or maintained pretreatment facilities.

## Charges for use of Riverboat Pump-Out Stations (per each dump)

Stations (per each dump)	Fee (Inc. GST)	GST
Disposal of effluent from riverboats	\$36.00	10%
Use of key to access pump out facility (refundable deposit)	\$30.00	0%

ССТ

Excess Mass Charges Substance price per kg	Fee (Inc. GST)	GST
Aluminium	\$7.00	10%
Ammonia (as N)	\$8.00	10%
Arsenic	\$128.00	10%
Barium	\$63.00	10%
Biochemical oxygen demand (BOD)	\$128.00	10%
Boron	\$128.00	10%
Bromide	\$26.00	10%
Cadmium	\$589.00	10%
Chloride	\$7.00	10%
Chlorinated hydrocarbons	\$63.00	10%
Chlorinated phenolics	\$2,549.00	10%
Chlorine	\$8.00	10%
Chromium	\$42.00	10%
Cobalt	\$26.00	10%
Copper	\$26.00	10%
Cyanide	\$128.00	10%
Fluoride	\$10.00	10%
Formaldehyde	\$8.00	10%
Oil and Grease (Total O&G)	\$7.00	10%
Herbicides/defoliants	\$1,275.00	10%
Iron	\$8.00	10%
Lead	\$63.00	10%
Lithium	\$16.00	10%
Manganese	\$16.00	10%
Mercaptans	\$128.00	10%
Mercury	\$4,249.00	10%
Methylene blue active substances (MBAS)	\$128.00	10%
Molybdenum	\$128.00	10%
Nickel	\$42.00	10%
Nitrogen (Total Kjeldahl Nitrogen - Ammonia) as N	\$30.00	10%

Excess Mass Charges Substance price per kg	Fee (Inc. GST)	GST
Organoarsenic compounds	\$1,275.00	10%
Pesticides general (excludes organochlorines and organophosphates)	\$1,275.00	10%
Petroleum hydrocarbons (non-flammable)	\$9.00	10%
Phenolic compounds (non-chlorinated)	\$18.00	10%
Phosphorous (Total PP)	\$8.00	10%
Polynuclear aromatic hydrocarbons	\$26.00	10%
Selenium	\$90.00	10%
Silver	\$7.00	10%
Sulphate (SO4)	\$7.00	10%
Sulphide	\$8.00	10%
Sulphite	\$8.00	10%
Suspended Solids (SS)	\$7.00	10%
Thiosulphate	\$7.00	10%
Tin	\$16.00	10%
Total dissolved solids (TDS)	\$6.00	10%
Uranium	\$16.00	10%
Zinc	\$26.00	10%

# Finance and Customer Service Fees

GIPA Requests	Unit of Measure	Fee (Inc. GST)	GST
Government Information Public Access Re	equest (GIPA)		
Formal Access Application Fee (as per the	Act)	\$30.00	0%
Formal Access Processing Charges (1 <sup>st</sup> hou per each hour thereafter - as per the Act)	Formal Access Processing Charges (1 <sup>st</sup> hour included, cost per each hour thereafter - as per the Act)		0%
Informal Request (1 <sup>st</sup> hour included, cost per each hour thereafter)		\$35.00	10%
Subpoenas			
Conduct money on initial lodgement of Su Produce (includes 1 <sup>st</sup> 2 hours of processing		\$126.00	10%
Provision of documents for a Subpoena Pr (1 <sup>st</sup> 2 hours no additional charge, cost per e thereafter	5 5	\$79.00	10%

Licenses and Permits	Unit of Measure	Fee (Inc. GST)	GST
Tent Erection Fees - outside licensed Caravan Parks		\$144.00	0%
Tent Erection / Clearing		\$825.00	0%
Deposits - Tents for Circus, travelling shows and other commercial enterprises		\$600.00	0%
Valuer General's Insertion into Rates Notices	per hour	\$90.00	0%

Sundry Charges	Unit of Measure	Fee (Inc. GST)	GST
Photocopying/laminating/scanning			
Photocopying	per A4	\$0.25	10%
	per A3	\$0.50	10%
Colour Photocopying	per A4	\$1.00	10%
	per A3	\$2.00	10%
Map Copy Charges - Full Colour	per A2	\$8.00	10%
	per A1	\$12.00	10%
	per A0	\$16.00	10%

Map Copy Charges - Line Art	per A2	\$4.00	10%
	per A1	\$7.00	10%
	per A0	\$8.00	10%
Map Copy Charges - Imagery	per A2	\$12.00	10%
	per A1	\$20.00	10%
	per A0	\$23.00	10%
Laminating	per A4	\$5.00	10%
	per A3	\$9.00	10%
Scanning - small black & white logos etc.		\$7.00	10%
Scanning - colour photos (standard size)		\$9.00	10%
Grants			
Grants – Preparation of funding applications on behalf of others	per hour	\$129.00	10%
Grants – Auspice of grant funds on behalf of others \$1,886 plus 1% of funding (this covers preparation of reports for funding body & audit certificate)		10%	

Misc. Rates Charges	Unit of Measure	Fee (Inc. GST)	GST
603 Certificate		\$100.00	0%
603 Certificate Urgent Request - additional fee		\$163.00	0%
Special Meter Reading - 603 Certificate		\$90.00	0%
Meter Check - Fault Report		\$153.00	0%
Copy of Rates/Water Notice (per copy)		\$10.00	0%
General Administration Fee		\$25.00	0%
Extraction from Valuation Book		\$27.00	0%
Rural Addressing - Provision of new address plate or replacement plate		\$57.00	10%
Account review administration fee		\$171.00	10%
Dishonour Fee (Bpay, Bill Pay & Direct Debit)		\$30.00	10%
Interest on overdue rates		10.50%	0%
Note: These fees are GST exempt if assoc	iated with the provision of I	regulatory information	

# Library Fees

Service	Fee (Inc. GST)	GST
Inter-library Loans, Late returns and Damages		
Inter-library Loans	\$3.00	10%
Lost or Damaged Items	Original Cost + \$7.00	10%
Book Covering		
Plastic / contact (small)	\$4.00	10%
Plastic / contact (medium)	\$5.00	10%
Plastic / contact (large)	\$5.00	10%
Dust jacket (small)	\$5.00	10%
Dust jacket (medium)	\$5.00	10%
Dust jacket (large)	\$6.00	10%
Photocopying / Printing / Scanning		
A4 photocopy or print	\$0.25	10%
A4 photocopy - coloured print	\$1.00	10%
A3 photocopy or print	\$0.50	10%
A3 photocopy - coloured print	\$2.00	10%
Laminating		
Business card	\$5.00	10%
A4	\$5.00	10%
A3	\$9.00	10%
Replacement Library Card		
Adult	\$3.00	0%
Child	\$3.00	0%
Visitor Deposit (refundable)	\$20.00	0%

# Roads and Engineering Support

Service	Fee (Inc. GST)	GST
Road Opening Permits		
Permit	\$197.00	0%
Refundable deposits <sup>1</sup>		
Road opening fee	\$525.00	0%
For works in a constructed nature strip with concrete footpath	\$370.00	0%
For works in an unpaved constructed nature strip	\$210.00	0%
New works which may affect Council assets such as footpaths, sewer, drainage & water supply	\$1,420.00	0%
Traffic Management Plans		
Plan Preparation Fee	\$197.00	10%
Plan Assessment Fee	\$180.00	0%
Hire Fee per day - Signs / Bollards / Traffic Cones	\$38.00	10%
Refundable Deposit <sup>2</sup>		
Hire of Signs / Bollards / Traffic Cones	\$210.00	0%
Bins		
Bin Hire (per bin, per day - includes 1 emptying/cleaning)	\$28.00	10%
Each additional empty/clean (per bin)	\$28.00	10%
Replacement of Mobile Garbage Bin	\$131.00	10%
Miscellaneous Services		
Hire of barbeque - per day	\$236.00	10%
Access permits - Heavy Vehicle National Law	\$122.00	10%
Weeds Inspections		
Inspections within the built-up horticultural areas (i.e. Wentworth to Monak)	\$223.00	10%
Inspections in rural areas (travel is calculated to and from the property)	\$223 plus \$55/hr after the first 2 hours + .85c per km	10%
Grid Replacement (refer to Fencing and Grid Policy) added 18/03/2020		
Co-contribution towards fencing when removal of a grid has been agreed to in writing.	Up to \$2,500 per km of fencing for a maximum amount of 5km per grid.	10%
Nataa		

Notes:

1. On completion of the job, the deposit will be refunded, less the restoration charges and any additional costs which may be required to restore the trench.

2. The restoration charge covers sealing and relaying of concrete surfaces and the top surface for gravel and earth. Any additional works are an extra charge. If the costs are greater than the deposit, a charge will be made.

## Hire of Plant Items

Plant Item (refer notes) (Price per hou	r unless otherwise stat	ed)	Fee (Inc. GST)	GST
CAT 12M	533 & 534	per hour	\$416.00	10%
Tractors and Implements	34, 39 & 51	per hour	\$291.00	10%
CAT Backhoe	30	per hour	\$259.00	10%
CAT 910F FEL	31	per hour	\$266.00	10%
John Deere Tractor & Implements	41	per hour	\$332.00	10%
CAT D6 Dozer	36	per hour	\$416.00	10%
JCB Loadalls	44	per hour	\$300.00	10%
CAT 938F FEL	47	per hour	\$271.00	10%
Low Loader	75	per hour	\$416.00	10%
Bitelli MT Rollers	56 & 57	per hour	\$291.00	10%
CAT 613B scraper	55	per hour	\$332.00	10%
Bomag Vib Roller	58	per hour	\$259.00	10%
Mobile Street Sweeper	65	per hour	\$259.00	10%
Bobcat & Attachments	62	per hour	\$437.00	10%
CAT mini excavator	67	per hour	\$437.00	10%
Water Carts	513, 519 & 523	per hour	\$239.00	10%
Truck and Dogs	483 & 520	per hour	\$322.00	10%
Truck and Dogs	531 & 771	per hour	\$322.00	10%
Tip Truck	536	per hour	\$259.00	10%

Notes:

1. The above rates include the hire of the equipment and a qualified operator.

2. These rates are for weekday work only. Any works required to be done out of normal working hours or on weekend will incur additional penalty rates.

3. The above hire charges have been set so as to be similar to, or above the rate of, local contractors.

## Cemeteries

Lawn Section Wentworth, Gol Gol, Pooncarie and Coomealla	Fee (Inc. GST)	GST
Basic Burial ** (includes purchase of burial plot, plus 1st interment)	\$3,092.00	10%
Purchase of burial plot	\$1,225.00	0%
1st interment	\$1,867.00	10%
2nd interment	\$1,867.00	10%
Placement of infant in existing grave site (shelved grave)	\$1,160.00	10%
Removal or exhumation of body (Court consent if necessary)	Actual Cost	10%
Removal of ashes - Consent required	Actual Cost	10%
Placement of ashes in a burial plot	\$517.00	10%
Affixing a plaque	\$326.00	10%

#### Monumental (Denominational) Wentworth, Gol Gol, Pooncarie and Cal Lal

Wentworth, Gol Gol, Pooncarie and Cal Lal	Fee (Inc. GST)	GST
Basic Burial ** (includes purchase of burial plot, plus 1st interment)	\$3,300.00	10%
Purchase of burial plot	\$1,225.00	0%
1st interment	\$2,075.00	10%
2nd interment	\$2,273.00	10%
Placement of infant in existing grave site (shelved grave)	\$1,160.00	10%
Removal or exhumation of body (Court consent if necessary)	Actual Cost	10%
Removal/replacement of monument for excavation (works to be undertaken by a Monumental Mason	Actual Cost	10%
Removal of ashes - Consent required	Actual Cost	10%
Placement of ashes in plot	\$517.00	10%
Affixing a plaque	\$326.00	10%
Cal Lal Cemetery – all purchases and interments quoted on a case by case basis	Actual Cost	10%

\*\* Includes GST component on interment.

Niche Wall		
Coomealla Memorial Gardens	Fee (Inc. GST)	GST
Purchase Plot in Niche Wall - includes purchase of standard size black stone tile (maximum of 2 sets of ashes per plot)	\$764.00	0%
Placement of ashes in Niche Wall & fixing of stone tile (per set of ashes).	\$536.00	10%
NB Engraving of stone tile is not included. Must be a black tile – Halls Memorial to engrave.	\$563.00	10%
Re-open of existing Niche	\$517.00	10%
Location and consent to place Monument or Headstone	\$198.00	10%
Amendment to Headstone	\$51.00	10%

#### **Ground Plots**

(placement of plaques or memorial items)	Fee (Inc. GST)	GST
Coomealla, Wentworth and Gol Gol – Basic Ashes Interment ** (includes ground ashes plot plus, placement of ashes)	\$1,082.00	10%
Purchase of a Ground Plot	\$565.00	0%
Placement of ashes in ground plots	\$517.00	10%
Re-open of existing Ground Plot	\$517.00	10%
Removal of ashes - Consent required	Actual Cost	10%

Ashes Columbarium	Fee (Inc. GST)	GST
Gol Gol and Wentworth (maximum of 2 sets of ashes per columbarium)	\$764.00	0%
Placement of ashes in Columbarium (per set of ashes) NB: engraving of stone tile is not included – contact Davis Monumental	\$563.00	10%
Re-open of existing ashes columbarium compartment	\$517.00	10%

Plot Selection	Fee (Inc. GST)	GST
On-site attendance by WSC Officer to assist in plot selection	\$102.00	10%
Cemetery Administration Fee	\$102.00	10%
Memorial seating – purchase & installation of approved memorial seat	Actual Cost	10%

Additional Notes (all cemeteries and memorials)	Fee (Inc. GST)	GST
Memorial seating – purchase & installation of approved memorial seat ar engraving by purchaser. NB There is the option to halve the cost by installing two memorial plaqu		e for
Additional fee – internments conducted on weekends and public holidays (only available between 9.00am and 1.00pm	\$510.00	10%
Placement of black granite remembrance plaque – (150 x 150mm) – Sextons Hut Wentworth Cemetery (includes inscription & installation)	\$612.00	10%

As from 01 July 2019 internments are charged at the applicable rate at the time of internment and are not able to be pre-paid. All pre-paid internments prior to this date will be honored.

\*\* Includes GST component on interment.

## **Recreational Facilities**

#### Casual Hire of Shire Owned Halls, Meeting Rooms and Sporting Pavilions/ Stadiums

(NB Midway Centre fees are listed separately)

Pooncarie Hall, Curlwaa Hall, Anabranch Hall, Pomona Hall, Wentworth Memorial Room, Dareton Senior Citizens Room, Community Meeting Room, Wentworth Showgrounds Community Pavilion, Wentworth Town Hall

Hire Type - Building only with		
access to any amenities	Fee (Inc. GST)	GST
Community Use		
Community (not for profit) 4 hours or less <sup>1</sup>	\$59.00	10%
Community (not for profit) more than 4 hours <sup>1</sup>	\$129.00	10%
Bond Community Group <sup>2</sup>	\$100.00	0%
Per day fee for use of Anabranch Hall amenities in relation to camping on the Anabranch. <i>Please note a bond of \$500 will apply. Does not include use of the Hall.</i>	\$59.00	10%
Business or Private Function use - Includes reunions or other private ga trade related functions where no entry fees are charged.	atherings or busines	ss/
4 hours or less	\$149.00	10%
4 hours to 24 hour period	\$298.00	10%
Bond Business or Private Function	\$500.00	0%
Commercial Function per 24 hour period <sup>3</sup> - Includes any event where the fee charged or any Trade Show, Fair, Field Day or other event at which		ance
4 hours or less	\$298.00	10%
4 hours to 24 hour period	\$492.00	10%
Bond Commercial Function (GST Free)	\$500.00	0%
Weekly Rate - Any Single Hirer		
Discount applied to Daily rate x 5 or 7 days	10% discount	10%
Additional Charges (all hirings)		
Cleaning & Rubbish removal – NB: The cost for cleaning & rubbish removal will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.	Cost	10%

#### Hire of Council venues for School & Community Service Organisations from within WSC

Registered Schools (including pre-schools, kindergartens and School P&C if they are raising money for registered school) operating within the Wentworth Shire are granted automatic fee waivers for the hire of any Council venue (hall, meeting room). Any preparation costs (such as line marking of ovals) will be charged at standard cost. Bookings must still be made.

#### Hire Type - Park, Oval and Reserve with access to any amenities

Including; Carramar Drive Sporting Complex, George Gordon Sporting Complex, Pooncarie Multi-Purpose, Golf Course & Public Reserve, McLeod Oval, Junction Park, Strother Park, Wentworth Rowing Club & Wharf Lawns, Fotherby Park, Sturt Park, James King Park, Perry Sandhills, Tapio Park, Buronga Wetlands, Coomealla Pioneer & Lions Parks, Dareton Boat Ramp Rotunda & Town Square, O'Donnell Park, Pooncarie Sporting Complex, Two Rivers Ski Recreation Reserve, Curlwaa Oval.

	Fee (Inc. GST)	GST
Community Use		
Community (not for profit) Half Day Hire – hire cost is for each designated area per 0-4 hour period.	\$59.00	10%
Community (not for profit) Day Hire more than 4 hours – hire cost is for each designated area per each 24 hour period.	\$129.00	10%
Bond - Community Group.	\$100.00	0%
Multi-area discount	25%	10%
<b>Business or Private Function per 24 hour period</b> NB - Includes reunions or other private gatherings or business/trade re entry fees are charged.	elated functions whe	re no
4 hours or less – hire cost is for each designated area per 0-4 hour period	\$149.00	10%
Day Hire more than 4 hours – hire cost is for each designated area per each 24 hour period.	\$298.00	10%
Bond – Business or Private Hire.	\$500.00	0%
Bond - Small civil ceremonies, no items to be erected and no catering.	\$100.00	0%
Multi-area discount	25%	10%
<b>Commercial Events, Circus or other performances</b> NB - Includes any event for which there will be an entrance fee or ticke Shows, Fairs, Field Days or other event at which goods will be sold.	et sold, or any Trade	
4 hours or less – hire cost is for each designated area 0-4 hour period	\$248.00	10%
Day Hire more than 4 hours – hire cost is for each designated area per each 24 hour period	\$492.00	10%
Bond Commercial Events, Circus or Other Performance	\$1,000.00	0%
Weekly Rate - Any Single Hirer		
Discount applied to Daily rate x 5 or 7 days	10% discount	10%
Multi-area discount	25%	10%
Cleaning & Rubbish removal (all hirings) NB - The cost for cleaning & rubbish removal will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.	Cost	10%

Full refund less deposit paid

50% refund

Full forfeiture

Fully refundable

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### Hire Type – Primitive Camping on any reserve

#### (per 24 hour period)

NB: Camping is only permissible in conjunction with an event

being staged at the site	Fee (Inc. GST)	GST
Unpowered Site – per person x 2 people	\$29.00	10%
Extra Child	\$7.00	10%
Extra Adult	\$13.00	10%
Family	\$43.00	10%
Powered Site – per person x 2 people	\$42.00	10%
Extra Child	\$8.00	10%
Extra Adult	\$14.00	10%
Family	\$56.00	10%
Hire of Council venues for School & Community Service Organisations from within WSC		

Registered Schools (including Pre-Schools, Kindergartens and School P&C, providing they are raising money for a registered school) operating within the Wentworth Shire are granted automatic fee waivers for the hire of any Council Reserves. Any preparation costs (such as line marking of ovals) will be charged at standard cost. Bookings must still be made.

For Community/Private use, a charge will only apply in the following instances:

- If there are more than 50 people expected to attend.
- If the booking requires inflatable/amusement devices etc.
- If the booking requires the use of onsite power or the supply of bins.
- If the booking requires a road closure.

Cancellation or no show

- Greater than 90 days prior to event
- Less than 90 days prior to event
- Less than 1 week prior or no show

• Bond

N.B: No Primitive camping fees will be charged where a licensed User of the Reserve is holding an event.

#### Wentworth Showgrounds Hire

The following areas are available for hire:

- Horse Yards & Stalls
- Festival Parade
- Arena
- Dog Show Parkland

Camping is not permitted at the showgrounds unless it is in conjunction with an event.

Hire Type Casual Hire of Showgrounds	Unit of Measure	Fee (Inc. GST)	GST
Hire of Designated Areas and amenities. Hire cost is for each designated area per each 24 hour period.		\$197.00	10%
Bond		\$500.00	0%
Cleaning & Rubbish removal (all hirings) Note: The cost for cleaning & rubbish removal will be deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.		Cost	10%

#### **Camping (per 24 hour period)**

NB: Camping is only permissible in conjunction with an event being staged at

the site	Unit of Measure	Fee (Inc. GST)	GST
Unpowered Site		\$29.00	10%
Extra Child		\$7.00	10%
Extra Adult		\$13.00	10%
Powered Site		\$42.00	10%
Extra Child		\$8.00	10%
Extra Site		\$14.00	10%
A cancellation fee will be charged a	as follows:		

Cancellation or no show

•	Greater than 90 days prior to event	Full refund less deposit paid
•	Less than 90 days prior to event	50% refund
•	Less than 1 week prior or no show	Full forfeiture
•	Bond	Fully refundable

Permissive Occupancy Licence Fees	Fee (Inc. GST)	GST
Application Administrative Fee (new or transfer)	\$270.00	10%
Annual Rent Payable	\$280.00	10%

#### **Reserve Annual Use**

Fees and Charges	Unit of Measure	Fee (Inc. GST)	GST
Reserve Lease Application/Administration (Commercial Lease) Note: If legal advice is required, this is cha		\$299.00	10%
Reserve Licence Application/Administration (Commercial Licence) Note: If legal advice is required, this is cha		\$299.00	10%
Annual Licence to occupy the reserve		\$299.00	10%
Urgency fee - application made less than 7 days - non refundable		\$180.00	10%
Bond		\$500.00	0%
Photography & Film Production			
Filming fee (non-commercial/not for profit organisation	Per Licence	\$299.00	10%
Filming fee (commercial)	Per Licence	\$369.00	10%
Filming Application fee (non-refundable)	Per Licence	\$120.00	10%

#### Local Markets Stallholders

and Food Vendors	Unit of Measure	Fee (Inc. GST)	GST
Stallholders – Public Liability Provided by	Stallholder		
Single Site	Per Site	\$17.00	10%
Double Site	Per Site	\$22.00	10%
Stallholders – Public Liability Provided by Council			
Single Site	Per Site	\$22.00	10%
Double Site	Per Site	\$27.00	10%
Food Vendors			
Refundable Deposit	Per Event	\$100.00	0%

Sundry Fees and Charges	Unit of Measure	Fee (Inc. GST)	GST
Event Management Fee - for groups without public liability insurance	Per hire	\$59.00	10%
Power - access and any use within 24 hour period from time of access	Per day per unit accessed	\$38.00	10%
Key Replacement - lost key or not returned	Per key	\$38.00	10%
Event Advertising - relates to any road closure, fireworks display, or other event with the potential to cause disruption to traffic, noise or other public disturbance	Per event	\$298.00	10%
Hire of Pooncarie Depot Quarters	Per person, per night	\$90.00	10%
Swimming Pools	Unit of Measure	Fee (Inc. GST)	GST

Swimming Pools	Unit of Measure	ree (Inc. GST)	621
Admission Charges			
Children		\$5.00	10%
Adults		\$6.00	10%
Non-swimming adults		\$5.00	10%

Swimming Carnivals

Admission charges for swimming carnivals and out of session groups are by arrangement between Belgravia Leisure and group representatives

Season Tickets		
Family	\$130.00	10%
Adults	\$87.00	10%
Children	\$65.00	10%

Aerodrome	Unit of Measure	Fee (Inc. GST)	GST
Airport Landing Charge (ALC)	Per tonne	\$19.00	10%
Aircraft Parking Charge (APC) – short term	Per day or part day	\$14.00	10%
Aircraft Parking Charge (APC) – long term	Per month	\$268.00	10%
Aircraft Parking Charge (APC) – Non Lease/Apron/Tie Down Areas	Per day or par day	\$6.00	10%
Training Aerodrome Circuits (TAC) – Day Rate	Per hour	\$44.00	10%
Training Aerodrome Circuits (TAC) – Night Rate	Per hour	\$66.00	10%
Airside Supervision Charge (ASC) – Business Hours	Per ARO	\$134.00	10%
Airside Supervision Charge (ASC) – After Hours	Per ARO	\$194.00	10%
Airside Environmental Charge (AEC) – Minimum Charge		\$257.00	10%
Aircraft Hanger Charge (AHC) – New	Per year	On application	10%
Aircraft Hanger Charge (AHC) – Kevin J Thomas Hanger	Per year	\$1,776.00	10%
Call Out Fee (COF) – minimum 2 hour charge	Per hour	\$134.00	10%
Vehicle Parking Charge (VPC)	Per day or part day	\$3.00	10%

# Midway Community Centre

Hire Fees	Unit of Measure	Fee (Inc. GST)	GST
Midway Function Centre & meeting rooms			
Stadium (includes stage area)	per hour	\$161.00	10%
Function Room and shared foyer	per hour	\$134.00	10%
Service kitchen (includes crockery, cutlery & glassware for 250 persons)	per use	\$202.00	10%
Meeting Room 1 with shared foyer and shared kitchenette	per hour	\$53.00	10%
Meeting Room 2 with shared foyer and shared kitchenette	per hour	\$53.00	10%
Foyer / Gallery Space (as a stand-alone space)	per hour	\$42.00	10%
Midway Serviced Offices			
Health Services Room with shared foyer & shared kitchenette	per hour	\$53.00	10%
Office 1 or 2 with shared foyer & shared kitchenette	per hour	\$42.00	10%
Service Centre Facilities			
NB these facilities are only available during	centre opening hours		
Service Centre Officer 1 or 2	per hour	\$53.00	10%
Craft Room	per hour	\$53.00	10%
Bond and cleaning charges	On room hire	25%	
Bond - groups of 30 people or more	no discount	\$750.00	0%
Bond - Not for Profit Groups/groups of less than 30 people	no discount	\$200.00	0%
One-off Cleaning Charge (if required). Minimum charge \$200.00 deducted from the bond. An invoice will be raised for amounts in excess of the bond paid	per clean	Min. \$200.00	10%

amounts in excess of the bond paid.

## Midway Centre

Hire Packages & discounts	Unit of Measure	Fee (Inc. GST)	GST
Daily Rate			
Stadium, Function Room, Service kitchen, Meeting Rooms 1 & 2 and Foyer/Gallery Space.	24 hours	\$5,026.00	10%
Stadium, Function Room, Service kitchen and Foyer/Gallery Space.	24 hours	\$3,741.00	10%
Stadium	24 hours	\$1,930.00	10%
Function Room, Service kitchen and shared foyer/gallery space	24 hours	\$1,809.00	10%
Multi-day Discount			
Hire package for 2 full consecutive days. For events booked before 30 June 2026 to be held before 30 June 2027.	discount applied to daily rate	15%	10%
Hire package for 3 full consecutive days. For events booked before 30 June 2026 to be held before 30 June 2027.	discount applied to daily rate	20%	10%
Not for Profit Groups (refer definitions)			
Not for Profit Community Groups based in Council NB cannot be used in conjunction with any		75%	10%
All other Not for Profit Groups NB cannot be used in conjunction with any	/ other discounts.	50%	10%
Regular User Discount (12 month user agreement as negotiated by Council)	from standard hourly rate	75%	10%

Equipment & labour hire	Unit of Measure	Fee (Inc. GST)	GST
Teleconference equipment	Each use	\$47.00	10%
Video Conferencing in Meeting Room 1 & 2. Data Projector & Audio System with wireless microphone in Function Room	Each use	\$26.00	10%
Urn (20 litre capacity)	Each Use	\$16.00	10%
Labour hire (assistance with set up and pull down) – if required	per person/per hour	\$42.00	10%
Event facilitation and coordination (if required)	per hour	\$202.00	10%
On-site IT support (if required)	per hour	\$202.00	10%

#### Midway Centre Hire Fees - Additional Notes

#### **Midway Centre Stadium**

- Stadium court with permanent line marking for basketball and netball
- Stage area, with maximum seating capacity of 700
- Full sound system

#### **Function Room**

- Carpet floor
- Audio Visual Equipment
- Data Projector
- Audio System & Wireless Microphone
- Tables & Chairs included in hire charge
- Maximum seating capacity of 250

#### **Function Room Kitchen**

• Service Kitchen with crockery & cutlery for 250 people

#### **Meeting Rooms**

- Carpet Floor
- Tables & Chairs included in hire charge
- Maximum seating capacity (each room) 40

#### Kitchenette (shared)

- Service or bar kitchen
- Limited quantity of crockery & cutlery

#### Offices

- Office with desk/ meeting table and 4 chairs
- Access to shared kitchen facilities

#### Multi-day not for profit discount

The discount can only be applied to Registered Not for Profit Organisations, Government and Semi-Government users, State and Federal Members of Parliament. The discount cannot be added to any other discounts.

#### **Regular User discount**

The discount can only be applied to users who have entered into a 12 month signed agreement approved by Council.

#### Additional cleaning charge

Failure to leave the venue clean and tidy, with floors mopped and or vacuumed, toilets cleaned, benches wiped and bins emptied will result in an additional cleaning charge being applied.

#### **Bookings and cancellations**

- A 20% non-refundable deposit must accompany all bookings, including bookings for community groups who are making application through Council for fee reductions or waivers.
- Unless otherwise agreed, an invoice will be raised and must be paid in full within 30 days. Any fee waiver or reduction granted by Council after payment of the invoice will be refunded to the hirer.
- Payment of the bond must be made before access permissions are issued for the facility.

A cancellation fee will be charged as follows:

Cancellation or no show	Amount
Greater than 90 days prior to the event	Full refund less deposit paid
Less than 90 days prior to the event	50% refund
Less than 1 week prior to the event or no show	Full forfeiture
Bond	Fully refundable

## Wentworth Visitor Centre Conference Room

<b>Business &amp; Commercial Use</b>	Unit of Measure	Fee (Inc. GST)	GST
Private/Government - Per hour	Per use	\$500.00	10%
Private/Government - Per day	Per use	\$1,500.00	10%
Bond		\$750.000	0%

Community Use	Unit of Measure	Fee (Inc. GST)	GST
Community – Per hour	Per use	\$250.00	10%
Community – Per day	Per use	\$750.00	10%
Bond		\$350.00	0%

One-off Cleaning Charge (if required). Minimum charge \$200.00 deducted from the bond. An invoice will be raised for amounts in excess of the bond paid.

## Hire Packages & discounts

For events booked before 30 June 2026 to be held before 30 June 2027.	Unit of Measure	Discount	GST
Multi-day discount – Hire package for 5 full consecutive days	Per use	25%	10%

#### Wentworth Visitor Centre Conference Room Hire Fees - Additional Notes

#### **Conference Room**

- Large area overlooking the Darling River
- Carpet floor
- Full sound system / Audio Visual Equipment
- Tables & Chairs included in hire charge
- Maximum seating capacity of 150

#### **Audiorium Service Kitchen**

• Service Kitchen with crockery & cutlery for 150 people

#### Additional cleaning charge

Failure to leave the venue clean and tidy, with floors mopped and or vacuumed, toilets cleaned, benches wiped and bins emptied will result in an additional cleaning charge being applied.

#### **Bookings and cancellations**

- A 20% non-refundable deposit must accompany all bookings, including bookings for community groups who are making application through Council for fee reductions or waivers.
- Unless otherwise agreed, an invoice will be raised and must be paid in full within 30 days. Any fee waiver or reduction granted by Council after payment of the invoice will be refunded to the hirer.
- Payment of the bond must be made before access permissions are issued for the facility.

A cancellation fee will be charged as follows:

Cancellation or no show	Amount
Greater than 90 days prior to the event	Full refund less deposit paid
Less than 90 days prior to the event	50% refund
Less than 1 week prior to the event or no show	Full forfeiture
Bond	Fully refundable

## Water & Waste Water

Tapping Fees           20mm         \$557.00         0%           25mm         \$696.00         0%           32mm         \$890.00         0%           40mm         \$1,070.00         0%           50mm         \$1,338.00         0%           80mm         \$2,140.00         0%           100mm         \$2,674.00         0%           100mm         \$2,674.00         0%           25mm         \$372.00         0%           20mm         \$372.00         0%           25mm         \$464.00         0%           25mm         \$474.00         0%           20mm         \$372.00         0%           32mm         \$474.00         0%           30mm         \$1,426.00         0%           40mm         \$1,426.00         0%           50mm         \$1,426.00         0%           100mm         \$1,782.00         0%           20mm         \$1,426.00         0% </th <th>Filtered and unfiltered water supply</th> <th>Fee (Inc. GST)</th> <th>GST</th>	Filtered and unfiltered water supply	Fee (Inc. GST)	GST
25mm         \$696.00         0%           32mm         \$890.00         0%           40mm         \$1,070.00         0%           50mm         \$1,338.00         0%           80mm         \$2,140.00         0%           100mm         \$2,674.00         0%           150mm         \$4,012.00         0%           150mm         \$4,012.00         0%           20mm         \$372.00         0%           25mm         \$464.00         0%           25mm         \$464.00         0%           20mm         \$372.00         0%           20mm         \$372.00         0%           32mm         \$594.00         0%           30mm         \$1,426.00         0%           50mm         \$1,426.00         0%           100mm         \$1,782.00         0%           100mm         \$1,782.00         0%           20mm         \$397.00         0%           20mm <t< th=""><th>Tapping Fees</th><th></th><th></th></t<>	Tapping Fees		
32mm         \$890.00         0%           40mm         \$1,070.00         0%           50mm         \$1,338.00         0%           80mm         \$2,140.00         0%           100mm         \$2,674.00         0%           150mm         \$4,012.00         0%           150mm         \$4,012.00         0%           20mm         \$372.00         0%           25mm         \$464.00         0%           25mm         \$464.00         0%           32mm         \$594.00         0%           40mm         \$712.00         0%           50mm         \$890.00         0%           60mm         \$1,426.00         0%           100mm         \$1,782.00         0%           100mm         \$1,782.00         0%           20mm         \$397.00         0%           20mm         \$1,00         0%           20mm	20mm	\$557.00	0%
40mm       \$1,070.00       0%         50mm       \$1,338.00       0%         80mm       \$2,140.00       0%         100mm       \$2,674.00       0%         150mm       \$4,012.00       0%         Meter Charges - Filtered        0%         20mm       \$372.00       0%         25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         100mm       \$1,782.00       0%         25mm       \$2,672.00       0%         100mm       \$1,782.00       0%         20mm       \$397.00       0%         20mm       \$397.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         32mm       \$635.00       0%         30mm       \$762.00       0%         30mm       \$952.00       0%         30mm       \$1,524.00       0%	25mm	\$696.00	0%
50mm       \$1,338.00       0%         80mm       \$2,140.00       0%         100mm       \$2,674.00       0%         150mm       \$4,012.00       0%         Meter Charges - Filtered           20mm       \$372.00       0%         25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         100mm       \$1,782.00       0%         100mm       \$1,782.00       0%         100mm       \$1,782.00       0%         25mm       \$2,672.00       0%         20mm       \$2,672.00       0%         100mm       \$1,782.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         60mm       \$1,524.00       0%         50mm       \$1,524.00       0% <td>32mm</td> <td>\$890.00</td> <td>0%</td>	32mm	\$890.00	0%
80mm         \$2,140.00         0%           100mm         \$2,674.00         0%           150mm         \$4,012.00         0%           Meter Charges - Filtered             20mm         \$372.00         0%           25mm         \$464.00         0%           32mm         \$594.00         0%           40mm         \$712.00         0%           50mm         \$890.00         0%           80mm         \$1,426.00         0%           100mm         \$1,782.00         0%           100mm         \$1,782.00         0%           100mm         \$1,782.00         0%           100mm         \$1,782.00         0%           25mm         \$497.00         0%           20mm         \$397.00         0%           20mm         \$497.00         0%           210m         \$497.00         0%           32mm         \$635.00         0%           40mm         \$762.00         0%           30mm         \$952.00         0%           30mm         \$1,524.00         0%           30mm         \$1,524.00         0%           30mm <td>40mm</td> <td>\$1,070.00</td> <td>0%</td>	40mm	\$1,070.00	0%
100mm       \$2,674.00       0%         150mm       \$4,012.00       0%         Meter Charges - Filtered           20mm       \$372.00       0%         25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         100mm       \$1,782.00       0%         25mm       \$890.00       0%         20mm       \$397.00       0%         100mm       \$1,782.00       0%         120mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         80mm       \$1,524.00       0%	50mm	\$1,338.00	0%
150mm       \$4,012.00       0%         Meter Charges - Filtered          20mm       \$372.00       0%         25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         150mm       \$2,672.00       0%         120mm       \$397.00       0%         25mm       \$397.00       0%         25mm       \$497.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         60mm       \$952.00       0%         80mm       \$1,524.00       0%	80mm	\$2,140.00	0%
Meter Charges - Filtered           20mm         \$372.00         0%           25mm         \$464.00         0%           32mm         \$594.00         0%           40mm         \$712.00         0%           50mm         \$890.00         0%           50mm         \$890.00         0%           100mm         \$1,426.00         0%           100mm         \$1,782.00         0%           150mm         \$2,672.00         0%           20mm         \$397.00         0%           25mm         \$497.00         0%           25mm         \$497.00         0%           25mm         \$497.00         0%           32mm         \$635.00         0%           40mm         \$762.00         0%           50mm         \$952.00         0%           60mm         \$952.00         0%           80mm         \$1,524.00         0%	100mm	\$2,674.00	0%
20mm       \$372.00       0%         25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         150mm       \$2,672.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         25mm       \$497.00       0%         25mm       \$497.00       0%         20mm       \$635.00       0%         32mm       \$635.00       0%         32mm       \$635.00       0%         30mm       \$762.00       0%         50mm       \$952.00       0%         50mm       \$1,524.00       0%         100mm       \$1,905.00       0%	150mm	\$4,012.00	0%
25mm       \$464.00       0%         32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         150mm       \$2,672.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         50mm       \$952.00       0%         50mm       \$1,524.00       0%	Meter Charges - Filtered		
32mm       \$594.00       0%         40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         150mm       \$2,672.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         50mm       \$1,524.00       0%         50mm       \$1,524.00       0%	20mm	\$372.00	0%
40mm       \$712.00       0%         50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         150mm       \$2,672.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         50mm       \$1,524.00       0%	25mm	\$464.00	0%
50mm       \$890.00       0%         80mm       \$1,426.00       0%         100mm       \$1,782.00       0%         150mm       \$2,672.00       0%         Meter Charges - Unfiltered       \$397.00       0%         20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	32mm	\$594.00	0%
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150mm       \$2,672.00       0%         Meter Charges - Unfiltered          20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         100mm       \$1,524.00       0%	80mm	\$1,426.00	0%
Meter Charges - Unfiltered         \$397.00         0%           20mm         \$397.00         0%           25mm         \$497.00         0%           32mm         \$635.00         0%           40mm         \$762.00         0%           50mm         \$952.00         0%           80mm         \$1,524.00         0%           100mm         \$1,905.00         0%	100mm	\$1,782.00	0%
20mm       \$397.00       0%         25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	150mm	\$2,672.00	0%
25mm       \$497.00       0%         32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	Meter Charges - Unfiltered		
32mm       \$635.00       0%         40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	20mm	\$397.00	0%
40mm       \$762.00       0%         50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	25mm	\$497.00	0%
50mm       \$952.00       0%         80mm       \$1,524.00       0%         100mm       \$1,905.00       0%	32mm	\$635.00	0%
80mm         \$1,524.00         0%           100mm         \$1,905.00         0%	40mm	\$762.00	0%
100mm \$1,905.00 0%	50mm	\$952.00	0%
	80mm	\$1,524.00	0%
150mm \$2,858.00 0%	100mm	\$1,905.00	0%
	150mm	\$2,858.00	0%

Misc. Water and Sewer Charges	Fee (Inc. GST)	GST
Standpipe fee	\$3,750.00	0%
Flow control valve - for unfiltered water to subdivisions - East of Gol Gol creek and at Wentworth Aerodrome	\$74.00	0%
Cut in new sewer junction (supervision fee only - applicant to supply all fittings)	\$234.00	0%
Notes: Meter Charge is from the meter to inside of building/property Meter Charge includes inspection fee		

Meter Charge includes inspection fee
Unfiltered water includes "Y" strainer

## **Appendix A - Bodies Granted Exemptions**

The following list represents the known value of pre-approved Financial Assistance that have been granted to Organisations for the 2025/2026 financial year

Organisation	Purpose	Qty	\$ Waived
Australian Inland Botanic Gardens	Contribution to operational costs	1	\$53,940.00
Buronga Go Gol Senior Citizens Club	Contribution towards photocopying done at the Buronga Library	1	\$195.00
Buronga Gol Gol Senior Citizens Club	Regular hiring of Midway Meeting Rooms, Kitchen and Foyer @ 3 hours per week	N/A	\$4,992.00
Coomealla Senior Citizens Club	Regular hiring of Dareton Senior Citizens Rooms (bond waived)	N/A	\$12,318.00
Coomealla Senior Citizens Club	Refund of public liability insurance premium up to maximum of \$702.00	1	\$702.00
Dareton Community Action Team	Waiver of Annual Licence Fee for meetings at Dareton Senior Citizens Rooms	1	\$298.00
Dareton Community Creative Centre Inc.	Waiver of hire costs for the use of the Dareton Activity Centre	1	\$4,887.00
Gol Gol Hawks Football Netball Club	Use of James King Park for annual Easter fundraising activities	1	\$469.00
Gol Gol Primary School	Hiring of wheelie bins for annual country fair	10	\$560.00
Koori Kids	Donation	1	\$250.00
Murray House Aged Care	Subsidy against annual water rates	1	\$5,000.00
New South Western Standard Bulletin	Exclusive use of Council controlled building	N/A	\$9,338.70
Rotary Wentworth Op Shop	Exclusive use of Council controlled building	N/A	\$13,229.00
St John's Anglican Ladies Guild	2 Annual Hire Fees for War Memorial Rooms	2	\$106.00

	from Donations, Contributions and		\$112,348.70
Wentworth Shire Interagency Group	Hire of Room at Midway	10	\$265.00
Wentworth Senior Citizens Club	Refund of public liability insurance premium up to maximum of \$1,124	1	\$1,124.00
Wentworth Senior Citizens Club	Regular hiring of Wentworth Memorial Rooms (bond waived) 12 uses @ \$117 per day and 24 uses @ \$53 (1/2 day)	N/a	\$2,820.00
Wentworth Regional Community Project Association.	Hire of Rubbish Bins for Christmas Eve Street Party	8	\$216.00
Wentworth District R.S.L Sub Branch Women's Auxiliary	Annual licence fee for meetings held in Memorial Rooms	1	\$284.00
Wentworth District R.S.L Sub Branch	Hiring of wheelie bins for annual ANZAC day lunch	4	\$112.00
Wentworth District R.S.L Sub Branch	Hiring of Wentworth Wharf Lawns (bond waived) for annual ANZAC day lunch	1	\$123.00
			6400.00

Notes:

(1) Registered Schools (including pre-schools, kindergartens and School P&C raising money for registered School) operating within the Wentworth Shire are granted automatic fee waivers for the hire of any Council venue (hall, meeting room). Any preparation costs (such as line marking of ovals) will be charged at standard cost. Bookings must still be made.

(2) Public Schools operating within the Wentworth Shire end of year presentation day, up to a maximum of \$300.00 per school

## Appendix B – Section 68 Local Government Act Approvals Not Otherwise Listed Health & Planning Division

#### **Public Roads**

- 1. Swing or hoist goods across or over any part of a public road by means of a lift, hoist or tackle projecting over the footway.
- 2. Expose or allow to be exposed (whether for sale or otherwise) any article in or on or so as to overhang any part of the road or outside a shop window or doorway abutting the road, or hang an article beneath an awning over the road.

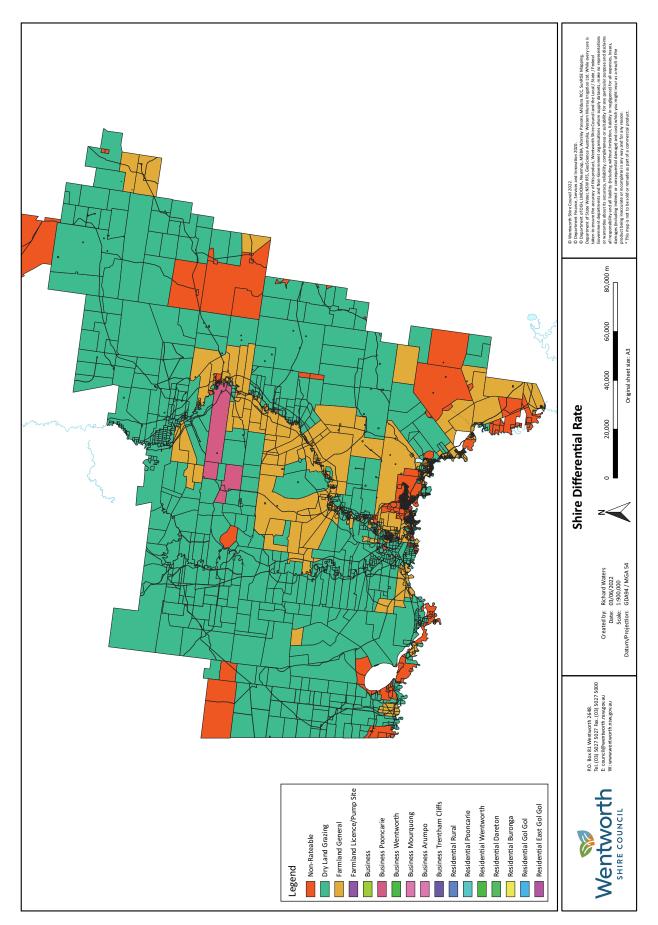
#### **Other Activities**

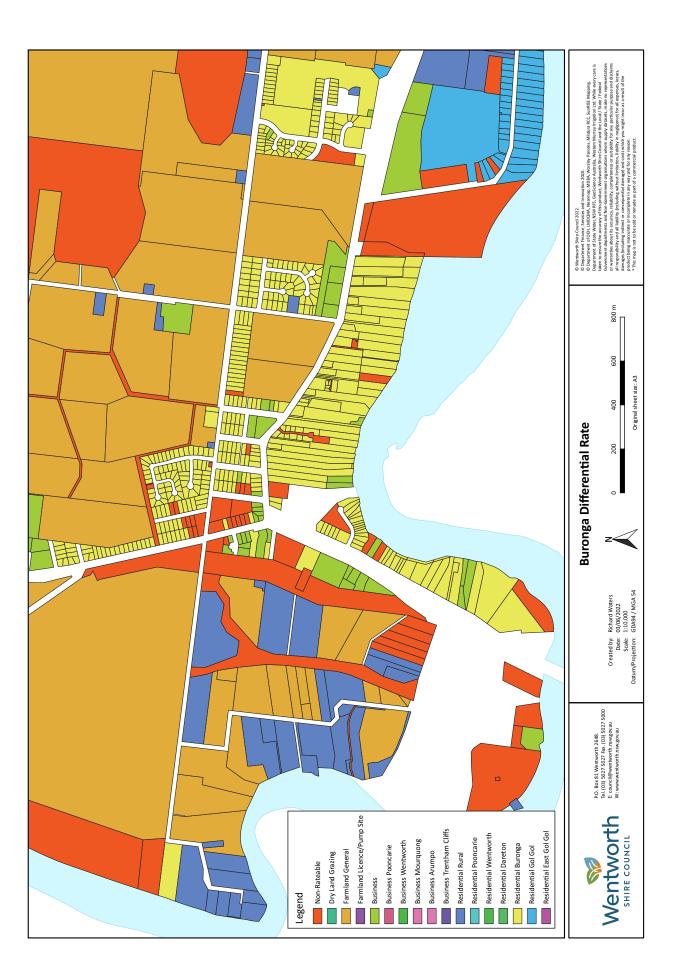
- 1. Operate a public car park.
- 2. Operate a manufactured home estate.
- 3. Install a domestic oil or solid fuel heating appliance, other than a portable appliance.
- 4. Install or operate amusement devices.
- 5. Use a standing vehicle or any article for the purpose of selling any article in a public place.
- 6. Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations.

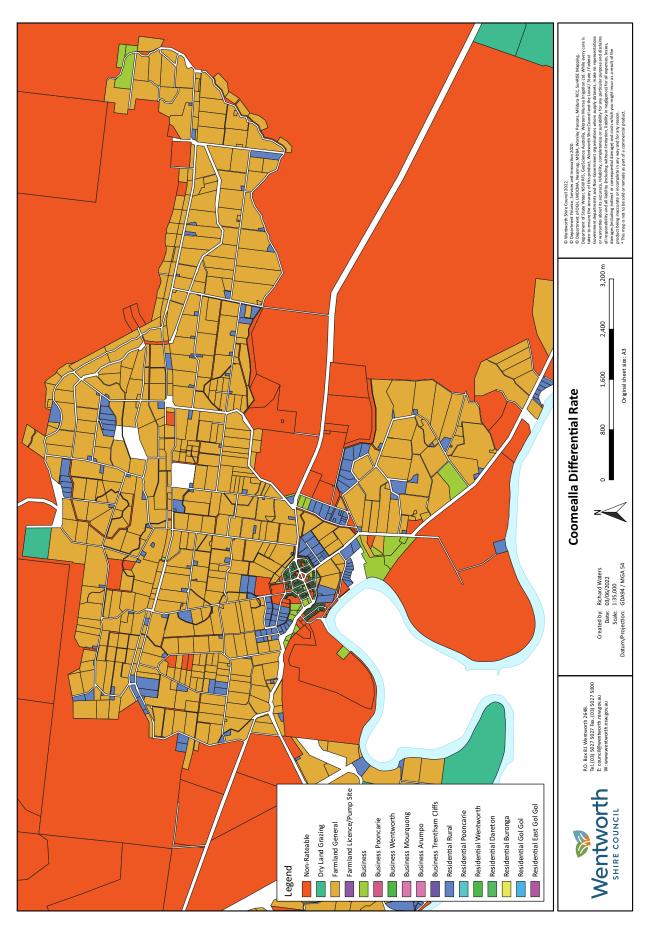


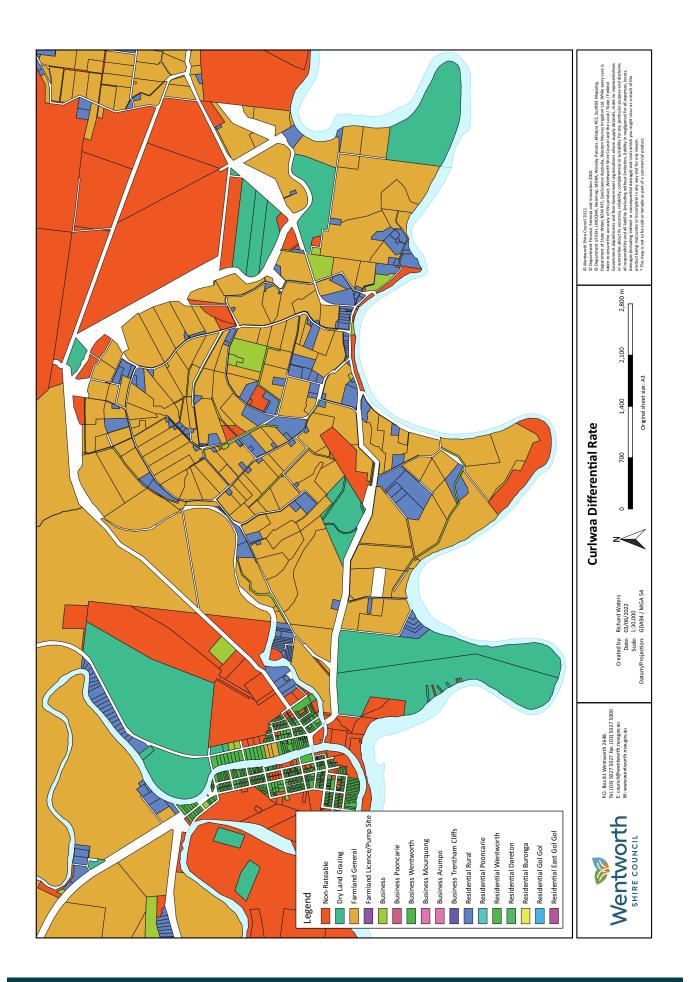
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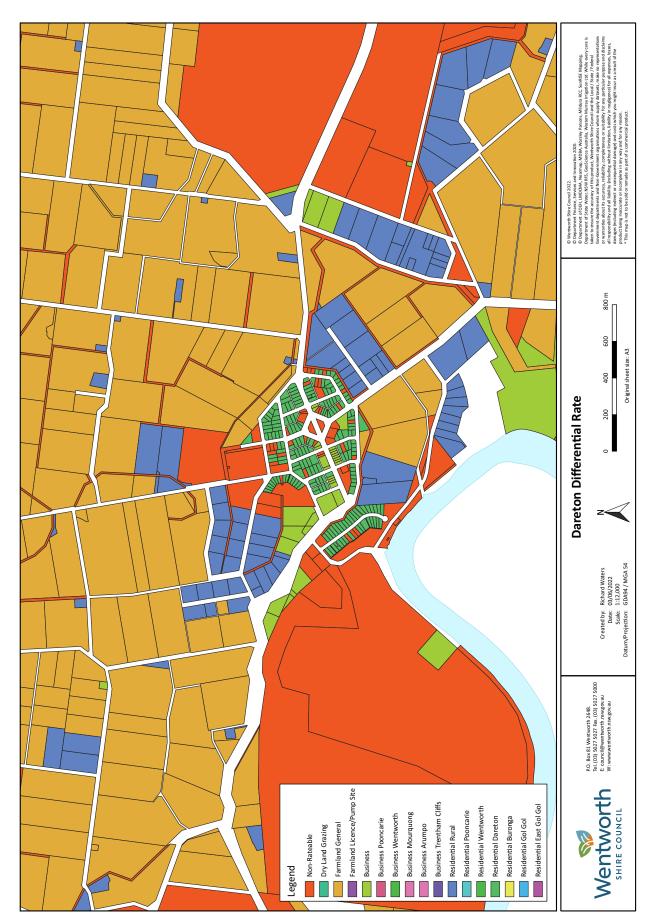
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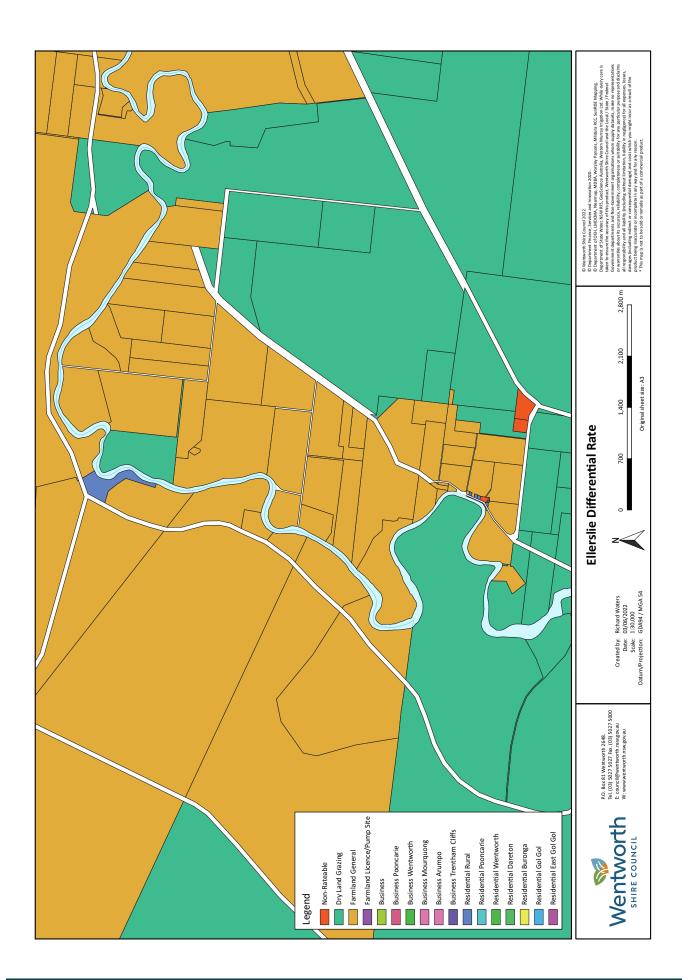


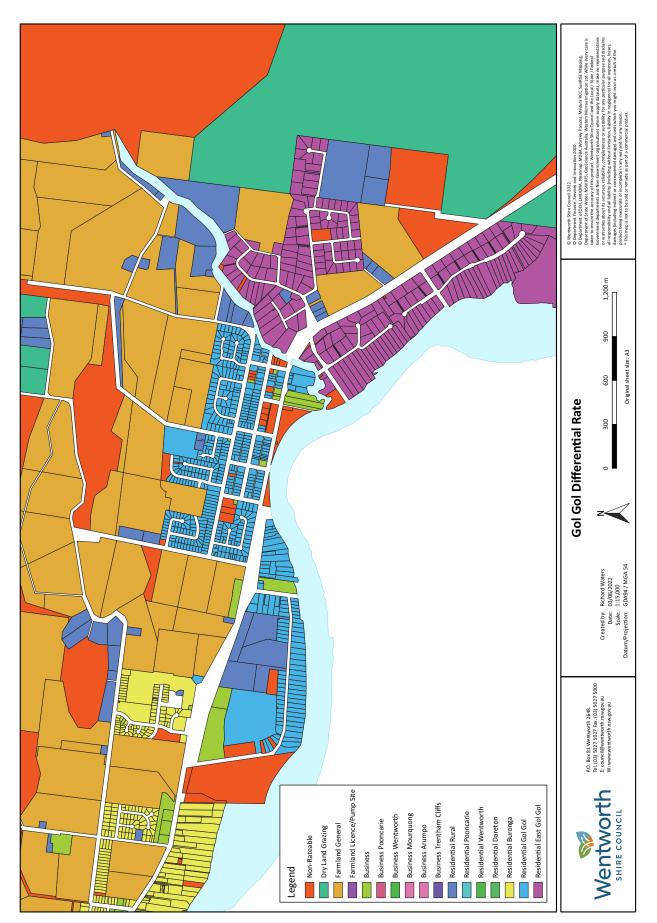


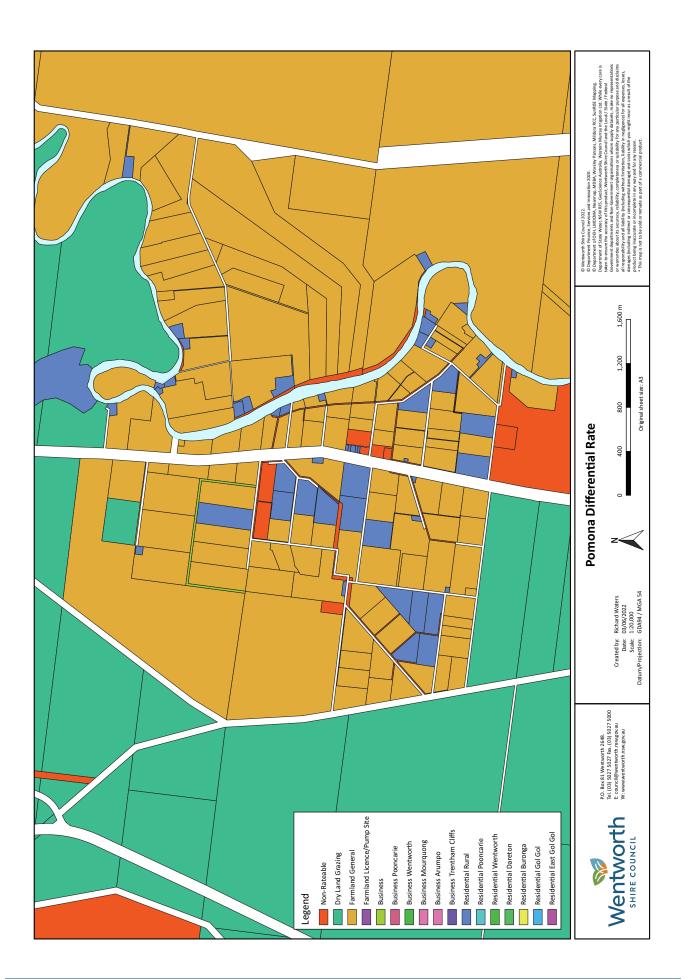


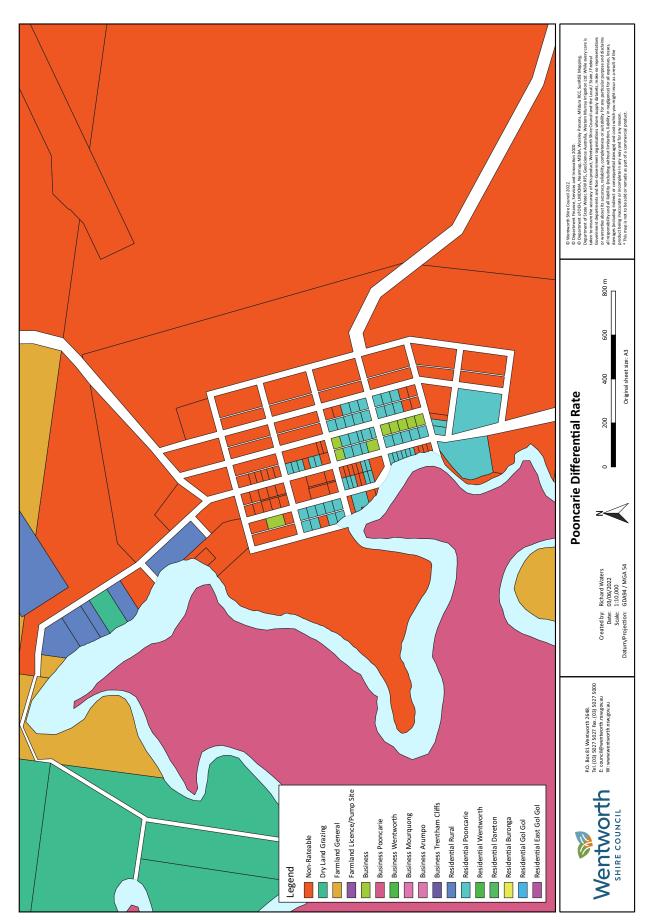


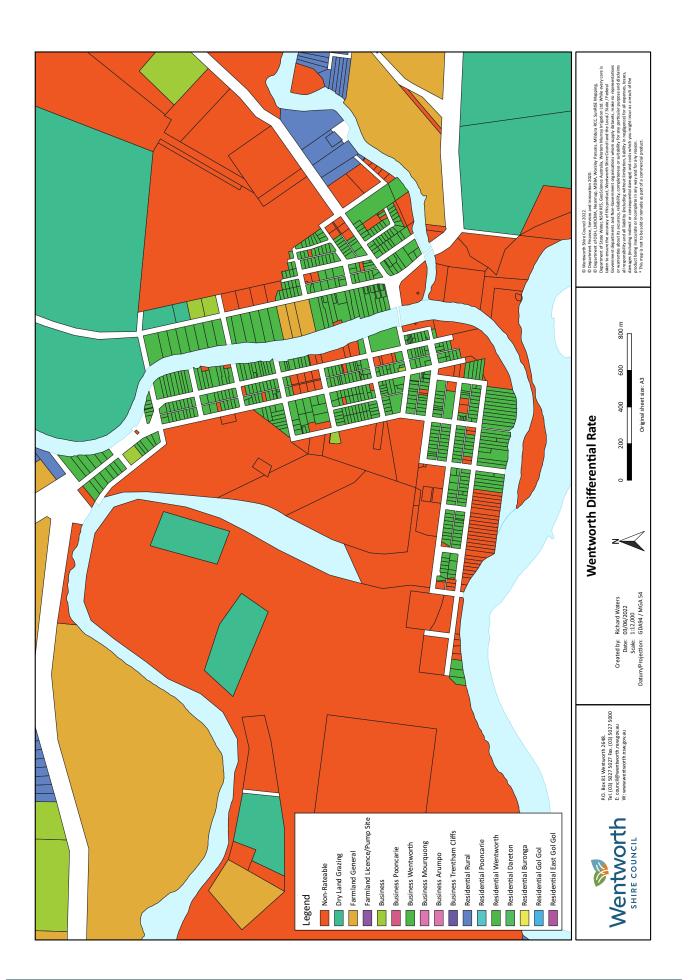


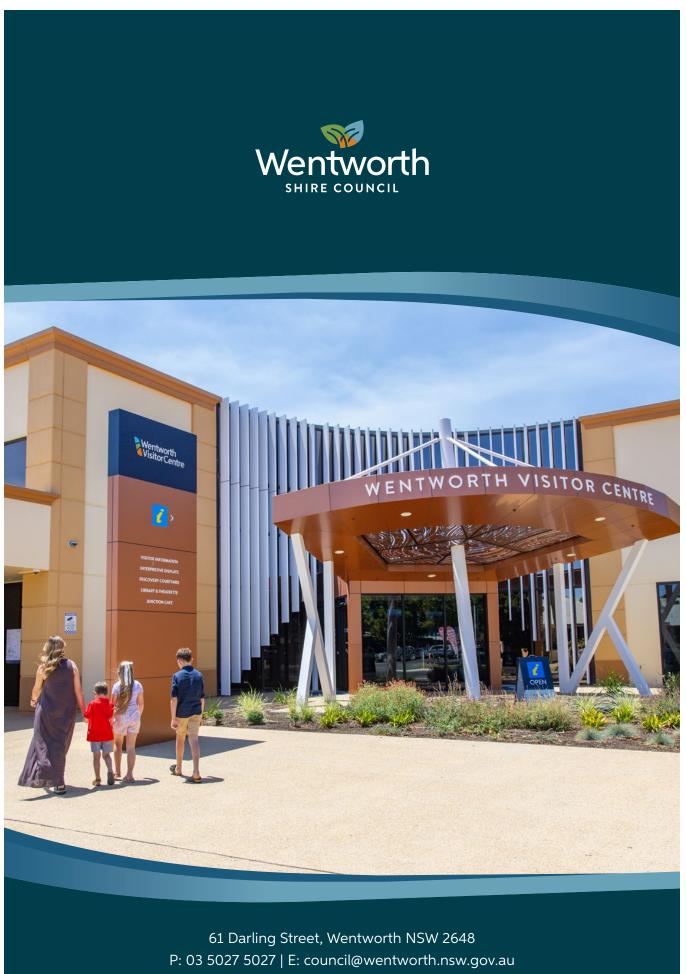






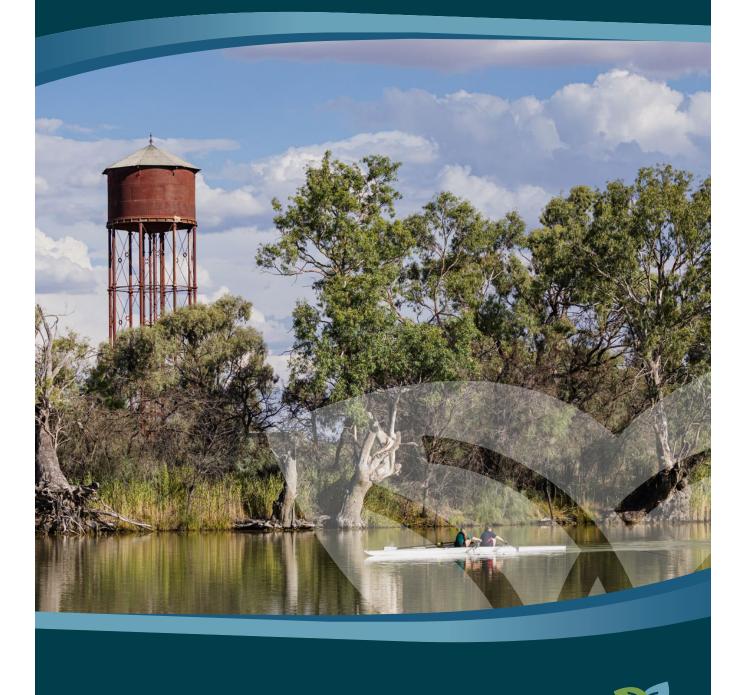






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# Resourcing Strategy 2026-2030



Wentworth SHIRE COUNCIL

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Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电0350275027联系 议会,或前往下列议会办公室。

#### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੁਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณ<sup>ี่</sup>ต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

#### C\* ÖN

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

#### Q

#### QUAN TRONG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

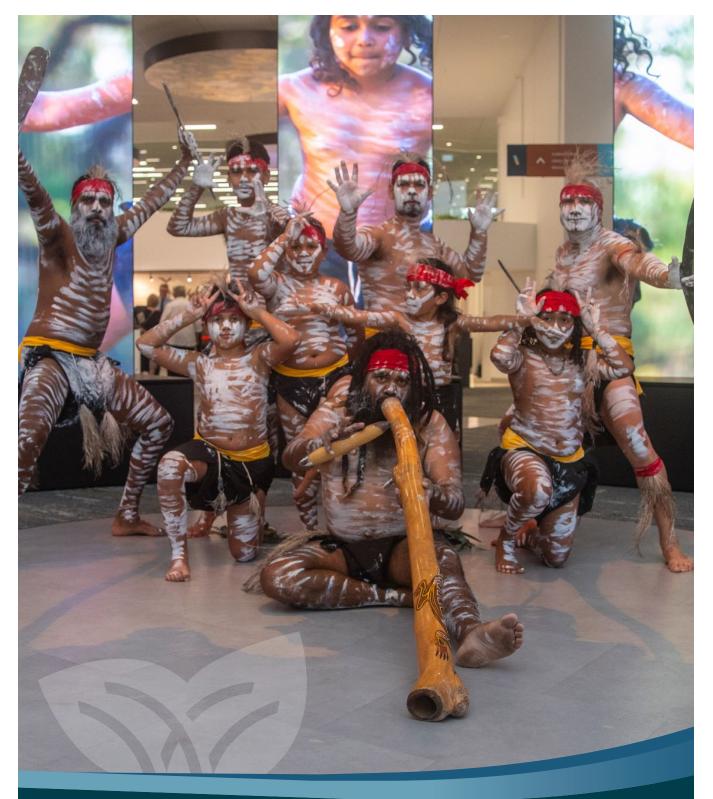
#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

# **Our Objectives**



ET I	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
Ň <sub>Ħ</sub> Ĥ	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
The so	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP
	Ansientend Ansientend Enterster Vertvoordt	



#### At Wentworth Shire Council we value:

#### **Honesty & Integrity**

- ▶ We deliver on commitments.
- We act ethically.

#### **Quality & Commitment**

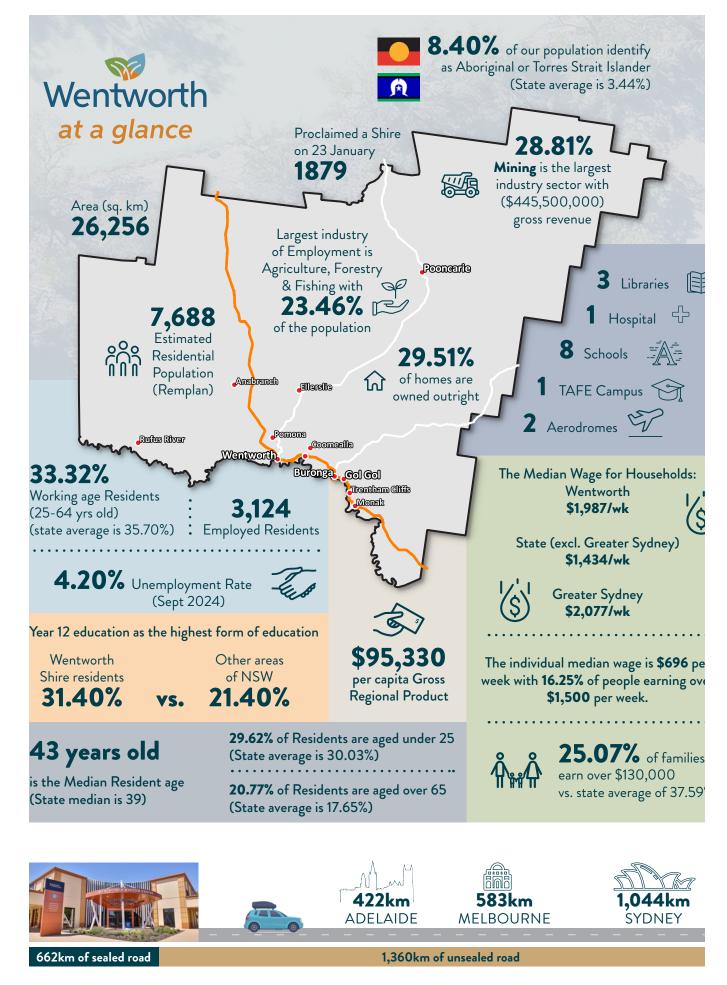
- We do our best to provide the highest standard of goods and services to our community.
- We are responsive to the needs of our community and always look for ways to better serve our community.
- We are dedicated to fulfilling the Shire's vision and goals.

#### Respect

We act professionally towards our community and our colleagues.

#### Accountability & Transparency

- ▶ We take responsibility for our actions.
- We communicate openly and respectfully with our community.



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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Historic water tower near Wentworth Hospital in the background, with a team of rowers gliding along the Darling River in the foreground, reflecting the area's heritage and recreational life.

The Resourcing Strategy includes the Long Term Financial Plan, Strategic Asset Management Strategy and the Workforce Management Plan. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act 1993*.

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### **ABOUT OUR STRATEGY**

The Resourcing Strategy is a critical component of Council's planning, ensuring that the necessary financial, human and physical resources are in place to support Councils commitment to the Community Strategic Plan

This Strategy aligns with the long-term financial sustainability, workforce capability and asset investment priorities to enhance service delivery to the community.

### INTEGRATED PLANNING AND REPORTING FRAMEWORK

Integrated Planning & Reporting Framework (IP&R) is a strategic planning framework mandated by the NSW State government. The aim is to improve long-term financial sustainability, asset management, community consultation and business planning in local government.

IP&R recognises local government's unique position as the only agency with an interest in all aspects of a local area. It formalises the role of Council as the key advocate for the community for all issues.

The framework requires Council to take a comprehensive and rigorous approach to strategic organisational planning, resourcing, reporting and community engagement.

Council is required to prepare a set of planning documents:

- Community strategic plan (covering a minimum of 10 years)
- Community engagement strategy
- Resourcing strategy consisting of:
  - Long-term financial plan (minimum of 10 years)
  - Asset management strategy (minimum of 10 years)
  - Workforce management plan (minimum of 4 years)
- 4-year delivery program for each elected Council term
- Detailed operational plan that include the annual statement of revenue and annual budget.

### COMMUNITY STRATEGIC PLAN

Council's Community Strategic Plan identifies the main priorities and aspirations for the future of the Wentworth Shire. It is the roadmap of what is important to the community and will guide the Shire over the course of the next 10 years.

Council has a clear strategic and integrated framework that is led by the Community Strategic Plan. The other plans are developed to support and deliver on the Community Strategic Plan.

Future documents produced by Council and subsequent decisions made by Council will be tested against the Community Strategic Plan to ensure that Council is working towards the achievement of the vision for the Shire. In short, the Community Strategic Plan is Council's foundation planning document.

### **RESOURCING THE COMMUNITY STRATEGIC PLAN**

The Resourcing Strategy outlines Council's resourcing commitment over the next 10 years to implementing the objectives and strategies of the Community Strategic Plan. The Resourcing Strategy allocates Council's available resources to realise the aspirations of the Community Strategic Plan.

It seeks to support the most effective, efficient use of those resources to deliver the services the community needs and values in order to realise the vision of the Community Strategic Plan.

The Resourcing Plan is vital to ensure that Council and the community understand the major requirements in delivering all of Council's services and maintaining its assets.

We review the Resourcing Strategy annually to ensure it aligns with the diverse range of services identified in the Delivery Program and Operational Plan. The Resourcing Strategy consists of 3 key components:

- Long Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan.

The Long-Term Financial Plan covers a 10-year period and outlines the financial implications of delivering on Council's responsibilities contained in the Community Strategic Plan. The purpose of the plan is to ensure that Council is a financially viable, adequately funded and sustainable organisation which can meet community expectations.

The Asset Management Strategy covers a 10-year period. The strategy identifies the critical assets under Council's responsibility and outlines risk management strategies for these assets. It also contains long-term projections of asset maintenance, renewal and replacement costs.

The Workforce Management Plan covers a 4-year period. It helps ensure Councils has the right staffing to handle the changes and challenges Council will face to meet the current and future service and operational needs of Wentworth Shire Council.

### LONG TERM FINANCIAL PLAN

The first part of the Resourcing Strategy consists of Council's Long-Term Financial Plan (LTFP). The LTFP is Council's 10-year financial planning document and the emphasis is on long term financial sustainability. Financial sustainability is one of the key issues facing local government, due to several contributing factors including cost shifting from other levels of government, ageing infrastructure and constraints on revenue growth (including the NSW rate pegging system for local government).

The LTFP tests the community aspirations and planned objectives against financial realities. Contained in the LTFP are:

- Assumptions used to develop the plan;
- Projected income and expenditure, balance sheet and cash flow statements;
- A range of scenarios based on different financial settings; and
- Methods of monitoring financial performance.

Balancing community expectations and the uncertainty of future revenue and expenditure forecasts is one of the most challenging aspects of the financial planning process. As such, the longer the planning horizon, the more general the plan will be in the later years. Every effort has been taken to present the most current estimates and meaningful data in this plan.

As it is difficult to predict the future in detail, the later years in the plan don't contain the same level of detail. This information is kept contemporary by an annual review and a more comprehensive strategic review each 4 years.

### ASSET MANAGEMENT STRATEGY

The second component of the Resourcing Strategy is Council's Asset Management Strategy. This plan deals with Council's Asset Management Policy, asset strategy, life cycle asset planning and links to specific asset category plans.

Local government is responsible for many billions of dollars' worth of community assets, which enable Council's to provide services to their local communities. These assets need to be managed sustainably and in the most appropriate manner on behalf of the community. Wentworth Shire Council is the custodian of around 753 million of community infrastructure assets.

Council's Asset Management planning framework includes:

- Council's overall asset management principles and goals;
- Asset Management Policy;
- Life cycle management planning;
- Asset management systems and service delivery; and
- Objectives and actions to achieve desired outcomes

The Asset Management Strategy is the summary of the relevant strategies, plans and actions for the assets critical to Council's operations. It is a reflection of Council's intention that our community's infrastructure network is maintained in partnership with other levels of government and stakeholders to meet the needs of the local community. The plan is predicated on the need for assets to be maintained at a safe and functional standard.

Critical to the achievement of the Asset Management Strategy will be the provision of sufficient funding over its life to ensure that infrastructure provides services at the standard that the community expects and can reasonably afford.

### WORKFORCE MANAGEMENT PLAN

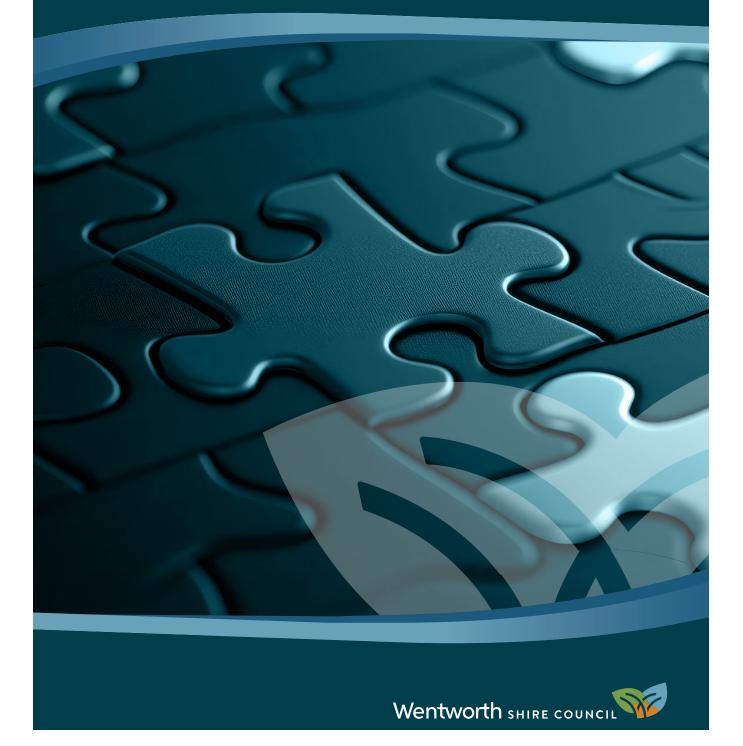
The third component of the Resourcing Strategy is the Workforce Management Plan. This plan sets out future service and operational needs of Council and help us make sure that our staff can handle the changes and challenges we will face over the next 10 years.

Workforce planning is the process of identifying current and future staffing needs on the basis of current internal and external information.

The Workforce Management Plan is a 4-year big picture view of workforce issues. It takes into account:

- How our current workforce is made up across the entire range of Council's services;
- What staff we need to keep our Council working well and serve our community; and
- How we can staff our Council in the most cost-effective way now and into the future.

## Long Term Financial Plan 2026-2035



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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Stock imagery of a puzzle piece.

The Long Term Financial Plan forms part of the Resourcing Strategy. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act* 1993.

Copies of this document can be viewed online at wentworth.nsw.gov.au

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### **OVERVIEW**

### Background

A long term financial plan is a key Resourcing Strategy document required under the New South Wales Integrated Planning and Reporting framework. Local government operations are vital to the community, and it is important for stakeholders to have the opportunity to understand the financial implications arising from its Community Strategic Plan, Delivery Program and annual Operational Plan and to be assured that these plans are financially achievable and sustainable.

Wentworth Shire Council's Long Term Financial Plan recognises its current and future financial capacity to continue delivering high quality services and infrastructure to the community while undertaking the initiatives and projects that will contribute towards the aspirations set down in the Community Strategic Plan.

Council's ability to deliver community wants is dependent on the level of financial resources earned. Good financial management requires the understanding of the short and long term financial impacts of decisions taken now, in the past and in the future. It also requires consideration of the potential influences from outside of Council's control that may impact on the finances of Council.

Local Government is reasonably unique in the breadth of the services it delivers and its reliance on assets, that have a high cost and long lives, which are used to provide a significant proportion of those services. Long lived assets are particularly difficult to manage from a financial perspective as the funding required to build, maintain and replace them can be extremely variable from one period to the next.

#### The Long Term Financial Plan also aims to:

- Establish greater transparency and accountability of Council to the community;
- Provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- Provide a mechanism to solve financial problems and understand the financial impact of Council's decisions; and
- Provide a means of measuring Council's success in implementing strategies.

Projecting over a ten year timeframe necessitates the use of a variety of underlying assumptions. The Long Term Financial Plan will therefore be closely monitored, and regularly revised to reflect changing circumstances.

As with all forecasts, it must be acknowledged that things change over time and that long term forecasts are useful as a guidance tool which can identify financial issues in advance and enable a strategy or plan to be developed to deal with them. The LTFP has been developed with the overriding assumption that Council will prioritise projects in accordance with available funding and will maintain current service levels.

Section 8B of the *Local Government Act 1993* (NSW), outlines the Principles of sound financial management that Council is required to adhere to. Therefore:

- Council spending should be responsible and sustainable, aligning general revenue and expenses.
- Council should invest in responsible and sustainable infrastructure for the benefit of the local community.
- Council should have effective financial and asset management, including sound policies and processes for the following:
  - Performance management and reporting;
  - Asset maintenance and enhancement;
  - Funding decisions; and
  - Risk management practices.
- Council should have regard to achieving intergenerational equity, including ensuring the following:
  - Policy decisions are made after considering their financial effects on future generations; and
  - The current generation funds the cost of its services.

These principles have informed and been incorporated into the development of Council's Long Term Financial Plan.

### **CURRENT FINANCIAL SITUATION**

### **Operating Results**

The following table details Council's operating results for each of the last five years.

Year Ending June 30th	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Operating Revenue					
Rates & Annual Charges	8,822	9,164	9,529	9,755	10,410
User Charges & Fees	7,798	7,582	9,600	8,807	10,109
Interest	586	245	280	1,706	2,318
Grants & Contributions (Op)	10,307	10,384	12,147	16,524	10,816
Grants & Contributions (Cap)	8,300	11,724	8,715	17,093	17,143
Other Operating Revenue	1,028	1,072	1,584	590	954
Net gain/loss Disposal of Assets	80	135	(78)	103	56
Total Revenue	36,921	40,306	41,777	54,578	51,806
Operating Expenses					
Employee Costs	8,790	8,792	9,665	9,964	10,066
Materials & Services	10,690	9,553	11,235	13,118	12,665
Borrowing Costs	206	375	316	343	578
Depreciation & Amortisation	8,941	8,283	8,465	9,309	10,083
Other Operating Expenses	659	982	719	729	743
Total Expenses	29,286	27,985	30,400	33,463	34,135
Operating Result	7,635	12,321	11,377	21,115	17,671

TABLE 1 Wentworth Shire Council Income Statement

### **Balance Sheet Results**

The table on the next page details the balance sheet results for the past 5 years.

TABLE 2 Wentworth Shire Council Balance Sheet

Year Ending June 30th	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Current Assets					
Cash and cash equivalents	10,413	12,393	5,708	7,211	10,482
Investments	18,005	26,000	38,000	44,000	39,000
Receivables	5,546	3,985	4,491	5,771	8,320
Inventories	202	166	224	248	306
Other	213	156	211	201	276
Total Current Assets	34,379	42,700	48,634	57,431	58,384
Non-Current Assets					
Investments	1,359	1,140	945	867	805
Infrastructure	442,194	454,747	511,401	557,482	615,683
Intangible Assets	184	184	184	184	184
Total Non-Current Assets	443,737	456,071	512,530	558,533	616,672
Total Assets	478,116	498,771	561,164	615,964	675,056
Current Liabilities					
Payables	3,578	2,905	2,675	3,775	5,439
Provisions	2,212	2,263	2,142	2,149	2,066
Contract Liabilities	1,056	6,318	6,411	10,012	12,503
Borrowings	262	499	780	956	1,156
Total Current Liabilities	7,108	11,985	12,009	16,892	21,164
Non-Current Liabilities					
Provisions	2,720	2,837	2,865	2,993	3,198
Borrowings	4,032	5,522	7,016	7.011	13,828
Total Non-Current Liabilities	6,752	8,359	9,881	10,004	17,026
Total Liabilities	13,860	20,344	21,890	26,896	38,910
Net Assets	464,256	478,427	539,274	589,065	636,146
Restrictions					
External Restrictions	13,498	22,181	23,096	31,251	32,882
Internal Restrictions	10,583	10,928	14,089	15,897	14,618
Unrestricted Cash	4,337	5,284	6,523	4,063	2,282
Capital expenditure	19,766	19,165	15,999	26,772	38,513

#### P.18 Wentworth Shire Council

### Financial Sustainability

Council supports the definition of financial sustainability set out by NSW T-Corp that:

"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community."

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This has been translated in the following key financial sustainability principles:

- Council must achieve a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation;
- Council must maintain sufficient cash reserves to ensure that it can meet its short-term working capital requirements;
- Council must have a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works; and
- Council must maintain its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set aside for those works which are yet to be identified.

Council continues to proactively implement financial planning to ensure that we live responsibly within our means, manage risks and prioritise resources to achieve best value outcomes. Council will always implement a responsible LTFP and ensure:

- We maintain the financial capacity to fund the service assets requirements of the Shire over the long term;
- We deliver the best possible range of value for money services to meet changing community needs within available funding; and
- We manage risk responsibly so that we fulfil our custodian role.

Council continues to safeguard its legacy by making prudent and responsible decisions that consider the financial impacts on future generations. To do this Council will:

- Ensure the current generation covers the cost of its services through a fully funded operating budget; and
- Aim to achieve equity between generations of ratepayers whereby the mechanisms to fund specific capital expenditure and operations take into account the ratepayers who benefit from expenditure and therefore who should pay.

In many cases external factors exert significant pressure on Council's long term sustainability. Some of these external factors include:

- The regulatory environment that defines the scope and boundaries by which Council must conduct its business;
- Lower than anticipated allowable rate peg increases;
- Cost shifting by government such as contributions to emergency services, inadequate funding for public libraries and the cost of regulation of companion animals; and
- Growth and urban development increasing the Shire's population and therefore increasing the demands on existing infrastructure, facilities and services provided.

With each annual budget process Council aims at a minimum, to achieve a balanced budget which allows the organisation to maintain a positive unrestricted cash and investment balance. This position gives Council the flexibility to maintain liquidity and fund any unforeseen expenditures or discretionary funding deficits.

Council adopts conservative assumptions in financial projections, to mitigate the risk of economic fluctuations adversely affecting financial sustainability. The assumed escalation rates for both income and expenditure are regularly reviewed and updated as appropriate.

### PLANNING FOUNDATIONS

Wentworth Shire Council remains committed to operating within a financially sustainable framework, to ensure that its community and other stakeholders can rely upon the ongoing provision of a full and diverse range of high quality community services, facilities and infrastructure.

Council plans to maintain its financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

### Planning Assumptions

Key principles employed in the financial planning process include but are not limited to the following:

- Financial sustainability;
- Maintain diversity of income source;
- Generate significant operating surpluses;
- Maintain tight control over expenditure and staff numbers;
- Deliver best value services, facilities and infrastructure;
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions;
- Prudent financial investment;
- Consider appropriate use of debt;

These principles have informed and been incorporated into the development of Council's Long Term Financial Plan.

Council has also considered the following assumptions:

- Council will maintain its existing service level to residents;
- Any changes to future services will be determined in consultation with the community; and
- Consideration of the financial effects of Council's decisions on future generations. Council shall strive to achieve equity between generations of ratepayers (intergenerational equity) whereby the mechanisms to fund specific capital expenditure and operations takes into account the ratepayers who benefit from the expenditure and therefore on a user pay basis who should pay for the costs associated with such expenditure.

The Long Term Financial Plan continues Council's commitment to maintain tight control over its financial position and performance, an achievement that has been continually demonstrated through strong operating results.

Council is committed to the ongoing review of its service delivery as part of a continuous improvement process. Specifically, Council is seeking to identify if the services it delivers are relevant and necessary to the community as well as appropriate in the current environment.

The continual improvement process includes determining if the service meets the needs and expectations of the community as set out in the Community Strategic Plan.

The continuous improvement process aims to achieve the following objectives:

- Assist in informing Councillors, the community and Council's staff on what, how and why it delivers the current list of services. It endeavours to answer questions surrounding the need to provide the service, service delivery alternatives such as contracting resources, outsourcing some activities, joint delivery with other councils/organisations, what can be provided at what cost and if any efficiencies can be found.
- Finding savings that are real, sustainable and are able to be entrenched into future budgets. This strategic approach to budget management is to identify lasting solutions for the provision of services in contrast to common short-term budget management strategies which include delaying the implementation of projects and unfunded activities or by making budget cuts that may not align with the Community Strategic Plan.
- Embedding the realisation of continuous improvement. In providing an environment where continuous improvement to service delivery is expected, staff are encouraged and supported to identify opportunities to make the services that Council provides the best value for its community.

Council will continue to prudently manage its cash reserves and investments, to ensure that appropriate financial reserves are available to meet Council's liabilities and commitments as they fall due, and manage cash flow demands to ensure responsible financial management control. While externally restricted reserves will be maintained in accordance with legislative requirements, a number of internally restricted reserves are used to ensure that funds are set aside to directly support the Community Strategic Plan's priority initiatives and projects.

The Capital Program is forecast over the ten year timeframe of the plan. In later years, where specific projects may not have been fully identified, provisional sums are included reflecting historical works patterns, and in line with renewal requirements identified as part of the Asset Management Strategy.

The Long term capital works program identifies the various funding sources proposed for each capital project. Council will utilise grant funding where available, internal reserves where applicable and borrowing where it is deemed necessary and intergenerational equity is considered appropriate.

### **Revenue Forecasts**

This section includes a review of the major sources of income received by Council, including explanatory information along with a discussion of any risks and assumptions. Council aims to maintain a diverse income base, with income sources outside Rates and Annual Charges vital to reducing the burden on rate payers of funding all of Council's ongoing operations, minimising the impact of rate-pegging.

The major sources of revenue for Council are:

- Rates and Annual Charges
- User Charges and Fees
- Interest
- Grants and Contributions
- Other Revenue

#### **Rating and Annual Charges**

The total income that can be raised from levying rates on property is capped by the State Government via the Independent Pricing and Regulatory Tribunal (IPART). The current rate structure for Wentworth Shire Council will be maintained; rate assessments are based on a combination of property valuations (ad valorem) and base rates. The continuing constraint of rate pegging imposed by the State Government limits Council's ability to provide additional services or borrow additional funds and has focused considerable attention to the need for and efficiency of each service provided.

Council's general rates income can grow when new properties are developed that require additional local government services. Property growth impacts on Council's financial performance by increasing rate revenue as a result of the increased number of rateable assessments. It is important to note however, that the increase in rate revenue resulting from property growth is generally not in direct proportion to the increase in the number of rateable assessments.

Council has been experiencing a growth in rateable assessment in the Buronga/Gol Gol locality in recent years, this is expected to continue into the short to medium term. Council's financial modelling includes an anticipated increase in income and expenditure associated with the growth in population. Whilst it is anticipated that service priorities will change as the area's population grows, it is assumed that the range of services will be consistent to that currently being delivered.

In October 2021, the Minister for Local Government announced that the State Government had accepted IPART's recommendation for the inclusion of a population factor into the rate peg.

IPART has developed a methodology that enables council's to maintain per capita general income over time as their populations grow. Maintaining per capita general income will help councils to maintain existing service levels and provide the services their growing communities expect.

The approach developed by IPART amends the existing rate peg calculation to include a population factor in the rate peg that is calculated as the change in residential population, less any increase in general revenue from supplementary valuations.

In development of a population growth factor for the rate peg, IPART undertook research which indicated councils currently only recover approximately 60% of the cost of population growth through supplementary rate income.

The methodology will apply to all councils experiencing population growth, even at low levels, but not impact councils with stable or declining populations. The methodology allows for rating income to increase to provide councils with a greater ability to manage the cost of population growth.

In October 2024 IPART announced a base rate increase of 3.60% for all councils. Council received an additional 0.90% increase to factor in the Emergency Services Levy and the cost of running the 2024 Council elections. Council received no population factor adjustment for 2025-2026 resulting in a core rate peg increase of 4.5%.

Due to the variable nature of determining the new rate peg amount Council has opted to be conservative and has assumed a 3.00% increase for years 2-4 and 3.5% for the remaining years.

For rating purposes land in Wentworth Shire is categorised as residential, farmland or business. Each of these categories has a number of sub-categories. The current rates structure is as follows:

Farmland	Business	Residential
<ul> <li>Dry Land Grazing</li> <li>Licence/Pump Site/ Pipeline</li> <li>Farmland</li> </ul>	<ul> <li>Wentworth</li> <li>Mourquong</li> <li>Trentham Cliffs</li> <li>Arumpo</li> <li>Pooncarie</li> </ul>	<ul> <li>Wentworth</li> <li>Buronga</li> <li>Gol Gol</li> <li>Gol Gol East</li> <li>Pooncarie</li> <li>Dareton</li> <li>Rural Residential</li> </ul>

Council will continue to closely monitor its rating path and the best way to equitably align its rating structure to ensure the fair and equitable distribution of the rates burden for all our rate payers. It is of note that any change to the rating structure does not equate to additional income to Council but a redistribution of the rating liability of the different rating property types.

#### **Domestic Waste Management charges**

Domestic waste management charges are provided on a full cost recovery basis and are determined each year pursuant to Section 496 of the *Local Government Act 1993*. The charge is based on a 240 litre capacity mobile garbage bin. Additional charges are made in the event that householders require additional capacity for general waste.

The NSW government has set goals under the Waste and Sustainable Materials Strategy 2041 of halving organics, including food organics, going to landfill. In order for this to happen all NSW households will be required to have a source-separated FOGO collection from 1 July 2030.

At its Ordinary Meeting held in March 2025 Council approved the introduction of a kerbside recycling and FOGO collections from 1 July 2026 to fall in line with the commencement of its new Kerbside Collection contract. The cost of this service and the equivalent annual charge have not been included in the LTFP as this time, however as the provision of Domestic Waste Management Services is provided on a full cost recovery basis the financial impact on the LTFP will be cost neutral.

#### Tourism levy

A special variation for Tourism was approved in 1998 for \$10 per assessment and is still in place.

#### Water and Sewer

The pricing of water and sewerage services is guided by the State Government Best Practice Pricing Guidelines. Council has adopted a two part tariff for water supply, consisting of an access charge and a usage charge. Access charges are related to the size of the water meter installed on each property. Sewerage tariffs adopted by Council consist of a uniform sewerage charge for all relevant properties. Water and Sewer services are a full cost recovery user pays service provided to those who access the network.

Pensioners who hold a Pensioner Concession card and own and occupy rateable property in Wentworth Shire receive a mandatory rebate on their rates and annual charges. Council continues to provide a 100% rebate for eligible pensioners, this provides an additional rebate on top of the mandatory 55% rebate that is funded by the State Government and in total costs Council approximately \$80,000 per year.

Whilst this is cost has remained reasonably consistent, Council will continue to assess the long term impact to ensure the sustainability of this policy and consider the long term benefits and impacts on Council.

Interest charges on unpaid rates and charges will accrue on a daily basis at the rate advised in accordance with Section 566 of the *Local Government Act 1993* (NSW).

#### **User Charges & Fees**

Many of the services provided by Council are offered on a user pays basis. Fees and Charges relate mainly to the recovery of service delivery costs through the charging of fees to users. All fees in this category are annually reviewed, published in the fees and charges schedule which is part of the Annual Statement of Revenue within the Operational Plan, and incorporated within the annual operational budget. Assessment of fees and charges is based on:

- the cost of providing the service
- whether the goods or service are provided on a commercial basis
- the importance of the service to the community
- the capacity of the user to pay
- the impact of the activity on public amenity
- competitive market prices
- prices dictated by legislation
- factors specified within relevant local government regulations as applicable.

Council needs to be mindful of using fees and charges as an avenue to increase revenue over the life of the Long Term Financial Plan in that it can create issues around maintaining equitable access to services and facilities for residents. The Shire's relatively low population base does not provide a large market from which significant fees and charges can be obtained.

There are a mixture of commercial, regulatory and statutory fees in addition to user based fees, which are subsidised to provide wider community outcomes. The Long Term Financial Plan assumes that fees will rise, in general terms, in lines with CPI over the course of the ten years. The level of fees and charges income will fluctuate moderately from year to year depending on patronage and demand for facilities and services.

The Transport for NSW Roads Maintenance Council Contract (RMCC) for the Sturt and Silver City Highways is classed as a fee for service contract and accounts for approx. \$2million of revenue annually.

Council has received planning approval to expand operations at the Buronga Landfill including the ability to increase the amount of waste accepted at the landfill. The LTFP has included a conservative assumption of receiving 60,000 tonnes per annum with income to increase annually based on an increase in the cost charged to deposit waste at the facility not on an increase in tonnage received.

#### Interest on Investments

Council invests funds that are surplus to its current needs in accordance with the approved "Ministerial Investment Order" and its own Investment Policy and Strategy, which is reviewed annually.

Council's Investment Policy and Strategy for the management of surplus funds was last endorsed by Council in December 2024. It reflects a prudent and conservative approach to achieving reasonable returns ensuring the safeguarding of Council's funds for there intended purpose.

The size of the investment portfolio and interest rate returns determines the revenue generated from Council's cash investment portfolio, Council will continue to carefully manage its cash reserves and investments to ensure that appropriate financial reserves are available to meet Council's liabilities and commitments, along with managing cash flow demands to ensure responsible financial management control.

The current cash rate of 3.85% is above the historic 20 year average of 3%. Council has made the assumption that the cash rate will return to that level of the next two years and remain there for the foreseeable future.

#### **Grants & Contributions**

#### **Operational Grants**

Council receives grant funding from other government bodies to supplement its other sources of income and provide additional funding for specific projects or programs where there may be shared outcomes.

Council is allocated funding annually from the Commonwealth Government in the form of the Financial Assistance Grants (FAG). These are general purpose grants paid to local councils under the provisions of the *Commonwealth Local Government (Financial Assistance) Act 1995* (Cth). These funds are paid to Council via the NSW Local Government Grants Commission which is administered by the Office of Local Government as an unconditional grant.

Following the 2013 independent review of local government in NSW the State Government has been refining the funding model for the Financial Assistance Grants in order to channel additional support to council's and communities with the greatest needs. Generally, council's and communities with the greatest need have the following characteristics:

- Rural and remote councils;
- With small and declining populations;
- Have limited capacity to raise revenue;
- Have financial responsibility for sizeable networks of local roads/infrastructure & diminishing financial resources; and
- Relative isolation.

Funds are allocated by the State Government on the basis of the national principles as outlined in the *Local Government (Financial Assistance) Act 1995* (Cth). The ongoing challenge facing the government has been how to allocate a fairer share of the grant to disadvantaged

council's when a fixed 30% of the grant must be allocated based on population increases/ decreases.

Other specific grants are allocated to individual projects or programs, either as part of a National or State scheme, or as a result of a specific grant funding application.

The Long Term Financial Plan allows for a notional annual increase in line with CPI. Other grant programs have been reviewed and modelled based on their individual project timelines. It is assumed that in the future, new grants will be received but will be offset by commensurate expenditures, resulting in no net financial impact.

#### **Capital Grants and Contributions**

#### **Developer Contributions**

Developer contributions provide significant funding towards the cost of essential public facilities, amenities and infrastructure provided by Council. Developer contributions are heavily reliant on the property development cycles influenced by demand, availability of land, interest rates and access to funding. As a result there are substantial risks of cash flow not aligning with planned expenditure to be funded by development contributions funding, leaving funding "gaps" that need to be supplemented by other sources until contributions are received.

#### **Capital Grants**

Capital grants are received by Council for specific projects to assist in the funding of community facilities or infrastructure. The grants provide additional levels of funding that can assist in accelerating the commencement of a project, demonstrate a shared commitment from the funding body or provide a greater benefit arising from the additional funding.

A number of proposed projects over the ten years will require significant additional sources of funding for the projects to progress. Each of these projects is assessed, and where the funding sources are known, included in the Long Term Financial Plan.

The plan incorporates known committed grants and a conservative allowance for capital grants income in future years based on historical availability of grant funding assistance. As specific projects are identified as eligible for grants, the income and budgeted capital expenditure are matched within the plan.

#### **Other Revenue**

Miscellaneous revenue is obtained from a variety of sources including insurance recoveries, property rentals, etc. It is anticipated that other revenue will be maintained at current levels with an increase for CPI factored in.

Council may carry out work on private land, either on request or arrangement with the land owner or under relevant legislation. The amount or rate to be charged will be the appropriate commercial rate, being the actual cost of the works and standard on-costs to provide full cost recovery plus a return to Council.

### **Expenditure Forecasts**

The major sources of expenditure for Council are:

- Employee Expenses
- Borrowing Costs
- Materials & Services
- Depreciation
- Other Expenditure

This section includes a review of Council's major expenditure commitments over the next ten years, together with background information and a discussion of any key risks and assumptions. Operating expenditure is expected to increase in general terms over the next ten years and an average increase for annual growth of 0.5% less than expected. CPI growth has been applied to all costs, unless specifically modified on the basis of other data or assumptions.

#### **Employee Expenses**

Council is a leading employer in the region both directly through its full time equivalent workforce of 137.05 budgeted positions and indirectly through the services it contracts to ensure an efficient, affordable and sustainable service delivery model for the community.

Council aims to build its reputation as an "employer of choice" in order to attract and retain quality staff that it will continue to develop, support and assist. The challenge in a competitive market place is to achieve these goals and enhance Council's service delivery capability while maintaining salary and wages that are sustainable over the long term.

Direct employee costs represent approximately 30% of Council's total operational expenditure, therefore it warrants specific strategic planning, ongoing monitoring and tight management control to ensure financial sustainability.

Council staff other than the General Manager are employed under the NSW Local Government (State) Award. The most recent award came into effect on 1 July 2023 and stipulates an increase of 3.50% for 2025/26. Subsequently Council has forecast an annual increase of 3.0% for the remainder of the LTFP.

Council's Workforce Management Plan has been prepared in line with the development of this Long Term Financial Plan and considers the current and future workforce challenges and the skill sets of employees required to meet our key objectives.

The Workforce Management Plan is intended to provide an understanding of the internal and external issues facing the organisation now and into the future in terms of the capability of our people, the quality of management and leadership and our workforce culture.

The delivery of major projects within the Community Strategic Plan will rely on the effectiveness of Council's workforce to plan, implement and manage the many projects, facilities and services.

Council will continue to develop strategies that enhance recruitment and attraction, customising learning and development needs, building leadership and management capability and supporting effective performance development and management. These programs are incorporated within the current provisions contained in this Long Term Financial Plan.

Councils Employee Leave Entitlements reserve is used to fund unanticipated changes in termination payments each year. The number of staff who might leave is difficult to predict and the Long Term Financial Plan modelling has a provision added to represent the projected levels of retirements, to accommodate the challenges of an ageing workforce.

Council's policy is to fully fund the leave entitlements of staff in the Employee Leave Entitlements Reserve. In recent years the reserve has been used to assist in the funding of costs associated with the resignation/retirement of a number of long serving employees. Council has been fortunate in recent years that it has had enough surplus cash to fund 100% of this reserve. It is projected that the reserve will maintain a balance of 100% over the life of the Long Term Financial Plan. However, if surplus funds were to decrease Council may have to revisit this policy.

Workers Compensation premiums increase and decrease significantly with claims history. Council continues to be proactive in order to minimise any potential for claims.

#### **Borrowing Costs**

Wentworth Shire Council in the past has been debt averse and viewed the achievement of a low level of debt or even a debt free status as a primary goal. However we appreciate that the use of loan funding can be a critical component of the funding mix to deliver much needed infrastructure to the community. The beneficiaries of these projects will assist in their funding as their rates will be applied in part to repaying the loans. This is in contrast to current ratepayers bearing the entire burden in one year, possibly at the expense of other worthwhile expenditure.

Debt is seen as a method of more fairly spreading capital costs to deliver intergenerational equity. Keeping this in mind there are limits to the amount the Council can borrow without impacting on its financial sustainability and Council is mindful of not wanting to impose excessive debt on current or future generations.

Council's borrowing strategy projected in the LTFP is to restrict the debt service cover ratio to less than the industry benchmark of 20%. Before embarking on any new debt Council will consider the following:

- Debt financing is only to be used for clearly identifiable major projects and the Capital Works Program
- Debt finance will not be used to meet operational shortfalls
- The period of repayment of debt finance shall not exceed the period over which the benefits are received from a project, or the life of the asset whichever is lesser

The principles of intergenerational equity are supported in respect of the Council contribution to the funding of major projects, the benefits of which will be shared by future generations.

Loans shall only be raised after taking into consideration future known specific capital funding requirements and, when raised, shall only fund the specific project or purpose approved.

#### **Materials and Services**

Materials and Services expenditures are another significant proportion of total operating expenditure, with the amount expended fluctuating moderately from year to year, depending on the specific needs and priorities of the services and projects within this category.

Council has a significant infrastructure portfolio that needs to be maintained to a quality standard, whilst providing a broad and diverse range of quality services for its community. Expectations for increasing levels of service and new community assets will lead to future cost pressures. Asset management and service planning, together with on-going reviews of contract and services, will aim to defray some of these increasing cost demands.

Major financial risks within this category of expenditure include:

- increased costs of inputs to operations (waste costs, fuel, labour)
- increased levels of service expected by the community and other stakeholders
- new services expected to be delivered by local government and potential government cost-shifting
- additional asset maintenance costs (new parks, roads, cycle ways, trees, facilities etc)
- limited competitive supply for some specific service areas.

Council's Asset Management Strategy incorporates the over-arching framework, policies and strategies to manage the critical assets under Council's control, a key measure of long term sustainability.

The Long Term Financial Plan provides estimates of the planned maintenance levels for each of the major categories of infrastructure assets including forward estimates for asset maintenance activities including new assets developed, together with provisions for projects that refurbish, upgrade or create new community facilities and essential infrastructure.

The Long Term Financial Plan and Asset Management Strategy together demonstrate the council's capacity to fund the required maintenance and renewal of its critical operational and community assets, in a condition appropriate to meet the needs of the community and its expectations over the next ten years.

#### Depreciation

Depreciation of assets is a non-cash expense that systematically allocates the economic benefit of a fixed asset, and recognises degradation of its capacity to continue to provide functionality over time. Depreciation provides an approximate indicator of the reduction of the asset's estimated useful life, on the proviso that it is maintained in a standard condition.

Depreciation is based upon each asset's value and an annual rate of depreciation calculated on the estimated useful life for each asset class. Depreciation is not influenced by other factors such as CPI and will only change if asset values or depreciation rates vary, or assets are acquired or disposed of. NSW Office of Local Government guidelines require that all assets are revalued to "fair value" within a five year cycle.

Valuation and depreciation methodologies are regularly reviewed, as part of cyclical asset revaluations and in the interim, as improved asset data is incorporated into depreciation calculations, with the aim of better aligning asset depreciation with consumption of economic benefit as closely as practical, using available information.

However, depreciation – a notional calculation of asset consumption over its useful life – is not a measure of the required renewal expenditure on an asset in any given year. It does not reflect the actual physical degradation of the asset condition. Depreciation is therefore merely a guide towards the funds that should be allocated towards the renewal of assets on an annual basis.

Council's investment in new community facilities and other assets, and periodic revaluation of our existing assets will see the depreciable asset base rise over time. The Long Term Financial Plan assumes a continuation of present-day depreciation methodology.

#### **Other Expenses**

These expenses are those which are not part of the day to day operations of Council and generally relate to section 356 financial contributions and levies paid to other levels of government such as the Emergency Services Levy.

### Capital Expenditure Program

Council's existing infrastructure assets are generally in good condition, and Council is in a position whereby it can maintain the current levels of service and budget allocation towards asset maintenance and renewal expenditure.

Consistent with previous iterations of the Long Term Financial Plan, Council continues to plan for an extensive capital expenditure program with approximately \$140 million in expenditure forecast over the next ten years.

Council, through its capital works program, delivers vital improvements to the shire's public areas, roads, water, sewer, footways, stormwater, parks and open spaces, pools and other community facilities. New or replacement facilities are designed and constructed to meet growing community needs, while the existing essential infrastructure and community facilities require upgrades and renewal in addition to their annual maintenance programs.

Capital works funding is the largest program of expenditure in Council's Long Term Financial Plan and is therefore the subject of rigorous planning to ensure a sustainable level of funding for the timely delivery of projects. The capital works schedule incorporates estimates of the scope, value and timing of the works and projects based upon Council's priorities, current level of knowledge and best estimates

Substantial capital programs are in place to continue the renewal of Council's infrastructure network. The programs will ensure that these key asset groups meet or exceed Council's determined 'minimum' service levels and continue to provide the expected amenity to the community.

The capital works program prioritises projects based on asset condition, risk, community need and other opportunities as they arise with other entities. Over shorter periods, some areas of the Shire may require more capital works than others to reflect short term needs and opportunities.

The need for new assets is constantly assessed and verified against current population and development projects, community feedback and alternative means of supplying services. A further consideration is the priority of refurbishing existing assets that provide community benefits or operational service that require regular refurbishment to enable the overall safety and quality of the facility to be maintained.

The ten-year capital works schedule comprises a mixture of specifically identified and budgeted projects over a shorter term and contains provisional sums over the longer term for programs of work where individual project opportunities have yet to be determined.

Apart from funding constraints, Council has capacity constraints which determine the capital works program delivery timeframe. The constraints in project delivery include community consultation, state government approvals, design, procurement processes and availability of labour resources to project manage and implement the projects.

In addition to the renewal and expansion of Council's asset base delivered through the capital works program, Council undertakes a replacement (and, where appropriate) upgrade/ expansion program for its plant and equipment assets including motor vehicles, furniture, plant and IT hardware.

This significant capital program requires careful planning and financial management, in order to ensure that delivery is achievable whilst maintaining operational service standards.

10 Year Capital Works Program					
Plant & Equipment	\$28,356,577.00				
Office Equipment	\$2,100,000.00				
Furniture & Fittings	\$112,000.00				
Land	\$1,000,000.00				
Land Improvements	\$660,000.00				
Buildings	\$2,000,000.00				
Other Structures	\$250,000.00				
Roads	\$48,863,922.00				
Footpaths	\$400,000.00				
Stormwater	\$5,720,000.00				
Water	\$14,084,995.00				
Sewerage	\$19,420,143.00				
Swimming Pools	\$140,000.00				
Open Space/Rec	\$600,000.00				
Library Books	\$901,500.00				
Tip Assets	\$19,932,510.00				
	\$144,541,647.00				

### Asset Management

Wentworth Shire Council is responsible for a large and diverse asset base. These assets include roads, bridges, footpaths, drains, halls, parks, sporting facilities, water and sewerage infrastructure. The infrastructure assets owned or controlled by Council are required for service delivery, not for profit making. The key objective therefore in assessing infrastructure assets is that a specific level of service can be provided now and into the future.

Service provision, in particular service levels, ultimately determine the infrastructure asset requirements of a Council. In turn all assets that are utilised for service provision require proper maintenance and replacement, over a period of time, to guarantee that the specific service levels are actually achieved now and into the future.

In order to manage this asset base, strategies and plans have been developed which are designed to address issues regarding asset life cycles and risk. The Asset Management Plans that have been developed include information on existing asset condition, deemed acceptable base condition and any associated funding shortfalls together with revised financial models providing affordability data.

The data from these plans have been used to populate the Long Term Financial Plan and act as a guide to assist Council in its decision making processes and is based on best available financial data and assumptions regarding projected movements in future years. It is expected that, as these plans evolve, projected indicators may look decidedly different as further knowledge and expertise is developed.

The program for asset renewal, enhancement and for the creation of new assets will be informed by Council's Asset Management Strategy. Over the long term, proposed capital expenditure for replacement and refurbishment of key asset classes is expected to meet or exceed the required level, as identified in the Asset Management Strategy.

The need for new assets is constantly assessed and verified against current population and development projects, community feedback and alternative means of supplying services. A further consideration is the priority of refurbishing existing assets that provide community benefits or operational service that require regular refurbishment to enable the overall safety and quality of the facility to be maintained.

### FINANCIAL MODELLING

The Long Term Financial Plan modelling has been devised with three scenarios, as per the Integrated Planning and Reporting requirements.

### **Option 1 - Base Case** (refer financial summary pages Option 1)

This is based on Council's 2024/2025 budget, this is Councils base case scenario and assumes the continuation of business as usual. No new major capital works have been included other than capital renewals and projects already included for future years. This scenario assumes that all projects were completed as planned in their respective years.

#### **Revenue Assumptions Expenditure Assumptions** Ordinary Rates will continue to increase Employee costs will increase by annually in line with State Government forecasted 3.50% in 25/26 than by 3.00% per annum thereafter. There is rate pegging policy no increase in staff numbers forecasted General User Fees and Charges will rise • annually by forecasted CPI Other operating expenditure all increased in line with CPI (3% for 25/26 Regulatory Fees and Charges will stay to 27/28 then 3.50% thereafter) the same with any increase attributable Asset renewal rate is projected to be to extra service provision • above 100% for the remaining period There are no new capital grants of the plan. forecasted and income will rise by forecasted CPI. Service levels to remain at current provisions Recurrent Operating Grants will increase by forecasted CPI This scenario includes only capital expenditure requirements required Investment income to increase by to keep maintaining current service historic long term average standards. Growth Rate is based on the historical trends of 2.1%

### **Option 2 - Preferred Option** (refer financial summary pages Option 2)

This is based on Council's 2024/2025 budget and includes a major review of revenue, operating expenditure and capital expenditure. This option includes the following considerations:

- Council no longer operates the Willowbend Caravan Park having entered a long term lease with a 3rd party to operate the park.
  - Council has completed the redevelopment of the park during the 2024/2025 financial year. Any future improvements at the park becomes the responsibility of the operator.
- Council continues to operate the Buronga Landfill
  - Application to expand the site and increase the EPA licence was approved
  - \$12M of capital works to expand the site had been programmed to commence in the 2024/2025 financial year
  - Tonnage to increase to 60,000 tonnes per annum from 2025/2026 financial year
  - Funds to be set aside annually to an internally restricted reserve to fund ongoing capital works at the site.
- There are no new loans forecast under this assumption

Revenue Assumptions	Expenditure Assumptions
• Ordinary Rates, User Fees and Charges, Operating Grants will be increased by the following amounts:	Expenditure is critically reviewed on an annual basis. Where is there is no justification for an increase in operational expenditure then it is held at current year's levels or even reduced.
<ul> <li>Year 1 - 5%</li> <li>Year 2 - 4%</li> <li>Year 3 - 5 - 3.5%</li> </ul>	• Materials and Contracts and Other Expenses have been forecast to increase by the following amounts:
• Years 6 -10 increase by 4%	<ul> <li>Year 1 - 4.5% increase in operational expenditure</li> </ul>
<ul> <li>Investment income to increase incrementally to reflect increases in cash holdings. It is</li> </ul>	<ul> <li>Year 2 - 3.5% increase in operational expenditure</li> </ul>
anticipated that the cash rate will return to historic average	<ul> <li>Years 3 – 5 - 3% increase in operational expenditure</li> </ul>
of 3% over years 1 & 2 and them remain at that level for the life the plan.	<ul> <li>Years 6 – 10 - 4.0% increase in operational expenditure</li> </ul>
<ul> <li>Growth rate in rateable properties is anticipated</li> </ul>	<ul> <li>Borrowing costs will change annually in line with approved loan repayment requirements</li> </ul>
to continue above the historic average of 2.1%. This assumption assumes a	• Employee Expenses have been forecasted to increase by 3.00% per year based on the current structure of 137.05
conservative increase over the first 5 years of the plan.	• Assumes no new services and factors in a growth in existing service levels in line with conservative increase in rateable assessments.

### **Option 3 - Alternative Option** (refer financial summary pages Option 3)

This is based on Council's preferred option budget but factors an additional increase in Landfill Revenue due to changes in the local operating environment. This option includes the following considerations:

- Council continues the operations of the Buronga Landfill
  - This assumption models the impact of the landfill increasing from 60,000 tonnes per annum to 75,000 per annum in 2028/2029 to reflect changes in the local operating environment.
- Growth rate in rateable properties is anticipated to continue above the historic trend of 2.1%, however there has been no change between this assumption and the preferred options as the rate that new properties are developed are largely outside Council's control.
- There are no new loans forecast under this scenario.

Option		CPI & Inflation	Rates	Employee Costs	Grants	Interest on Investments	Interest on Borrowings	Growth
1	2024/25	5.00%	5.20%	4.00%	3.00%	3.00%	3.66%	2.10%
1	Future	3.00%	3.00%	3.00%	3.00%	3.00%	3.79%	2.10%
	2025/26	4.00%	4.50%	3.50%	5.00%	3.00%	3.79%	3.00%
2	Years 2-5	3.50%	3.50%	3.00%	3.60%	3.00%	3.79%	3.00%
	Years 6-10	4.00%	4.00%	2.50%	4.00%	3.00%	3.79%	3.00%
3	2025/26	4.00%	4.50%	3.50%	5.00%	3.00%	3.79%	3.00%
	Years 2-5	3.50%	3.50%	3.00%	3.60%	3.00%	3.79%	3.00%
	Years 6-10	4.00%	4.00%	2.50%	4.00%	3.00%	3.79%	3.00%

### **Summary of Planning Assumptions**

### **SENSITIVITY ANALYSIS**

Although the assumptions used in the Long Term Financial Plan are informed estimates based on reliable information at that point in time, long term financial plans are inherently uncertain. They contain a wide range of assumptions, including assumptions about interest rate movements and the potential effect of inflation on revenue and expenditure which are largely outside of Council's control.

Any major changes in these assumptions will have an impact on the financial projections contained therein. The level of impact depends not only on the level of change but also on the nature of the assumption.

A minor variance in some of the assumptions will have a relatively small impact on the projections contained in the Long Term Financial Plan. Sensitivity analysis has been undertaken to assess the impact of changes in the factors which have been used to project future revenue and expenditure.

Sensitivity analysis involves developing different scenarios by varying critical assumptions, such as the projected level of rates revenue and employee costs. The different scenarios demonstrate the impact of these changes on Council's financial projections.

Council has applied a relatively conservative approach in developing this Long Term Financial Plan, so as to ensure that the forecast financial modelling is more likely to succeed and reduces the financial exposure risk for Council.

Inflation assumptions are heavily used throughout the Long Term Financial Plan and is an assumption used on both income and expenditure projections and as such mitigates any substantial impact on the results of the financial modelling should there be any significant variance.

The following may affect the outcome of the above scenarios in the following way:

### Rates

Rates comprise 25% of Council's total operating income. As stated earlier, rates are capped by the State Government. The Plan has assumed an increase of 3.50%-4% in the short to medium term and 4.0% in the medium to longer term.

#### Risk

There is a High Risk that the rate pegging increase is less than anticipated.

Variances between the forecast and the actual rate peg of 10% would result in an average shortfall per annum of \$97,025 over the length of plan.

# **Employee Costs**

Salary growth is largely subject to the NSW Local Government Award. Council has factored in a 3.0% annual increase in employee expenses and that the current staffing and organisational structure remains constant.

#### Risk

There is a Moderate Risk should there be changes to levels of service resulting in an increase in employee costs.

As Council is a service provider, employee costs are a large portion of operating expenses. Forecasting assumptions used are based on expected Local Government Award variations and performance-based increases. An increase of 10% above forecast would increase employee costs on average by \$313,000 per annum over the life of the plan.

### **Interest Revenue**

Interest on investments is calculated at 3% for the medium to longer term of the Plan.

#### Risk

There is a Moderate Risk that interest rates will vary from those projected.

Rates used are based on detailed analysis. If actual interest rates are lower than the assumed rate, expenditure priorities would be re-evaluated or alternative funding mechanisms utilised. It should be noted that any increases in revenue due to increased rates may be partially offset by increased interest borrowing costs on any new loan borrowings or offset by larger funds on investments.

# **Cost Shifting**

Cost shifting describes the situation where the responsibility for, or the cost of, providing a certain service, concession, facility or regulatory function is shifted from a higher level of government without the provision of corresponding funding or an ability to raise revenue to adequately fund the shifted responsibility. Cost shifting to local government from both federal and state governments is an area of significant concern to Council.

#### Risk

There is a Moderate Risk that new or increased services and functions will be transferred to Council's responsibility.

Should the federal or state governments continue to transfer responsibility and associated costs for service provision to Council, this will have a negative impact on Council's financial performance and place additional pressure on its financial sustainability.

# **Population Increase/Growth**

Council needs to ensure that there are sufficient resources available in the right place at the right time, with the right skills to deliver on the community's vision and aspirations. A growing population brings many challenges and opportunities for Council. Known challenges include urban transformation as new residential developments change the urban environment. More people in the same place will put pressure on open spaces and service provision and there is a greater expectation from the community that services and facilities will be accessible for all.

Whilst some growth in demand for services can be accommodated by efficiency gains, however, there will be a point where the population growth will require Council to fund additional services or increase the level of resources required to deliver existing services.

#### Risk

There is a High Risk that should growth in the number of properties vary considerably from forecasts, this will result in revenue collected from rates being too low to fund Council's services and capital program.

There is also a High Risk that if the timing of growth differs significantly from forecast, that this will impact on Councils cash flows and may necessitate changes to planned borrowings for capital purposes.

Growth projections are based on the expected lot yield based on known planned development. These projections are not expected to change in the immediate future, however the timing of that growth and its impacts on Council's revenue will affect the funds available for service provision.

### Legislative Change

Council will continue to operate within the same general legislative environment and with the same authority as it currently does through the life of this plan.

#### Risk

There is a Moderate Risk that should the Local Government legislative environment change, the services and functions Council plans to provide over the 10 year life of the Plan could change.

At the time of writing this Plan, Council is unable to determine how potential legislative change might impact its operations or quantify the potential impact.

# Fees & Charges

Based on historical trends, fees and charges are assumed to increase by an average of 5% per year.

#### Risk

There is a Low Risk that fees and charges increase by less than the assumed rate. There is a High Risk should Councils current sources of fees and charges revenue change significantly.

Fees and charges make up approximately 30% of Council's revenue base and as such changes in this amount is likely to materially impact on Council's financial viability.

Council has limited ability to raise additional revenue, fees and charges are one area that gives Council the additional capacity. In particular Council receives significant revenue from the Transport for NSW RMCC contract and the Buronga Landfill. The loss or significant reduction in one of these sources of revenue will significantly impact on Council's ability to generate additional discretionary revenue.

### **Service Levels**

Service levels largely remain the same throughout the life of the plan.

#### Risk

There is a Moderate Risk that there will be a demand for service levels to increase.

The provision of current service level requires 100% of current income streams. Any increase in service levels will require sourcing of new/increased income streams or the reduction of another service to offset the increase cost.

### Inflation

In developing the Plan, Council has based inflation at an average of 3.5-4.00% in the short to medium term and 4.00% in the medium to longer term.

#### Risk

There is a Low Risk should inflation be higher or lower than anticipated. However, there is a Moderate Risk should inflation on expenditure not be offset by inflation on revenue.

Inflation is affected by external economic factors outside Council's control. However, any inflationary increase in Council's costs that is not offset by efficiency gains or revenue increases is likely to impact service levels and programmed works.

# **Borrowing Costs**

Council's proposed a long term borrowing plan is based on Council's current average interest rate of 3.79% which is subject to market lending conditions and Council's financial position.

#### Risk

There is a Low Risk should interest rates vary from those projected.

The interest rates used in the plan is based on Council's current average interest for its existing loan portfolio. The Plan forecasts no new loan borrowings therefore it is expected that this rate will remain constant for the life of the plan.

If the actual interest rates are higher than assumed, it should be noted it will be hedged by increased interest on investments therefore the impact of any interest rate fluctuations are expected to be minimal.

reviewed and updated as circumstances change, to ensure our long term financial sustainability and growth are not compromised. A set of key Council is committed to ensuring that Council and its community are sustainable and able to continue to grow in the long term. Accordingly, it will measure its financial performance on a continuing basis. We will ensure that its financial management policies and procedures are performance indicators have included in each scenario to measure Councils performance. These include:

# **Operating Performance Ratio**

# (Benchmark: greater than 0%)

excluding Capital Grants and Contributions (which are typically variable in nature and shouldn't be relied on as ongoing income). Performance Widely acknowledged within the sector as a core measure of financial sustainability, this ratio essentially measures Council's operating result at or above benchmark indicates that Council has the ability to generate sufficient recurrent income to fund its ongoing operations.

Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	m	19.74%	23.03%	25.02%	34.20%	35.88%	37.36%	38.71%	39.72%	41.35%	42.60%
Greater than 0%	7	19.74%	23.03%	25.02%	25.98%	27.76%	29.37%	30.82%	31.90%	33.67%	35.03%
	H	16.30%	18.61%	20.07%	19.55%	20.81%	21.65%	22.41%	22.86%	23.80%	24.49%

(Benchmark: greater than 60%)	:: greater t	han 60%	•								
A measure of fiscal flexibility, Own Source Revenue refers to Council's ability to raise revenue through its own internal means, thereby reducing reliance on external sources of income and insulating against negative fluctuations in external funding.	scal flexibility ernal sources	, Own Sour of income	ce Revenue and insulati	e refers to C ng against	ouncil's abi negative flu	lity to raise Ictuations ir	revenue th 1 external fi	rough its ov unding.	wn internal	means, the	
Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	m	58.37%	67.38%	68.98%	72.14%	72.23%	72.33%	72.40%	72.49%	72.58%	72.67%
Greater than 60%	2	58.37%	67.38%	68.98%	68.70%	68.75%	68.84%	68.89%	68.96%	69.03%	69.10%
	H	62.35%	63.66%	65.77%	65.41%	65.40%	65.42%	65.42%	65.40%	65.40%	65.40%
<b>Unrestricted Current Ratio</b>	ted Curr	ent Rat	io								
(Benchmark: greater than 1.5x)	:: greater t	han 1.5x)									
Used to assess the financial liquidity of Council. It measures Council's ability to meet its short-term finar current assets, meaning those not tied to external restrictions such as grants or specific-purpose funds.	the financial meaning thos	liquidity of se not tied 1	Council. It n to external r	neasures Co restrictions	ouncil's abil such as gra	ity to meet nts or spec	its short-te ific-purpos€	rm financial e funds.	It measures Council's ability to meet its short-term financial obligations using unrestricted al restrictions such as grants or specific-purpose funds.	s using unre	
Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	e	2.96x	3.38x	4.56x	5.71x	7.78x	10.16x	12.34x	14.65x	17.54x	23.08x

**Own-Source Operating Revenue Ratio** 

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Year Ending Scenario 2026 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	e	2.96x	3.38x	4.56x	5.71x	7.78x	10.16x	12.34x	14.65x	17.54x	23.08x
Greater than 1.5x	7	2.96x	3.38x	4.56x	4.92x	6.23x	7.78x	9.15x	10.67x	12.67x	16.38x
	т,	2.83	3.44	4.15	3.96	4.77	5.73	6.67	7.56	7.89	9.20

(Benchmark: greater than 2%)	greater th	1an 2%)									
Assess Council's ability to service debt obligations from operating cash flows. It measures Council's ability to meet principal and interest repayments on borrowings while maintaining financial sustainability.	ability to ser	vice debt o /hile mainta	bligations fi aining finan	s from operating ca nancial sustainability.	ing cash flo ability.	ws. It meas	ures Counc	cil's ability to	meet prin	cipal and in	
Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	ω	6.85%	7.52%	8.33%	11.74%	12.57%	13.23%	15.90%	17.32%	18.29%	20.75%
Greater than 2%	2	6.85%	7.52%	8.33%	9.40%	10.07%	10.60%	12.74%	13.86%	14.66%	16.64%
	Ŧ	6.01%	6.46%	6.91%	7.20%	7.75%	7.98%	9.34%	9.96%	10.45%	11.66%
Rates, Annual Charges, Intere	ual Cha	irges, li	nterest	& Extra	a Charç	jes Out	tstandii	st & Extra Charges Outstanding Percentage Ratio	entage	e Ratio	
Used to assess the efficiency of Council's revenue collection. It measures the proportion of outstanding rates and annual charges at the end of a financial year relative to the total amount levied	ne efficiency elative to the	of Council's total amo	s revenue co unt levied	ollection. It	measures t	he proporti	on of outst	anding rate	s and annu	al charges a	at the end of
Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035

Year Ending 30 June	Scenario	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark:	3	9.58%	9.61%	9.65%	9.69%	9.72%	%77.6	9.81%	9.85%	9.88%	9.92%
Less than 10%	2	9.58%	9.61%	9.65%	9.69%	9.72%	9.77%	9.81%	9.85%	9.88%	9.92%
	Ŧ	9.63%	9.66%	%69.6	9.73%	9.76%	9.80%	9.83%	9.86%	9.89%	9.92%

**Debt Service Cover Ratio** 

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# (Benchmark: greater than 3 months)

Measures the number of months Council can continue to pay its operating expenses using available cash reserves, without receiving any additional revenue.

Year Ending	Scenario 2026	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
30 June											
Benchmark:	e	24.70	26.65	28.80	28.19	30.43	32.77	35.62	38.73	38.10	40.86
Greater than 3 months	7	24.70	26.65	28.80	28.19	30.43	32.77	35.62	38.73	38.10	40.86
	H	25.08	26.99	29.07	27.51	30.05	32.39	35.22	38.44	37.79	40.53

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**Financial Statement Summaries** 

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	<u>ц</u> )		(1)		(1)	(1)	(1)		(1)	(1)	(1)	
Option 1 - Base Case	Income Statement	Balance Sheet	Cash Flow Statement	Option 2 - Preferred	Income Statement	Balance Sheet	Cash Flow Statement	Option 3 - Alternative	Income Statement	Balance Sheet	Cash Flow Statement	
Optio	Inco	Bala	Casl	Optio	Inco	Bala	Casl	Optio	Inco	Bala	Casl	

Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 INCOME STATEMENT - CONSOLIDATED Scenario: Scenario 1 - Business as Usual scenario (rolled over from	Actuals n 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 5	Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	10,410,000	10,938,380	11,271,797	11,615,215	11,968,937	12,333,270	12,708,534	13,095,054	13,493,171	13,903,231	14,325,593	14,760,626
User Charges & Fees	10,109,000	8,412,720	10,799,350	11,117,037	11,444,254	11,781,287	12,128,432	12,485,991	12,854,277	13,234,511	13,625,225	14,027,661
Other Revenues	879,000	1,114,564	1,155,936	1,160,251	1,144,696	1,149,273	1,153,989	1,178,845	1,183,848	1,169,000	1,174,307	1,179,773
Grants & Contributions provided for Operating Purposes	10,816,000	11,968,600	12,657,749	13,358,126	13,812,673	14,148,779	14,571,669	15,007,247	15,455,891	15,917,995	16,393,962	16,884,208
Grants & Contributions provided for Capital Purposes	17,143,000	15,492,909	2,746,407	1,622,214	232,948	535,121	537,360	539,666	542,041	544,487	547,006	549,602
Interest & Investment Revenue	2,318,000	2,220,250	2,286,857	2,355,464	2,426,128	2,498,912	2,573,879	2,651,095	2,730,628	2,812,547	2,896,924	2,983,831
Other Income:												
Net Gains from the Disposal of Assets	56,000	•	•		•	•	•	•	•			
Fair value increment on investment properties		•	•						'			
Reversal of revaluation decrements on IPPE previously expensed	•	•	•	•	•	•	•	•	•	•	•	
Reversal of impairment losses on receivables	23,000	•	•							•		
Other Income	52,000	•				•		•	'			
Joint Ventures & Associated Entities - Gain	•	•	•		•	•	•	•	•	•	•	
Total Income from Continuing Operations	51,806,000	50,147,422	40,918,095	41,228,307	41,029,635	42,446,641	43,673,863	44,957,899	46,259,856	47,581,771	48,963,017	50,385,701
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,066,000	11,277,280	11,868,172	12,489,573	12,861,200	13,235,200	13,620,111	14,016,252	14,423,948	14,843,536	15,275,357	15,199,833
Borrowing Costs	578,000	1,401,229	1,350,426	1,305,183	1,230,614	1,165,492	1,051,582	987,981	922,423	854,011	799,187	724,534
Materials & Contracts	12,665,000	7,848,739	8,725,364	8,416,510	8,480,100	9,260,483	9,411,726	9,703,098	10,012,054	10,450,832	10,661,316	11,523,873
Depreciation & Amortisation	10,083,000	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829	9,307,829
Impairment of investments	•		•						'			
Impairment of receivables	3,000	'	'		'	'	'	'	'			
Other Expenses	678,000	684,920	699,468	714,452	729,885	748,431	767,626	787,493	808,055	829,337	851,364	874,162
Interest & Investment Losses	'	•	•	,			'			'		
Net Losses from the Disposal of Assets	•	•	•		•	•	•	•		•		
Revaluation decrement/impairment of IPPE	•	•	•						'			
Fair value decrement on investment properties	' 00 09	•	•									
Joint Ventures & Associated Entities Total Expenses from Continuing Operations	34.135.000	30.519.997	31.951.259	32.233.547	32.609.629	33.717.436	34.158.874	34.802.654	35.474.310	36.285.545	36.895.053	37.630.231
Operating Result from Continuing Operations	17,671,000	19,627,425	8,966,836	8,994,760	8,420,006	8,729,206	9,514,988	10,155,245	10,785,546	11,296,226	12,067,963	12,755,470
Discontinued Operations - Profit/(Loss)												
Net Profit/(Loss) from Discontinued Operations	•	•	•	•	•	•	•	•	•	•	•	
Net Oberating Result for the Year	17.671.000	19.627.425	8.966.836	8.994.760	8.420.006	8.729.206	9.514.988	10.155.245	10.785.546	11.296.226	12.067.963	12.755.470
		-										
Net Operating Result before Grants and Contributions provided for Capital Purposes	528,000	4, 134,516	6,220,430	7,372,546	8,187,058	8,194,085	8,977,628	9,615,579	10,243,505	10,751,739	11,520,957	12,205,868

10 Year Financial Plan for the Years ending 30 June 2035 BALANCE SHEET - CONSOLIDATED Scenario: Scenario 1 - Business as Usual scenario (rolled over from	Actuals 2023/24	Current Year 2024/25	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30	l Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
ASSETS Current Assets Cash & Cash Equivalents	10.482.000	10.765.660	10.491.375	10.679.852	10.635.009	9.735.472	10.541.247	10.492.252	10.441.778	10.389.791	10.336.245	10.271.091
Investments Receivables	39,000,000 8,320,000	39,603,388 5,461,586	39,603,388 5,072,288	44,075,990 5,219,635	49,285,861 5,332,945	49,285,861 5,479,511	55,174,209 5,718,522	62,215,509 5,964,960	69,886,072 6,224,423	77,775,363 6,491,450	80,350,592 6,689,888	89,237,320 6,981,354
Inventories Contract assets and contract cost assets	300,000  		- 140,011	138,114	130,197 - 122 665	- - -	621,061 - -	710,1101 - 142 234	100,248 - 150,224	1/4,380 - 1.65.607	111,232	
ourei Torieurent assets dassified as "held for sale" Torial Current Assets	2/ 0,000 - 58,384,000	123,039 - 56,081,659	139,270 55,452,940	132,233 - 60,245,885	1.32,003 - 65,524,677	64,802,107	71,738,865	- - 78,987,078		- - 94,996,592	100,401 - 97,722,439	104,07 - - 106,868,746
Non-Current Assets												
Investments Receivables		• •										
Invertories Contrard assets and contrart met assets	• •	• •										
connact assets any connact tost assets Infrastructure, Property, Plant & Equipment	615,683,000	- 644,208,183	- 648,717,649	- 651,377,010	- 652,814,345	- 661,210,365	- 662,582,694	- 664,239,411	- 666,133,058	- 668,351,772	- 676,694,168	- 679,401,047
Investment Property Intangible Assets	184,000	- 184,000	184,000	184,000	- 184,000	- 184,000	- 184,000	184,000	184,000	- 184,000	- 184,000	- 184,000
rivgin or use assets weather assets classified as "held for sale" Non-current assets classified as "held for sale"	805,000 -	805,000	805,000	- 805,000 -								
Other Tother TOTAL ASSETS	616,672,000 675,056,000	- 645,197,183 <b>701,278,842</b>	- 649,706,649 <b>705,159,589</b>	- 652,366,010 <b>712,611,894</b>	- 653,803,345 <b>719,328,022</b>	- 662,199,365 <b>727,001,472</b>	- 663,571,694 <b>735,310,559</b>	- 665,228,411 <b>744,215,489</b>	- 667,122,058 <b>753,998,803</b>	- 669,340,772 <b>764,337,364</b>	- 677,683,168 <b>775,405,607</b>	- 680,390,047 <b>787,258,793</b>
LIABILITIES Current Liabilities												
Bank Overdraft Payables	5,439,000	4,426,135	4,604,545	- 4,658,056	- 4,719,856	- 4,856,930	- 4,931,997	5,021,747	- 5,115,677	- 5,225,491	- 5,312,638	- 5,404,313
Income received in advance Contract liabilities	- 12,503,000	- 9,590,271	- 5,784,181	- 5,665,178	- 5,378,057	- 5,611,130	- 5,774,469	- 5,942,709	- 6,115,996	- 6,294,549	- 6,478,389	- 6,667,744
Lease liabilities Borrowings	- 1,156,000	- 1,458,410	- 1,476,962	- 1,478,558	- 1,425,902	- 1,444,308	- 1,508,304	- 1,269,449	- 1,246,032	- 1,270,707	- 1,183,314	- 928,962
Employee benefit provisions Other provisions	2,066,000 -	2,109,388 -	2,109,388	2,109,388 -								
Liabilities associated with assets dassified as "held for sale" Total Current Liabilities	21,164,000	- 17,584,204	- 13,975,076	- 13,911,180	- 13,633,203	- 14,021,756	- 14,324,158	- 14,343,293	- 14,587,093	- 14,900,135	- 15,083,729	- 15,110,407
Non-Current Liabilities				,	,		,	,		,	,	1
Income and advance	•											
contract riabilities Lease liabilities	•••											
Borrowings Employee benefit provisions	13,828,000 235,000	24,046,601 191,612	22,569,639 191,612	21,091,081 191,612	19,665,179 191,612	18,220,871 191,612	16,712,567 191,612	15,443,118 191,612	14,197,086 191,612	12,926,379 191,612	11,743,065 191,612	10,814,103 191,612
Other provisions Investments Accounted for using the equity method	2,963,000	2,963,000 -	2,963,000	2,963,000 -								
Liabilities associated with assets classified as "held for sale"	- 006 000	-	- 701 DE1	- 745 602	-		-	-	- 17 JE4 GOD	- 100 001	-	- 10 020 715
	38,190,000	44,785,417	39,699,327	24,240,090 38,156,873	36,452,994	35,397,239	34,191,337	32,941,023	31,938,791	30,981,126	29,981,406	29,079,122
Net Assets	636,866,000	656,493,425	665,460,262	674,455,022	682,875,028	691,604,233	701,119,221	711,274,466	722,060,012	733,356,238	745,424,201	758,179,671
EQUITY Retained Earnings Advantion Reserves	133,826,000 503,040,000	153,453,425 503,040,000	162,420,262 503,040,000	171,415,022 503,040,000	179,835,028 503,040,000	188,564,233 503,040,000	198,079,221 503,040,000	208,234,466 503,040,000	219,020,012 503,040,000	230,316,238 503,040,000	242,384,201 503,040,000	255,139,671 503,040,000
Council Equity Interest	636,866,000	656,493,425	665,460,262	674,455,022	682,875,028	691,604,233	701,119,221	711,274,466	722,060,012	733,356,238	745,424,201	758,179,671
Non-controlling equity interests	-	-		-	-		-	-	-	-		-

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Long Term Financial Plan

Control         Control <t< th=""><th>Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 CASH FLOW STATEMENT - CONSOLIDATED Scenario : Scenario 1 - Business as Usual scenario (rolled over fro</th><th>Actuals 2023/24 \$</th><th>Current Year 2024/25 \$</th><th>2025/26 \$</th><th>2026/27 \$</th><th>2027/28 \$</th><th>2028/29 \$</th><th>Projected Years 2029/30 \$</th><th>Years 2030/31 \$</th><th>2031/32 \$</th><th>2032/33 \$</th><th>2033/34 \$</th><th>2034/35 \$</th></t<>	Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 CASH FLOW STATEMENT - CONSOLIDATED Scenario : Scenario 1 - Business as Usual scenario (rolled over fro	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 \$	Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Matrix         Control         Control <th< td=""><td>2ash Flows from Operating Activities deeples: tates &amp; Annual Charges Iser Charges &amp; Fees vestment &amp; Interest Revenue Received rante &amp; Combutions rante &amp; Combutions</td><td>10, 714,000 9,102,000 2,130,000 25,212,000</td><td>10,633,062 9,998,089 2,733,199 25,559,469</td><td>11,251,735 10,599,977 2,246,516 12,199,011</td><td>11,594,552 11,078,503 2,274,127 14,867,679</td><td>11,947,654 11,404,564 2,345,381 13,797,149</td><td>12,311,348 11,740,407 2,499,458 14,853,571</td><td>12,685,955 12,086,325 2,469,935 15,222,038</td><td>13,071,798 12,442,621 2,543,903 15,663,313</td><td>13,469,216 12,809,606 2,614,458 16,117,824</td><td>13,878,558 13,188,430 2,693,126 16,585,971</td><td>14,300,180 13,577,834 2,850,504 17,068,161</td><td>14,734,450 13,978,848 2,848,945 17,564,820</td></th<>	2ash Flows from Operating Activities deeples: tates & Annual Charges Iser Charges & Fees vestment & Interest Revenue Received rante & Combutions rante & Combutions	10, 714,000 9,102,000 2,130,000 25,212,000	10,633,062 9,998,089 2,733,199 25,559,469	11,251,735 10,599,977 2,246,516 12,199,011	11,594,552 11,078,503 2,274,127 14,867,679	11,947,654 11,404,564 2,345,381 13,797,149	12,311,348 11,740,407 2,499,458 14,853,571	12,685,955 12,086,325 2,469,935 15,222,038	13,071,798 12,442,621 2,543,903 15,663,313	13,469,216 12,809,606 2,614,458 16,117,824	13,878,558 13,188,430 2,693,126 16,585,971	14,300,180 13,577,834 2,850,504 17,068,161	14,734,450 13,978,848 2,848,945 17,564,820
e.e.         Z4,73,000         Z1,160,010         T5,001,420         T5,001,420         T5,001,420         T5,001,420         T6,001,000         T00,000         T00,00	There implyee Benefits & On-Costs Atlantia & Contracts corrowing Costs corrowing Costs Deposits Refunded Diter	4,507,000 (10,115,000) (15,119,000) (351,000) (1,347,000)	1, 135, 968 (11, 151, 152) (7, 517, 765) (1, 434, 095) (1, 757, 747)	1,217,704 (11,850,531) (8,760,227) (1,354,579) (548,186)	c+1,101,1 (12,473,088) (8,401,028) (1,309,388) - (687,270)	1, 148, 928 (12, 850, 367) (8, 480, 555) (1, 234, 820) - (689, 184)	1,143,275,775) (13,225,775) (9,290,884) (1,169,536) - (631,644)	1,149,291 (13,606,445) (9,415,351) (1,055,677) - (717,483)	1,1/3,878 (14,004,173) (9,712,568) (992,263) - (721,353)	1,1/8,804 (14,411,499) (10,022,169) (226,232) - (739,053)	1,105,988 (14,830,705) (10,466,348) (857,750) - (745,392)	1, 109, 019 (15, 262, 133) (10, 667, 042) (803, 000) - (790, 909)	1,1,4,520 (15,198,109) (11,557,141) (728,085) - (798,459)
40.000.00         40.000.00         7	let Cash provided (or used in) Operating Activities		28,199,049	15,001,420	18,105,231	17,388,750	18,230,215	18,818,588	19,465,155	20,091,015	20,609,879	21,442,614	22,019,596
$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$	ash Flows from Investing Activities eceipts: ale of Investment Securities												
$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$	ale of Investment Property ale of Real Estate Assets		• •										
Interpretation         Interpreado         Interpretation         Interpreta	ale of Infrastructure, Property, Plant & Equipment ale of non-current assets classified as "held for sale"	412,000 -	-	-	-	-	-	- -	-	700,000	-	-	700,000 -
Interface         (35,000,000)         (88,530,012)         (4472,602)         (5,286,871)         (5,886,349)         (7,041,300)           Interface         (35,000,000)         (88,530,012)         (4472,602)         (5,286,871)         (5,886,349)         (7,041,300)           Interface         (35,000,000)         (88,530,012)         (44,517,294)         (12,667,196)         (14,455,462)         (5,286,871)         (13,001,156)         (14,462,462)         (14,462,42)	ale of Intangible Assets ale of Interests in Joint Ventures & Associates Lo of Tinacon I Contro												
Image: constraint of the set of	are or usposal croups the or usposal croups stributions Received from Joint Ventures & Associates												
Image: constraint of the constrant of the constraint of the constraint of the constraint of the c	ther Investing Activity Receipts syments: Archase At Investment Securities		- 1987 (802 209)		-	- (5 200 871)		(F, 888, 348)	- 12 041 3001	- (7 670 563)	- (7 880 200)	- (2 575 220)	- (80, 708)
	archaes of investment Property Lirchaes of Infrastructure, Property, Plant & Equipment		(38,533,012)	(14,517,294)	(12,667,190)	(11,445,165)	(18,403,849)	(11,380,158)	(11,664,546)	(11,901,476)	(12,226,544)	(18,350,225)	(12,714,708)
**         *         **         **         **<	rrchase of Real Estate Assets irchase of Intangible Assets												
is         is<	rrchase of Interests in Joint Ventures & Associates eferred Debtors & Advances Made												
as         (28.479,000)         (38.436,400)         (15.173,94)         (17,703,94)         (16.506,506)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (18,005,646)         (14,000,000)         (14,016,660)	ontributions Paid to Joint Ventures & Associates her Investing Activity Payments	• •	• •										
8,000,000         12,000,000         12,000,000         14,000,000         12,000,000         14,01,000         14,010,00	rt Cash provided (or used in) Investing Activities		(38,436,400)	(13,817,294)	(16,439,792)	(15,955,036)	(17,703,849)	(16,568,506)	(18,005,846)	(18,872,039)	(19,415,834)	(20,225,454)	(20,901,436)
$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$	ssh Flows from Financing Activities celipts:												
$ \begin{array}{l l l l l l l l l l l l l l l l l l l $	oceeds from Borrowings & Advances oceeds from Finance Leases her Financing Activity Receipts	8,000,000 	12,000,000										
Intest         7,017,000         10,521,011         (1,476,562)         (1,476,562)         (1,476,562)         (1,476,562)         (1,474,302)         (1,444,303)         (1,508,304)         Image: Image	<b>yments</b> : payment of Borrowings & Advances	(983,000)	(1,478,989)	(1,458,410)	(1,476,962)	(1,478,558)	(1,425,902)	(1,444,308)	(1,508,304)	(1,269,449)	(1,246,032)	(1,270,707)	(1,183,314)
cing activities         7,017,000         10,521,011         (1,476,3652)         (1,476,3652)         (1,476,3652)         (1,476,3652)         (1,476,3652)         (1,474,305)         (1,366,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,367,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,300)         (1,361,326,320)         (1,361,326,320)         (1,361,326,320)         (1,361,326,320)         (1,361,326,320)         (1,361,326,320)         (1,361,326,320)         (1,361,326,3	payment of lease liabilities (principal repayments) stributions to non-controlling interests her Financing Activity Payments	• • •	•••	• • •				•••		•••		• • •	
Feruivalents         3.271,000         283,660         (27,4,265)         188,477         (44,643)         (866,566)         9.55,472         10.541,267         (48,686)           ing of year         7.211,000         10,482,000         10,491,375         10,573,822         10,655,609         9,755,472         10,541,247         10,541,247           arr         10,482,000         10,491,375         10,573,852         10,655,609         9,755,472         10,541,247         10,492,252           arr         10,482,000         10,765,660         10,491,375         10,573,852         10,541,247         10,492,252           arr         10,482,000         30603,366         10,491,375         10,573,852         10,541,247         10,492,252           arr         10,482,000         30603,366         44,075,960         9,735,472         10,492,252         10,492,252           arr         10,482,650         30,603,366         44,075,960         9,735,472         10,492,252         10,492,252           arr         90,000,000         90,033,660         44,075,960         9,256,960         9,735,472         10,492,252           arr         90,003,000         32,741,852         10,573,620         9,734,746         7,707,761         1,492,560         1,412,400 </td <td>tt Cash Flow provided (used in) Financing Activities</td> <td>7,017,000</td> <td>10,521,011</td> <td>(1,458,410)</td> <td>(1,476,962)</td> <td>(1,478,558)</td> <td>(1,425,902)</td> <td>(1,444,308)</td> <td>(1,508,304)</td> <td>(1,269,449)</td> <td>(1,246,032)</td> <td>(1,270,707)</td> <td>(1,183,314)</td>	tt Cash Flow provided (used in) Financing Activities	7,017,000	10,521,011	(1,458,410)	(1,476,962)	(1,478,558)	(1,425,902)	(1,444,308)	(1,508,304)	(1,269,449)	(1,246,032)	(1,270,707)	(1,183,314)
Ing of year         7,211,000         10,482,000         10,785,660         10,491,375         10,679,852         10,679,852         10,679,852         10,641,247         10,441,247         10,442,262           art         10,442,000         10,785,660         10,791,355         10,679,352         10,679,352         10,541,247         10,492,252           art         10,442,000         10,765,660         10,491,375         10,679,352         10,541,247         10,492,252           end of the year         30,000         306,033,86         306,033,86         40,759,900         49,265,641         65,114,209         62,215,609           end of the year         60,037,66         60,034,763         64,755,442         89,203,870         93,263,037         56,134,266         52,142,200         52,515,609           end of the year         69,482,000         50,603,368         44,755,442         89,203,870         63,215,600         22,256,000           end of the year         69,482,000         22,282,000         32,286,000         32,544,52         32,564,527         32,667,000         32,563,200           end of the year         22,822,000         32,865,360         32,744,852         26,650,821         32,564,222         32,667,000         23,560,200         23,564,252         32,663,26	rt Increase/(Decrease) in Cash & Cash Equivalents	3,271,000	283,660	(274,285)	188,477	(44,843)	(899,536)	805,774	(48,995)	(50,474)	(51,987)	(53,547)	(65,154)
art 10,422,000 10,755,660 10,491,375 10,679,382 10,635,009 9,735,472 10,541,247 10,492,252 10,442,020 10,442,020 30,03388 40,075 10,679,882 10,636,009 9,735,472 10,541,247 10,492,252 30,000 000 30,03388 40,075990 49,285,049 49,285,049 62,715,469 72,707,761 10,492,252 20,000 100 10,442,000 20,000 20,000 20,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 17,916,000 12,516,469 71,707,761 10,452,250 10,417,100 17,916,000 19,916,000 17,916,000 17,916,000 19,916,000 19,916,000 17,916,000 19,916,0	us: Cash & Cash Equivalents - beginning of year	7,211,000	10,482,000	10,765,660	10,491,375	10,679,852	10,635,009	9,735,472	10,541,247	10,492,252	10,441,778	10,389,791	10,336,245
10         482,000         10,765,660         10,491,375         10,659,009         9,735,472         10,541,247         10,492,252           9,000,000         36,603,368         36,603,388         40,775,990         49,265,616         62,714,209         62,215,500           9,000,000         56,063,768         36,603,388         40,775,990         49,265,616         62,215,500           e4,482,000         56,369,677         56,064,763         54,755,442         56,715,456         72,707,761           end of the year         46,482,000         50,369,607         50,064,763         54,755,442         56,715,456         72,707,761           22,862,000         32,882,000         32,886,309         32,741,852         35,923,877         56,032,477         32,554,252           21,16,1000         14,316,000         17,916,000         12,716,000         23,550,00         32,554,252           22,822,000         63,366,04         14,116,000         17,916,000         23,667,000         23,556,00         24,554,552           2,223,238         14,115,772         4,055,900         17,915,800         2,755,456         27,956,00         2,914,156,000         2,914,156,000         2,914,156,000         2,914,156,000         2,914,156,000         2,914,156,000         2,914,166,000	ish & Cash Equivalents - end of the year	10,482,000	10,765,660	10,491,375	10,679,852	10,635,009	9,735,472	10,541,247	10,492,252	10,441,778	10,389,791	10,336,245	10,271,091
32,882,000         32,857,660         32,785,390         32,741,852         32,667,009         32,650,821         32,554,252           14,318,000         14,318,000         15,118,000         15,118,000         15,118,000         19,118,000           2,222,000         3,223,388         1,191,372         4,086,990         7,506,691         4,852,513         9,794,209         21,035,509           43,482,000         63,036,043         65,034,543         65,034,542         21,035,509	sh & Cash Equivalents - end of the year vesments - end of the year ish, Cash Equivalents & investments - end of the year	10,482,000 39,000,000 <b>49,482,000</b>	10,765,660 39,603,388 <b>50,369,047</b>	10,491,375 39,603,388 <b>50,094,763</b>	10,679,852 44,075,990 <b>54,755,842</b>	10,635,009 49,285,861 <b>59,920,870</b>	9,735,472 49,285,861 <b>59,021,334</b>	10,541,247 55,174,209 <b>65,715,456</b>	10,492,252 62,215,509 <b>72,707,761</b>	10,441,778 69,886,072 80,327,851	10,389,791 77,775,363 <b>88,165,154</b>	10,336,245 80,350,592 <b>90,686,836</b>	10,271,091 89,237,320 <b>99,508,410</b>
2,282,000 3,223,388 1,191,372 4,095,990 7,505,861 4,822,513 9,794,209 21,035,509 48,482,000 56,388,047 56,094,763 54,755,842 59,920,870 55,021,334 55,715,456 72,707,761	epresenting: Sternal Restrictions hemal Restrictions	32,882,000 14.318.000	32,827,660 14.318,000	32,785,390 16,118,000	32,741,852 17.918.000	32,697,009 19.718.000	32,650,821 21.518.000	32,603,247 23.318.000	32,554,252 19.118.000	32,503,778 20.918.000	32,451,791 22,718,000	32,398,245 24.518.000	32,333,091 26.318.000
	Jirrestricted	2,282,000 49,482,000	3,223,388 50,369,047	1,191,372 50,094,763	4,095,990 54,755,842	7,505,861 59,920,870	4,852,513 59,021,334	9,794,209 65,715,456	21,035,509 72,707,761	26,906,072 80,327,851	32,995,363 88,165,154	33,770,592 90,686,836	40,857,320 99,508,410

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Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 INCOME STATEMENT - CONSOLIDATED Scenario: Scenario 2 - preferred scenario	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 2	Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Income from Continuing Operations Revenue:												
Rates & Annual Charges User Charges & Fees	10,410,000 10.109.000	10,938,380 8.145.436	11,640,394 12.923.061	12,113,030 13.525.745	12,543,128 14.136.706	12,988,280 14.776.289	13,449,012 15.445.857	13,993,993 16.167.180	14,560,773 16.922.943	15,150,224 17.714.801	15,763,252 18.544.492	16,400,803 19.413.836
Other Revenues	879,000	1,381,848	1,958,378	1,867,013	1,867,150	1,802,969	1,754,492	1,814,199	1,804,845	1,831,463	1,859,092	1,887,772
Grants & Contributions provided for Operating Purposes Grants & Contributions provided for Capital Purposes	10,816,000 17,143,000	11,968,600 15,492,909	12,410,050 8,133,998	13,206,124 1,258,983	13,709,737 234,006	14,098,257 536,579	14,589,861 539,242	15,171,359 542,391	15,776,116 545,667	16,405,064 549,074	17,059,169 552,617	17,739,439 556,301
Interest & Investment Revenue	2,318,000	2,220,250	2,286,857	2,378,332	2,461,573	2,547,728	2,636,899	2,742,375	2,852,070	2,966,152	3,084,798	3,208,190
Net Gains from the Disposal of Assets	56,000	I										
Fair value increment on investment properties Reversal of revaluation decrements on IPPE previously expensed	•••											
Reversal of impairment losses on receivables Other Income Joint Vontines & Associated Entitiae. Cain	23,000 52,000											
Total Income from Continuing Operations	51,806,000	50,147,422	49,352,738	44,349,225	44,952,300	46,750,101	48,415,363	50,431,496	52,462,413	54,616,777	56,863,420	59,206,341
Expenses from Continuing Operations												
Employee Benefits & On-Costs	10,066,000	9,894,288	10,190,320	10,596,905	10,903,937	11,220,180	11,545,971	11,862,060	12,187,016	12,521,020	12,864,319 745 203	13,217,166
borrowing Costs Materiale & Contracte	5/8,000 12 665 000	1,401,229 0 234 231	1,282,303 10 858 390	1,235,784 10 566 095	1,146,851 10 697 833	1,060,501 11 128 212	999,043 11 227 418	934,942 11 610 139	809,337	805,667 12 625 311	128,321 12 848 964	681,420 13 294 136
Depreciation & Amortisation	10,083,000	9,307,829	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286
Impaiment of investments Immairment of receivables	' 000 °											
Other Expenses	678,000	684,920	667,697	684,066	698,588	713,546	728,952	747,466	766,627	786,459	806,985	828,230
Interest & Investment Losses Nat I seese from the Dismosal of Assats	• *						•					
Revaluation decrement/impairment of IPPE	•											
Fair value decrement on investment properties	- 62 000											
Total Expenses from Continuing Operations	34,135,000	30,522,497	33,081,996	33,166,136	33,530,495	34,205,725	34,584,670	35,237,893	35,913,828	36,821,743	37,348,880	38,104,238
Operating Result from Continuing Operations	17,671,000	19,624,925	16,270,742	11,183,089	11,421,805	12,544,376	13,830,693	15,193,603	16,548,585	17,795,034	19,514,540	21,102,104
Discontinued Operations - Profit/(Loss) Net Profit/(Loss) from Discontinued Operations	•••											
Net Operating Result for the Year	17,671,000	19,624,925	16,270,742	11,183,089	11,421,805	12,544,376	13,830,693	15,193,603	16,548,585	17,795,034	19,514,540	21,102,104
Net Operating Result before Grants and Contributions provided for Capital Purposes	528,000	4,132,016	8,136,744	9,924,107	11,187,799	12,007,797	13,291,452	14,651,213	16,002,918	17,245,961	18,961,923	20,545,803

Long Term Financial Plan P.53

Wentworth Shire Council	l	l										
10 Year Financial Plan for the Years ending 30 June 2035 BALANCE SHEET - CONSOLIDATED Scenario: Scenario 2 - preferred scenario	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 \$\$	l Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
ASSETS Current Assets Cash & Cash Equivalents Investments Droceivator	10,482,000 39,000,000	10,765,660 39,685,768 5.424,260	10,723,471 40,200,537 5 831 121	10,656,112 43,274,513 5 602 813	10,593,193 51,566,116 5 951 025	10,528,109 54,682,954 6.115.605	10,460,798 65,272,599 6.475,650	10,382,765 76,600,976 6 873 186	10,301,667 87,663,227 7 377 520	10,217,382 101,337,972 7 778 002	10,129,785 117,112,094 8 220,106	10,038,746 129,012,084 8670.24
Necelvaures Inventories	306,000	0,421,209 159,634	183,659	3,003,043 175,105	176,449	0,110,090	0,47,3,039	0,073,400 191,683	198,563	210,400	0,220,490 213,155	220,887
Contract assets and contract cost assets Other Non-current assets classified as "held for sale"	- 276,000 -	- 150,149 -	- 170,393 -	- 163,386 -	- 164,821 -	- 172,066 -	- 172,795 -	- 178,827 -	- 185,096 -	- 195,624 -	- 198,385 -	- 205,425 -
Total Current Assets	58,384,000	56,182,480	57,109,180	59,872,959	68,352,514	71,683,387	82,566,915	94,227,737	105,626,083	119,690,369	135,873,915	148,147,384
Non-Current Assets Investments	•	•										
Receivables Inventories	•••											
Contract assets and contract cost assets Infrastructure, Property, Plant & Equipment	- 615,683,000	- 644,208,183	- 656,248,494	- 661,142,139	- 662,471,396	- 670,649,244	- 672,449,040	- 674,833,267	- 679,088,239	- 681,982,837	- 684,385,383	- 692,409,272
Investment Property Intanglible Assets	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000	- 184,000
rught or use assets Investments Accounted for using the equity method Non-current assets classified as "held for sale"	- 805,000 -	805,000	805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -	- 805,000 -
Other Total Non-Current Assets TOTAL ASSETS	- 616,672,000 <b>675,056,000</b>	- 645,197,183 <b>701,379,663</b>	- 657,237,494 <b>714,346,674</b>	- 662,131,139 <b>722,004,098</b>	- 663,460,396 <b>731,812,910</b>	- 671,638,244 <b>743,321,631</b>	- 673,438,040 <b>756,004,955</b>	- 675,822,267 <b>770,050,004</b>	- 680,077,239 <b>785,703,323</b>	- 682,971,837 <b>802,662,206</b>	- 685,374,383 <b>821,248,298</b>	- 693,398,272 <b>841,545,656</b>
LIABILITIES Current Llabilities Pont Oncorrect												
bailt Overulati Payables Income provinced in advances	5,439,000	4,395,198	4,587,004	- 4,618,070	4,680,639	4,775,440	4,840,251	- 4,934,623	- 5,032,889	5,156,780	5,240,116	- 5,349,519
montre received in avance Contract liabilities Borrowings	12,503,000 1.156,000	9,570,212 1.566.536	7,641,211	5,674,812 1,545.738	5,544,988 1.403.120	5,817,652 1.421,960	6,027,431 1.485.760	6,270,265 1.246.500	6,523,232 1.223,568	6,786,758 1.286.312	7,061,287 1.200.145	- 7,347,282 -
Employee benefit provisions	2,066,000	2,109,388 -	2,109,388	2,109,388 -	2,109,388 -	2,109,388	2,109,388 -	2,109,388	2,109,388 -	2,109,388 -	2,109,388	2,109,388 -
Liabilities associated with assets classified as "held for sale" Total Current Liabilities	21,164,000	- 17,641,334	- 15,927,935	- 13,948,008	- 13,738,135	- 14,124,440	- 14,462,830	- 14,560,776	- 14,889,078	- 15,339,239	- 15,610,936	- 14,806,189
Non-Current Liabilities Payables Income aceasived in adviance												
montract labilities Berrowings Employee benefit provisions Other provisions	13,828,000 235,000 2,963,000	24,092,792 191,612 2,963,000	22,502,460 191,612 2,963,000	20,956,722 191,612 2,963,000	- 19,553,602 191,612 2,963,000	- 18,131,642 191,612 2,963,000	- 16,645,882 191,612 2,963,000	- 15,399,382 191,612 2,963,000	- 14,175,814 191,612 2,963,000	- 12,889,502 191,612 2,963,000	- 11,689,357 191,612 2,963,000	- 11,689,357 191,612 2,963,000
Investments Accounted for using the equity method Liabilities associated with assets classified as "held for sale" Total Non-Current Liabilities TOTAL LIABILITIES Net Assets	- 17,026,000 <b>38,190,000</b> 636,866,000	- 27,247,404 <b>44,888,738</b> <b>656,490,925</b>	- 25,657,072 <b>41,585,008</b> 672,761,667	- 24,111,334 <b>38,059,342</b> 683,944,756	- 22,708,214 <b>36,446,349</b> 695,366,561	- 21,286,254 <b>35,410,694</b> 707,910,937	- - 19,800,494 <b>34,263,324</b> 721,741,631	- - 18,553,994 <b>33,114,770</b> 736,935,234	- - 17,330,426 <b>32,219,504</b> 753,483,819	- - 31,383,353 771,278,853	- - 14,843,969 <b>30,454,905</b> 790,793,393	- 14,843,969 <b>29,650,159</b> 811,895,497
EQUITY Retained Earnings Revaluation Reserves Council Equity Interest Total Equity	133,826,000 503,040,000 636,866,000 <b>636,866,000</b>	153,450,925 503,040,000 656,490,925 <b>656,490,925</b>	169,721,667 503,040,000 672,761,667 <b>672,761,667</b>	180,904,756 503,040,000 683,944,756 683,944,756	192,326,561 503,040,000 695,366,561 <b>695,366,561</b>	204,870,937 503,040,000 707,910,937 <b>707,910,937</b>	218,701,631 503,040,000 721,741,631 721,741,631	233,895,234 503,040,000 736,935,234 <b>736,935,234</b>	250,443,819 503,040,000 753,483,819 <b>753,483,819</b>	268,238,853 503,040,000 771,278,853 <b>771,278,853</b>	287,753,393 503,040,000 790,793,393 <b>790,793,393</b>	308,855,497 503,040,000 811,895,497 <b>811,895,497</b>

ltem 9.6 - Attachment 4	

P.55
Plan
Financial
Term
Long

Cash Flows from Operating Activities Receipts:	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 \$	Years 2030/31 \$	2031/32 \$	203	2032/33 \$	2/33 2033/34 \$ \$ \$
Rates & Annual Charges User Charges & Fees Investment & Intenst Revenue Received Garats & Combutions	10,714,000 9,102,000 2,130,000 25,212,000	10,633,062 9,751,636 2,732,626 25,559,469	11,630,185 12,537,349 2,208,793 18,705,214	12,085,873 13,460,409 2,331,373 12,849,173	12,518,415 14,072,378 2,329,438 13,805,151	12,962,702 14,709,145 2,491,927 14,818,545	13,422,540 15,375,771 2,477,838 15,260,492	13,962,679 16,089,787 2,571,671 15,869,163	14,528,206 16,842,018 2,684,668 16,483,414	15,116,355 17,630,182 2,761,965 17,122,233	0000	5 15,728,029 2 18,456,009 5 2,851,442 3 17,786,605
DOMES & DEPOSIS RECEIVED	4,507,000	1,403,272	1,968,604	1,902,915	- 1,866,872	-	- 1,747,681	- 1,805,847	1,796,580	1,822,597		- 1,849,833
Employee Benefits & On-Costs Materials & Contracts Borrowing Ocsiss Borrowing Ocsiss	(10,115,000) (15,119,000) (351,000)	(9,799,829) (8,962,014) (1,433,632)	(10,175,719) (10,902,659) (1,286,781)	(10,584,919) (10,550,534) (1,240,329)	(10,894,545) (10,700,612) (1,151,258)	(11,212,452) (11,143,573) (1,064,476)	(11,534,059) (11,228,646) (1,003,071)	(11,851,796) (11,622,791) (939,157)	(12,176,442) (12,020,712) (873,077)	(12,510,129) (12,647,675) (809,339)	888.	(12
Other	(1,347,000)	(1,757,479)	(522,273)	(680,079)	(658,875)	(640,993)	(691,169)	(681,788)	(698,744)	(694,279)	~	
Net Cash provided (or used in) Operating Activities	24,733,000	28, 127, 112	24,162,713	19,573,880	21,186,965	22,716,007	23,827,377	25,203,617	26,565,912	27,791,911		29,458,670
Cash Flows from investing Activities Receipts:												
Sale of Investment Securities Sale of Investment Property	40,000,000											
sale of real Estate Assets Sale of Infrastructure, Property, Plant & Equipment Sale of mon-virrent sessis classified as "hald for cale"	412,000	700,000	700,000	845,000	855,000	770,000	700,000	735,000	700,000	700,000		100,000
care or nor-current associa viasarilou as incur co sare Sale of Intangible Assets Sale of Intangible Assets												
sare of interests in Joint Ventures & Associates Sale of Disposal Groups												
Deferred Debitors Receipts Distributions Received from Joint Ventures & Associates Other Investing Activity Receipts												
Payments: Purchase of Investment Securities	(35,000,000)	(685,768)	(514,769)	(3,073,976)	(8,291,602)	(3,116,838)	(10,589,645)	(11,328,377)	(11,062,251)	(13,674,745)	~	) (15,774,122)
Purchase of Investment Property Purchase of Infrastructure, Property, Plant & Equipment	(33,891,000)	(38,533,012)	(22,823,597)	(15,821,931)	(12,267,543)	- (19,031,134)	(12,583,082)	- (13,202,513)	(15,038,259)	(13,677,883)		(13,185,832)
Purchase of Real E state Assets Purchase of Intangible Assets	•••											
Purchase of Interests in Joint Ventures & Associates Deferred Deptors & Advances Made												
Contributions Paid to Joint Ventures & Associates Other Investing Activity Payments	•••											
Net Cash provided (or used in) Investing Activities	(28,479,000)	(38,518,781)	(22,638,365)	(18,050,907)	(19,704,145)	(21,377,972)	(22,472,727)	(23,795,890)	(25,400,510)	(26,652,628)		(28,259,955)
Cash Flows from Financing Activities Baceins:												
Proceeds from Borrowings & Advances Proceeds from Einance Leases	8,000,000	12,000,000										
other Financie Activity Receipts	•											
Repayments Descriptions & Advances	(983,000)	(1,324,672)	(1,566,536)	(1,590,332)	(1,545,738)	(1,403,120)	(1,421,960)	(1,485,760)	(1,246,500)	(1,223,568)		(1,286,312)
repayment or reases induces (principal repayments) Distributions to non-controlling interests Other Financing Activity Payments												
Net Cash Flow provided (used in) Financing Activities	7,017,000	10,675,328	(1,566,536)	(1,590,332)	(1,545,738)	(1,403,120)	(1,421,960)	(1,485,760)	(1,246,500)	(1,223,568)		(1,286,312)
Net Increase/(Decrease) in Cash & Cash Equivalents	3,271,000	283,660	(42,189)	(62,359)	(62,918)	(65,085)	(67,311)	(78,033)	(81,098)	(84,285)		(87,597)
plus: Cash & Cash Equivalents - beginning of year	7,211,000	10,482,000	10,765,660	10,723,471	10,656,112	10,593,193	10,528,109	10,460,798	10,382,765	10,301,667		10,217,382
Cash & Cash Equivalents - end of the year	10,482,000	10,765,660	10,723,471	10,656,112	10,593,193	10,528,109	10,460,798	10,382,765	10,301,667	10,217,382		10,129,785
Cash & Cash Equivalents - end of the year Investments - end of the year	10,482,000 39,000,000	10,765,660 39,685,768	10,723,471 40,200,537	10,656,112 43,274,513	10,593,193 51,566,116	10,528,109 54,682,954	10,460,798 65,272,599	10,382,765 76,600,976	10,301,667 87,663,227	10,217,382 101,337,972		10,129,785 117,112,094
Cash, Cash Equivalents & Investments - end of the year	49,482,000	50,451,428	50,924,008	53,930,625	62,159,309	65,211,063	75,733,397	86,983,741	97,964,894	111,555,354		127,241,879
Representing: - Extend Restrictions - Unternit Restrictions - Unrestricted	32,882,000 14,318,000 2,282,000	32,827,660 14,318,000 3,305,768	32,785,471 16,118,000 2,020,537	32,718,112 17,918,000 3,294,513	32,655,193 19,718,000 9,786,116	32,590,109 21,518,000 11,102,954	32,522,798 23,318,000 19,892,599	32,444,765 19,118,000 35,420,976	32,363,667 20,918,000 44,683,227	32,279,382 22,718,000 56,557,972		32,191,785 24,518,000 70,532,094
	49,482,000	50,451,428	50,924,008	53,930,625	62.159.309	65 211 063	76 733 397	86 983 741	07 064 804	V 3C 333 V 1		010 770 1

Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 INCOME STATEMENT - CONSOLIDATED Scenario: Scenario 3 - alternative scenario	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 2	Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
Income from Continuing Operations												
Revenue: Dates & Amural Charres	10 410 000	10 038 380	11 640 304	10 113 030	17 543 178	10 088 280	13 440 012	13 003 003	14 560 773	15 1ED 224	15 763 757	16 400 803
Nates & Annual Criarges User Charnes & Fees	10.109.000	8.145.436	12,923,061	13.525.745	14, 136, 706	20.550.156	21.508.418	22,532,869	23,606,915	24,732,972	25,913,572	27,151,370
Other Revenues	879,000	1.381.848	1.958,378	1.867,013	1.867.150	1.802.969	1.754.492	1.814.199	1.804.845	1.831.463	1.859.092	1.887.772
Grants & Contributions provided for Operating Purposes	10,816,000	11,968,600	12,410,050	13,206,124	13,709,737	14,098,257	14,589,861	15,171,359	15,776,116	16,405,064	17,059,169	17,739,439
Grants & Contributions provided for Capital Purposes	17,143,000	15,492,909	8,133,998	1,258,983	234,006	536,579	539,242	542,391	545,667	549,074	552,617	556,301
Interest & Investment Revenue	2,318,000	2,220,250	2,286,857	2,378,332	2,461,573	2,547,728	2,636,899	2,742,375	2,852,070	2,966,152	3,084,798	3,208,190
Other Income:												
Net Gains from the Disposal of Assets	56,000	•	•	•	•		•	•	•	•	•	•
Fair value increment on investment properties Reversal of revaluation decrements on IDPE meviously expensed	• •	• •										
Reversal of impairment losses on receivables	23,000	•	•	'	•	'			1	1	•	•
Other Income Joint Ventures & Associated Entities - Gain	52,000 -											
Total Income from Continuing Operations	51,806,000	50,147,422	49,352,738	44,349,225	44,952,300	52,523,968	54,477,924	56,797,185	59,146,386	61,634,949	64,232,500	66,943,875
Expenses from Continuing Operations												
Employee Benefits & On-Costs Borrowing Costs	10,066,000 578,000	9,894,288 1 401 220	10,190,320 1 282 303	10,596,905 1 735 784	10,903,937 1 146 851	11,220,180 1 060 501	11,545,971 000 043	11,862,060 034 042	12,187,016 860 337	12,521,020 PDF 667	12,864,319 745 377	13,217,166 681 420
DUI OWING COSIS Materiale & Contracte	3/ 0,000 12 665 000	0 23/ 23/	10 858 300	10 566 005	1, 140,001	111128010	333,043 11 227 118	904,942 11 610 130	12 007 562	10 605 311	120,041	13 204 136
Depreciation & Amortisation	10,083,000	9,307,829	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286	10,083,286
Impairment of investments	' 000	•	•	'		'	'			'		
Impairment of receivables Other Expenses	3,000 678.000	- 684.920	-	- 684.066	- 698.588	- 713.546	- 728.952	- 747.466	- 766.627	- 786.459	- 806.985	- 828.230
Interest & Investment Losses								1			1	
Net Losses from the Disposal of Assets Revaluation derrement/impairment of IDDE	• •	• •	• •									
Fair value decrement on investment properties												
Joint Ventures & Associated Entities	62,000	•										
Total Expenses from Continuing Operations	34,135,000	30,522,497	33,081,996	33,166,136	33,530,495	34,205,725	34,584,670	35,237,893	35,913,828	36,821,743	37,348,880	38,104,238
Operating Result from Continuing Operations	17,671,000	19,624,925	16,270,742	11,183,089	11,421,805	18,318,243	19,893,254	21,559,292	23,232,558	24,813,206	26,883,620	28,839,638
Discontinued Operations - Profit/(Loss)	-											
Net Profit/(Loss) from Discontinued Operations	•	•	•	•								•
Net Operating Result for the Year	17,671,000	19,624,925	16,270,742	11,183,089	11,421,805	18,318,243	19,893,254	21,559,292	23,232,558	24,813,206	26,883,620	28,839,638
Net Operating Result before Grants and Contributions provided for Canital Purnoses	528.000	4.132.016	8.136.744	9.924.107	11.187.799	17.781.664	19.354.012	21.016.901	22.686.891	24.264.132	26.331.003	28.283.337

Item 9.6 - Attachment 4

P.56 Wentworth Shire Council

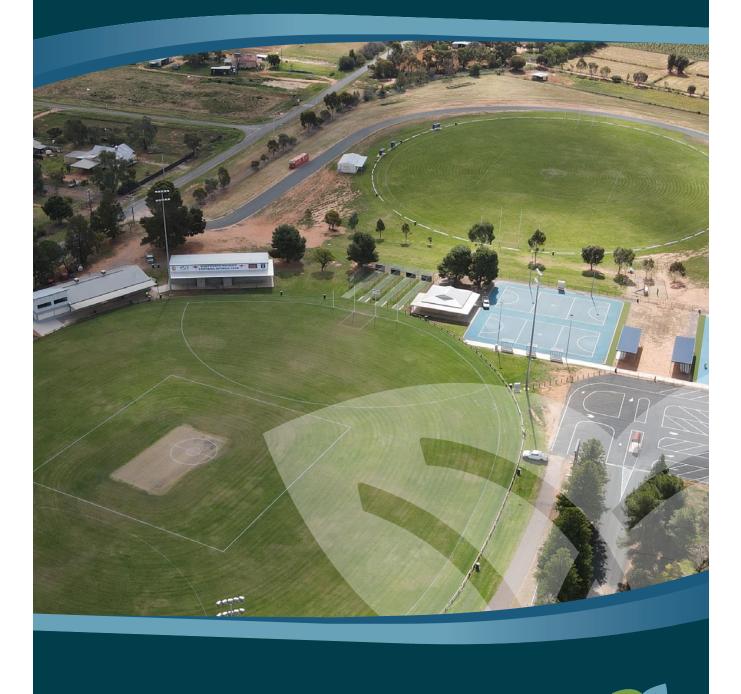
Wentworth Shire Council 10 Year Financial Plan for the Years ending 30 June 2035 BALANCE SHEET - CONSOLIDATED Scenario: Scenario 3 - alternative scenario	Actuals 2023/24 \$	Current Year 2024/25 \$	2025/26 \$	2026/27 \$	2027/28 \$	2028/29 \$	Projected Years 2029/30 \$	l Years 2030/31 \$	2031/32 \$	2032/33 \$	2033/34 \$	2034/35 \$
ASSETS Current Assets Cash & Cash Equivalents Investments Receivables	10,482,000 39,000,000 8,320,000 306,000	10,765,660 39,685,768 5,421,269 159,634	10,723,471 40,200,537 5,831,121 183,659	10,656,112 43,274,513 5,603,843 175,105	10,593,193 51,566,116 5,851,935 176,449	10,528,109 59,885,468 7,120,356 184,564	10,460,798 76,444,199 7,595,461 185,064	10,382,765 94,027,325 8,126,975 191,683	10,301,667 111,657,237 8,671,217 198,563	10,217,382 132,228,024 9,269,889 210,400	10,129,785 155,242,991 9,915,963 213,155	10,038,746 174,745,867 10,528,008 220,887
Contract assets and contract cost assets Other Non-current assets classified as "held for sale" <b>Total Current Assets</b>	276,000 58,384,000	- 150,149 - 56,182,480	- 170,393 - 57,109,180	- 163,386 - 59,872,959	- 164,821 - 68,352,514	- 172,066 - - 77,890,563	- 172,795 - 94,858,317	- 178,827 - 112,907,576	- 185,096 - 131,013,781	- 195,624 - 152,121,319	- 198,385 - -	- 205,425 - 195,738,933
Non-Current Assets Investments Receivables			• •									
Contract assocts and contract cost assets Infrastructure, Property, Plant & Equipment Investment Property Infrancible Assets	615,683,000 184_000	- 644,208,183 - 184,000	656,248,494 - -	- 661,142,139 - 184_000	- 662,471,396 - 184,000	- 670,649,244 - 184.000	- 672,449,040 - 184,000	- 674,833,267 - 184.000	679,088,239 - -	- 681,982,837 - 184_000	- 684,385,383 - 184_000	- 692,409,272 - 184,000
Right of use assets Investments Accounted for using the equity method Non-current assets classified as "held for sale" Other	805,000	805,000	805,000	805,000 -	805,000 - -	805,000 - -	805,000 - -	805,000 -	805,000 -	805,000 - -	805,000 - -	805,000 -
Total Non-Current Assets TOTAL ASSETS	616,672,000 675,056,000	645,197,183 <b>701,379,663</b>	657,237,494 <b>714,346,674</b>	662,131,139 <b>722,004,098</b>	663,460,396 7 <b>31,812,910</b>	671,638,244 <b>749,528,807</b>	673,438,040 <b>768,296,356</b>	675,822,267 <b>788,729,843</b>	680,077,239 <b>811,091,020</b>	682,971,837 <b>835,093,156</b>	685,374,383 <b>861,074,662</b>	693,398,272 <b>889,137,205</b>
LIABILITIES Current Liabilities Bank Overdraft Payables	- 5,439,000	- 4,395,198	- 4,587,004	- 4,618,070	- 4,680,639	- 4,775,440	- 4,840,251	- 4,934,623	- 5,032,889	- 5,156,780	- 5,240,116	- 5,349,519
moute received in advance Contract labilities Borrowings Employee benefit provisions Other provisions	- 12,503,000 1,156,000 2,066,000	9,570,212 1,566,536 2,109,388	- 7,641,211 1,590,332 2,109,388 -	5,674,812 1,545,738 2,109,388	5,544,988 1,403,120 2,109,388	6,250,961 1,421,960 2,109,388	- 6,482,406 1,485,760 2,109,388	- 6,747,988 1,246,500 2,109,388	- 7,024,842 1,223,568 2,109,388	- 7,313,448 1,286,312 2,109,388 -	7,614,311 1,200,145 2,109,388	- 7,927,958 - 2,109,388
Liabilities associated with assets classified as "held for sale" <b>Total Current Liabilities</b>	21,164,000	- 17,641,334	- 15,927,935	- 13,948,008	- 13,738,135	- 14,557,749	- 14,917,804	- 15,038,499	- 15,390,687	- 15,865,928	- 16,163,960	- 15,386,865
Non-Current Liabilities Payables Income received in advance												
contract returnes Borrowings Employee benefit provisions Other provisions Other provisions Investments Accounted for using the equity method Institute accordiated with accels classified as "had for sola"	13,828,000 235,000 2,963,000	24,092,792 191,612 2,963,000	22,502,460 191,612 2,963,000	20,956,722 191,612 2,963,000	19,553,602 191,612 2,963,000	18,131,642 191,612 2,963,000	16,645,882 191,612 2,963,000	15,399,382 191,612 2,963,000	14,175,814 191,612 2,963,000	12,889,502 191,612 2,963,000	11,689,357 191,612 2,963,000	11,689,357 191,612 2,963,000
Total Non-Current Liabilities TotaL LuBILITIES Net Assets	17,026,000 38,190,000 636,866,000	27,247,404 44,888,738 656,490,925	25,657,072 41,585,008 672,761,667	24,111,334 38,059,342 683,944,756	22,708,214 36,446,349 695,366,561	21,286,254 <b>35,844,003</b> 713,684,804	19,800,494 34,718,298 733,578,058	18,553,994 33,592,493 755,137,350	17,330,426 <b>32,721,113</b> 778,369,907	16,044,114 <b>31,910,042</b> 803,183,113	14,843,969 31,007,929 830,066,733	14,843,969 30,230,834 858,906,371
EQUITY Retained Eanings Revalation Reserves Council Equity Interest Total Equity	133,826,000 503,040,000 636,866,000 <b>636,866,000</b>	153,450,925 503,040,000 656,490,925 656,490,325	169,721,667 503,040,000 672,761,667 <b>672,761,667</b>	180,904,756 503,040,000 683,944,756 <b>683,944,756</b>	192,326,561 503,040,000 695,366,561 <b>695,366,561</b>	210,644,804 503,040,000 713,684,804 <b>713,684,804</b>	230,538,058 503,040,000 733,578,058 <b>733,578,058</b>	252,097,350 503,040,000 755,137,350 <b>755,137,350</b>	275,329,907 503,040,000 778,369,907 <b>778,369,907</b>	300,143,113 503,040,000 803,183,113 <b>803,183,113</b>	327,026,733 503,040,000 830,066,733 <b>830,066,733</b>	355,866,371 503,040,000 858,906,371 858,906,371

#### 2026-2030 Rescouring Strategy

Long Term Financial Plan P.57

Flows from Operating Activities bes: A Amual Changes A Amual Changes A Amual Changes A Contributions (A Deposits Received (A Deposits Received) (A Deposits Received)	•	•	9		-	÷	2030/31	2031/32 *	2032/33 *	2033/34 *	2034/35
pte: Amusia Changes Sharges Fees and A Interier Revenue Received & Contributions & Contributions et & Contracts et & Contracts até & Contracts & Beposits Refunded			F	•	9	9	•	•	9	•	
Thingos & Fees and & Interest Revenue Received & Contributions & Contributions et & Deposits Received et & Contracts ale & Contracts & Deposits Refunded	10,633,062	11,630,185	12,085,873	12,518,415	12,962,702	13,422,540	13,962,679	14,528,206	15,116,355	15,728,029	16,364,170
& Contributions (& Deposits Received ents: we Banetits & On-Costs take & Contracts (& Deposits Refunded	9,751,636 2,732,626	12,537,349 2,208,793	13,460,409 2.331.373	14,072,378 2.329.438	20,033,032 2.407,449	21,415,833 2,408,706	22,431,852 2,486,293	23,501,186 2,595,196	24,622,308 2,668,016	25,797,741 2,752,796	27,030,129 2.924,369
t a Deposits recented ents: pre Banefits & On-Coats tais & Contracts à Beposits Refunded	25,559,469	18,705,214	12,849,173	13,805,151	14,818,545	15,260,492	15,869,163	16,483,414	17,122,233	17,786,605	18,477,552
erefits & On-Costs contracts costs Retunded	1,403,272	1,968,604	- 1,902,915	- 1,866,872	1,758,287	- 1,745,837	- 1,803,910	- 1,794,546	1,820,462	1,847,590	1,875,748
2	1008 002 0/	(10 175 210)	(10 584 010)	(10 804 545)	(11 212 452)	(11 53A DED)	(11 851 706)	1017 176 4421	(12 510 120)	(12 853 101)	113 205 611
	(8,962,014)	(10,902,659)	(10,550,534)		(11,143,573)	(11,228,646)	(11,622,791)	(12,020,712)	(12,647,675)	(12,854,480)	(13,308,908
	(1,433,632)	(1,286,781)	(1,240,329)	(1,151,258)	(1,064,476)	(1,003,071)	(939,157)	(873,077)	(809,339)	(749,187)	(685,021)
Other (1,347,000)	(1,757,479)	(522,273)	(680,079)	(658,875)	(640,993)	(691,169)	(681,788)	(698,744)	(694,279)	(756,480)	(753,270)
Net Cash provided (or used in) Operating Activities	28,127,112	24,162,713	19,573,880	21,186,965	27,918,522	29,796,462	31,458,367	33,133,573	34,687,953	36,699,514	38,719,157
Cash Flows from Investing Activities											
5											
Sale of Investment Securities 40,000,000	•										
Sale of Real Estate Assets											
Sale of Infrastructure, Property, Plant & Equipment 412,000	700,000	700,000	845,000	855,000	770,000	700,000	735,000	700,000	700,000	700,000	700,000
Sale of intancible Assets classified as "held for sale" Sale of intancible Assets											
Sale of Interests in Joint Ventures & Associates	•			•						'	
Sale of Disposal Groups	•					'					
Deferred Debtors Receipts											
Other Investing Activity Receipts -											
Purchase of Investment Securities	(685,768)	(514,769)	(3,073,976)	(8,291,602)	(8,319,352)	(16,558,731)	(17,583,126)	(17,629,912)	(20,570,787)	(23,014,966)	(19,502,877)
Purchase of Infrastructure, Property, Plant & Equipment (33,891,000)	(38,533,012)	(22,823,597)	(15,821,931)	(12,267,543)	(19,031,134)	(12,583,082)	(13,202,513)	(15,038,259)	(13,677,883)	(13,185,832)	(18,807,175)
	•	•		•	•	•	•	•	•		
Purchase of intangible Assets Purchase of Interests in Joint Ventures & Associates											
Deferred Debtors & Advances Made	•	'				'	'		'	•	
Contributions Paid to Joint Ventures & Associates Other Investing Activity Payments											
:											
Net Cash provided (or used in) investing Activities (28,479,000)	(38,518,781)	(22,638,365)	(18,050,907)	(19,704,145)	(26,580,486)	(28,441,812)	(30,050,639)	(31,968,171)	(33,548,670)	(35,500,799)	(37,610,05
Cash Flows from Financing Activities											
Proceeds from Borrowings & Advances 8,000,000	12,000,000										
Proceeds from Finance Leases					• •	• •		• •			
Payments:	I		I		I	I	1		I		
Repayment of Borrowings & Advances (983,000)	(1,324,672)	(1,566,536)	(1,590,332)	(1,545,738)	(1,403,120)	(1,421,960)	(1,485,760)	(1,246,500)	(1,223,568)	(1,286,312)	(1,200,145)
Distributions to non-controlling interests											
Other Financing Activity Payments	•										
Net Cash Flow provided (used in) Financing Activities 7,017,000	10,675,328	(1,566,536)	(1,590,332)	(1,545,738)	(1,403,120)	(1,421,960)	(1,485,760)	(1,246,500)	(1,223,568)	(1,286,312)	(1,200,145)
Net Increase/(Decrease) in Cash & Cash Equivalents 3,271,000	283,660	(42,189)	(67,359)	(62,918)	(65,085)	(67,311)	(78,033)	(81,098)	(84,285)	(87,597)	(91,039)
plus: Cash & Cash Equivalents - beginning of year	10,482,000	10,765,660	10.723.471	10.656.112	10,593,193	10,528,109	10,460,798	10.382.765	10,301,667	10,217,382	10,129,785
	40 76E 660	10 703 474	40 6EC 447	10 503 103	10 530 100	10 460 700	10 207 725	10 201 667	002 475 UF	40 400 70E	10 020 745
	000'00 /01	1.14'07.101	10,000,112	10,000,100	601 0200 100	10,000,000	00,200,01	1001000	10,211,302	10, 129, 700	10,000,01
Cash & Cash Equivalents - end of the year Investments - end of the year 39.000.000	10,765,660 39,685.768	10,723,471 40.200.537	10,656,112 43.274.513	10,593,193 51.566.116	10,528,109 59.885.468	10,460,798 76,444,199	10,382,765 94.027.325	10,301,667 111.657.237	10,217,382 132.228.024	10,129,785 155.242.991	10,038,746 174.745.867
Cash, Cash Equivalents & Investments - end of the year 49,482,000	50,451,428	50,924,008	53,930,625	62,159,309	70,413,577	86,904,997	104,410,091	121,958,905	142,445,406	165,372,776	184,784,61
Representing: - External Restrictions 32,882,000	32,827,660	32,785,471			32,590,109	32,522,798	32,444,765	32,363,667			32,100,74
	14,318,000 3 305 768		17,918,000 3 294.513	19,718,000 9 786 116	21,518,000 16.305.468	23,318,000 31.064 199	19,118,000 52,847,325	20,918,000 68,677,237	22,718,000 87 448 024	24,518,000 108,662,991	26,318,000 126,365,867

# Strategic Asset Management Strategy 2026-2035



Wentworth SHIRE COUNCIL

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The Strategic Asset Management Strategy forms part of the Resourcing Strategy. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act* 1993.

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# **1. EXECUTIVE SUMMARY**

This Asset Management Strategy (AMS) states the approach to implementing the principles and the objectives set out in the Asset Management Policy. It includes specific requirements to outline the processes, resources, structures, roles and responsibilities necessary to establish and maintain the asset management system. The asset groups covered by this AMS are Buildings, Transport Infrastructure, Stormwater Assets, Open Space Assets as well as Water and Sewer Network assets.

Both the AMS and the asset management plans (AMPs) have been prepared in accordance with the International Infrastructure Management Manual (IIMM) and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy (NAMS) guidelines. Development of an asset management strategy and plans for Council's infrastructure assets is a mandatory requirement for NSW local government.

This strategy includes Council's Asset Management Policy. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

# **1.1 Asset Values**

In preparing this AMS, it has been identified that Wentworth Shire Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$753 million. The asset values are estimates of the value of assets, as at 30 June 2024, based on our best estimate of asset values, taking into account recent asset revaluations.

These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Asset	GRC \$ 000's	WDV \$ 000's	DEP \$ 000's
Buildings	\$81,533	36,404	\$1,049
Other Structures	\$7,086	\$4,537	\$269
Roads	\$238,606	\$112,937	\$3,883
Bridges	\$14,824	\$7,868	\$92
Footpaths	\$8,322	\$4,299	\$80
Bulk Earthworks	\$224,373	\$224,373	\$0
Stormwater	\$31,815	\$19,054	\$225
Water	\$76,140	\$40,215	\$935
Sewer	\$51,871	\$30,123	\$778
Swimming Pools	\$3,335	\$1,910	\$71
Open Space	\$1,422	\$588	\$86
Other Infrastructure	\$16,236	\$12,365	\$171
Grand Total	\$752,563	\$494,673	\$7,639

#### TABLE 1 Asset classes and values

GRC = Gross Replacement Cost | WDV = Written Down Value | DEP = Depreciation

# **1.2 Asset Condition**

Reviewing asset condition data shows that most of Council's assets are in a satisfactory or better condition. The reliability of Council's condition data varies between the asset classes with most data being reliable, or highly reliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets.

#### TABLE 2 Asset backlog summary

		Asset Co	ndition (%	of CRC)	
Asset Class	1	2	3	4	5
Buildings	47.00%	8.00%	11.00%	32.00%	2.00%
Roads & Transport	67.50%	26.80%	4.30%	0.70%	0.70%
Stormwater	30.00%	29.00%	32.00%	7.00%	2.00%
Water and Sewer	18.50%	51.00%	16.00%	8.00%	6.50%
Open Space	5.60%	55.80%	26.00%	9.90%	2.70%
Other Structures	11.00%	21.00%	36.00%	18.00%	14.00%
Other Infrastructure	35.00%	55.00%	5.00%	5.00%	0.00%
Combined	53.30%	30.00%	8.80%	6.00%	1.90%

CRC = Current Replacement Cost

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The average capital and maintenance expenditure on Council's infrastructure assets over the last ten-year period is approximately \$14.8 million per year.

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	2014/2015 (,000)	2015/2016 (,000)	2016/2017 (,000)	2017/2018 (,000)	2018/2019 (,000)	2019/2020 (,000)	2020/2021 (,000)	2021/2022 (,000)	2022/2023 (,000)	2023/2024 (,000)
Capital - Renewal	\$5,081	\$4,681	\$4,867	\$6,051	\$3,612	\$7,212	\$8,466	\$15,921	\$7,196	\$16,097
Capital - New	\$827	\$133	\$2,341	\$2,595	\$4,994	\$1,744	\$1,113	\$3,911	\$9,141	\$8,405
Maintenance	\$2,567	\$3,681	\$4,780	\$3,655	\$3,570	\$3,013	\$2,955	\$3,538	\$3 <b>,</b> 153	\$3,213
Total	\$8,475	\$8,495	\$11,988	\$12,301	\$12,176	\$11,969	\$12,534	\$23,370	\$19,490	\$27,715

# **1.4 Levels of Service**

The objective of asset management is to enable assets to be managed in the most costeffective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the accessibility, quality, responsiveness, affordability, customer satisfaction, sustainability, health and safety and financial performance regarding the delivery of their infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMPs and address the adopted lifecycle management of assets. The overarching AMS establishes a basic framework to measure service level outcomes. It is important to note that while service levels have been developed and are informed by Council's Community Strategic Plan, Council is yet to undertake community and stakeholder consultation to 'accept' the service levels.

# **1.5 High Level Strategic Actions**

# TABLE 4 High level strategic actions

Objective	Desired Outcome
Ensure Sustainable Asset Lifecycle Management	A well planned and structured approach to asset lifecycle management that ensures infrastructure longevity, minimises costs and reduces risk of asset failure.
Maintain Financial Sustainability	A financially sustainable asset management framework that enables Council to maintain infrastructure assets within budget constraints while securing funding for future investments.
Improve Asset Maintenance and Renewal Programs	A proactive and efficient asset maintenance program that reduces unplanned costs, improves asset reliability, and enhances community satisfaction.
Enhances Data Driven Decision Making	Improved asset management efficiency and transparency through data driven decision making, leading to better prioritisation of infrastructure investments.
Improve Asset Management Maturity	A mature and well integrated asset management system that enhances organisational capability, promotes best practice management and ensures compliance with industry standards.

# 2. INTRODUCTION

# 2.1 Asset Planning

Development of AMPs for Council's infrastructure is a mandatory requirement for NSW councils, as per the *NSW Local Government Act 1993* and its subsequent amendments. As such, Wentworth Shire Council has developed the following AMS to cover the period 2025/26 – 2034/35. The key findings for each asset class are included in the asset management plans that support this strategy and are covered in a concise but detailed manner.

The provision of infrastructure is one of the most important roles of Council, as assets support the delivery of services that deliver on Council's long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value-driven manner. To ensure this, it is essential that asset management is fully aligned and integrated with Council's Community Strategy, Long-Term Financial Plan and Workforce Plan. This ensures that community needs, and expectations are well understood, and that funding requirements and consequences are understood and available.

Council's current planning framework is based on the 'Local Government Financial Asset Sustainability Framework'.



#### Figure 1 Wentworth Shire Council asset management planning framework

Council has adopted a 'whole of council' approach, beyond just a 'lifecycle' approach, and is committed to delivering value for money to the current and future generations of the community. The Asset Management Strategy is underpinned by Council's Community Strategic Plan which was developed using the guiding principles of:

#### A Vibrant Thriving and Growing Region

- Create a supportive Environment for business to invest and grow
- Promote the Wentworth Region as a desirable visitor and tourism destination
- High quality connectivity across the region

#### A Great Place to Live

- Continue to create opportunities for inclusion where all people feel welcome and participate in community life
- The community has access to services and initiatives that contribute to well being across all stages of life
- To have a safe community
- To have a strong sense of place

#### A Community that works to enhance and protect its physical and natural environment

- An urban environment that maintains and enhances our sense of identity and place
- Our public assets are well maintained and able to meet the growing population demands
- Minimise the impact on the natural environment
- Use and manage our resources wisely
- Infrastructure meets the needs of our growing shire

# Is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner

- A well engaged and informed community
- We value our civic leadership whose stewardship and decision making benefits present and future generations
- Provide a governance framework that is transparent and builds trust in local leadership
- Manage public resources responsibly and efficiently for the benefit of the community

This framework aligns with the updated 2021 Integrated Planning and Reporting guidelines.



#### Figure 2 Relationship between Council's plans and resourcing strategies

#### **Community Strategic Plan**

• Outlines what the community wants; the objectives of the community and strategies to achieve those objectives.

#### **Resourcing Strategy**

• Details the resources available to Council to deliver the Community Strategic Plan.

#### Delivery Program/Operational Plan

• Details how Council will use the resources that it has, to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.

#### **Annual Report**

• Is the reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan.

This AMS establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Wentworth Shire Council Resource Strategy
- Sustainable Wentworth Strategy
- NSW State Plan and Premier Priorities
- Western Murray Regional Economic Development Strategy
- Far West Regional Action Plan
- Buronga/Gol Gol Structure Plan
- Dareton Revitalised Strategy
- Wentworth Shire Economic Development Strategy

## 2.2 Scope of this Strategic Asset Management Plan

This AMS has been developed to provide the framework to ensure that Council's new and existing infrastructure assets are operated, maintained, renewed and upgraded to ensure that the levels of service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R Framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the appendices.

The audience for this AMS is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- to ensure a sustainable service offering to the community by evolving and embedding a culture of asset management;
- to ensure decision-making reflects community value for this generation and the next;
- to develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life;
- to drive quality service outcomes by taking a risk-based approach to the way assets are managed; and
- to ensure availability of resources to maintain assets over the longer term.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance;
- levels of service;
- forecasted demand for infrastructure and services; and
- funding constraints.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This AMS has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of assets and options for meeting current levels of service.

Future revisions of this AMS will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the levels of service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

The format of this AMS is outlined in the table on the following page.

Sect	ions	Guidelines
1	Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2	Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3	Asset Management Policy	Excerpt from Council's adopted Asset Management Policy outlining the principles guiding Council's asset management practices.
4	Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5	Levels of Service	Outline of levels of service and asset performance standards and customer/ community expectations and feedback regarding levels of service.
6	Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7	Risk Management Plan	Provision of an asset-based risk management plan.
8	Overarching Asset Management Strategy	Provision of a summary of Council's overall Asset Strategy including Asset Management Policy and identification of critical assets.

#### TABLE 5 Asset Management Strategy structure

# 2.3 Council's Assets

Council uses infrastructure assets to provide services to the community. An outline of the range of infrastructure assets and the services provided from the assets is shown below:

TABLE 6 Range of infrastructure assets and services

Asset Class	Description
Buildings and Other Structures	This includes office/administration centres, libraries, community centres, halls, sheds, public toilets and other miscellaneous structures.
Transport infrastructure	This includes roads, kerb and guttering, bridges, footpaths and cycleways.
Drainage	This includes drainage pipelines, pits, inlets and outlets; gross pollutant traps; drainage basins and headwalls
Water and Sewer	This includes the water and sewerage pipelines, pumping stations, storage and treatment plants
Open Space and Other Assets	This includes Council's reactional assets, such as playgrounds, ovals, swimming pools, etc.

### 2.4 About Wentworth Shire Council

Wentworth Shire is located in the far south west Riverina region and is considered the gateway to Outback NSW and is situated on the junction of the Murray and Darling Rivers in South-Western New South Wales. The area has a rich history with Wentworth once being the busiest inland port in NSW. Wentworth is situated 1,075 km from Sydney, 585 km from Melbourne and 420 km from Adelaide and sprawls across more than 26,000 square kilometres of predominantly semi-arid grazing lands and reserves in the south west.

The key towns and areas (2024 Estimated ABS Population - REMPLAN) within the LGA include:

- Gol Gol (1,955)
- Wentworth (1,577)
- Buronga (1,251)
- Coomealla (748)
- Dareton (456)
- Curlwaa (496)
- Pooncarie (226)



### 2.5 Links to Council Plans and Strategies

The Asset Management Strategy and asset management plans have been prepared in line with the vision and strategy outlined in the 'Wentworth Shire: Our Future in Focus Community Strategic Plan 2026-2036' (CSP).

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the CSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the CSP.

Strategy	Buildings	Transport	Stormwater	Water & Sewer	Open Space & Other Assets
Wentworth Shire is a vibrant, thriving and growing region					
Promote the Wentworth Region as a desirable visitor and tourism destination	$\checkmark$	$\checkmark$			$\checkmark$
High quality connectivity across the region.		$\checkmark$			
Wentworth Shire is a great place to live					
Continue to create opportunities for inclusion where all people feel welcome and participate in community life.	$\checkmark$	$\checkmark$			$\checkmark$
The community has access to services and initiatives that contribute to well being across stages of life	$\checkmark$	$\checkmark$			$\checkmark$
To have a safe community.	$\checkmark$	$\checkmark$			$\checkmark$
To have a strong sense of place.		$\checkmark$			$\checkmark$
Wentworth Shire is a community that works to enhance and environment	protec	t its ph	nysical	and na	tural
Our public assets are well maintained and able to meet the growing population demands.	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
Minimise the impact on the natural environment.		$\checkmark$	$\checkmark$	$\checkmark$	
Use and manage our resources wisely.	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
Infrastructure meets the needs of our growing shire.	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
Wentworth Shire is supported by strong and ethical civic lea conducted in an open, transparent and inclusive manner	dershi	p with	all acti	vities	
A well engaged and informed community	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
Manage public resources responsibly and efficiently for the benefit of the community	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$

### **3. ASSET MANAGEMENT POLICY**

### **3.1 Statement of Policy Intent**

The intent of this policy is to set guidelines for implementing systematic practices and coordinated activities to optimally manage Council assets as per the direction provided from the Community Strategic Plan.

### 3.2 Policy Scope

This policy applies to all Council owned and controlled assets. The policy will provide direction regarding the measurable service levels, management, maintenance and operation of assets.

This policy together with the Asset Management Strategy and Asset Management Plans will provide the framework for asset management practices and processes for all assets.

### **3.3 Definitions and Abbreviations**

All definitions and abbreviations used in this policy are contained in the International Infrastructure Management Manual, 2011.

### **3.4 Background Information**

Council is committed to implementing a systematic asset management methodology in order to apply appropriate asset management best practices across all areas of the organisation. This includes ensuring that assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities for service delivery.

Asset management practices impact directly on the core business of the organisation and appropriate asset management is required to achieve our strategic service delivery objectives.

Adopting asset management principles will assist Council in achieving its strategic longer-term planning and its long-term financial objectives.

A strategic approach to asset management will ensure that Council delivers the highest appropriate level of service through its assets. This will provide positive impact on:

- Members of the public and staff;
- Council's Financial Position;
- The ability of Council to deliver the expected level of service and infrastructure;
- The political environment in which Council operates; and
- The legal liabilities of Council.

### 3.5 Policy

It is the policy of this Council that:

#### Adequate Provision is made for the Long-Term Replacement of Major Assets by:

- ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets;
- creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining an asset management awareness throughout the organisation by training and development;
- meeting legislative requirements for asset management;
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated; and
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

#### Asset Management Principles

The following key principles for Asset Management are established within this policy:

- the establishment of a consistent Asset Management Strategy to implement systematic asset management and appropriate asset management best practice standards for Asset Management throughout all Departments of Council. The Asset Management Strategy is to also outline the risk management strategies for Council assets;
- the adherence to relevant legislative requirements together with consideration of the quadruple bottom line (political, social, economic and environment) are to be taken into account in asset management;
- the integration of Asset Management planning with the Resourcing Strategy, the Delivery Program and the Operational Plan;
- the development of Asset Management Plans for major service/asset categories. The plans will be informed by community consultation, financial planning and the development of current and agreed service levels;
- the development of an inspection regime will be used as part of asset management to ensure agreed service levels are maintained and to identify asset renewal priorities;
- the renewal of assets required to meet agreed service levels as identified in the adopted asset management plans, and long term financial plans will form the basis of annual budget estimates with the service and risk consequences of variations in defined asset renewals and budget resources documented in budget documentation;
- the development of asset renewal plans, which are to be prioritised and implemented progressively based on agreed service levels and the effectiveness of the current assets to provide that level of service;

- the systematic and cyclic reviews for all asset classes to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice and applicable Australian Standards;
- the development of lifecycle costing, whereby the future life cycle costs will be reported and considered in all decisions relating to new services and assets and upgrading of existing services and assets; and
- the development of future service levels will be determined in consultation with the community.
- the delivery of training in asset and financial management for councillors and relevant staff.

### **4. ASSET MANAGEMENT PRACTICES**

### 4.1 Asset Management Information Systems

Wentworth Shire Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Financial System Practical (With current migration to Open Office)
- Asset Management System Asset Master (Open Office)
- Road Capital Works Programming Moloney Asset Management Systems
- Road Maintenance Management System Reflect
- End-User Geographic Information System IntraMaps
- Power-User GIS QGIS (Data editing, map production, design and further spatial analysis)

### 4.2 Data Collection and Validation

In the preparation of this Asset Management Strategy, Council has used the most current and up to date information available to Council.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the asset management plans including ongoing monitoring, audit and improvement practices which are to be used to optimise Council's operational and renewal expenditure.

### 4.3 Monitoring and Review Procedures

Council utilises a performance management framework to track the achievement of the CSP, Delivery Program, Operational Plan and asset management improvement plan outcomes. This will be reviewed and reported on annually by the executive team.

### 4.4 Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, as outlined in the table below.

 TABLE 8 Asset data confidence scale

Confidence grade	General meaning
Highly reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Asset Class	Inventory	Condition	Age	Overall
Buildings	Highly Reliable	Reliable	Reliable	Reliable
Transport	Highly Reliable	Reliable	Reliable	Reliable
Stormwater	Reliable	Reliable	Acceptable	Reliable
Water and Sewer	Reliable	Acceptable	Acceptable	Acceptable
Open Space and Other Assets	Reliable	Reliable	Acceptable	Reliable

### 4.5 Funding Strategy

Council's funding strategy aims to align Council's Long Term Financial Plan, Asset Management Plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify:
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset;
  - the project objectives to rectify the deficiency including value management for major projects;
  - the range of options, estimated capital and lifecycle costs for each option that could address the service deficiency;
  - management of risks associated with alternative options;
  - evaluate the options against evaluation criteria adopted by Council; and
  - select the best option to be included in capital upgrade/new programs.
- reviewing current and required skills base and implement training and development to meet required construction and project management needs;
- reviewing the current resources and capacity of the organisation to deliver the Capital works Program on an annual basis; and
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal, as shown in the appendices.

### **5. LEVELS OF SERVICE**

### **5.1 Defining Levels of Service**

There are a variety of ways to describe levels of service (also known as service level). The concept adopted in this strategy is that 'levels of service are output descriptions supported by quantifiable performance measures.'

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset;
- the quality of an asset;
- having the right quantity of assets; or
- the safety/risk/security of the assets.

The objective of asset management is to enable assets to be managed in the most costeffective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

### **5.2 Key Issues from Community Consultation**

As part of Council's community consultation for the Community Strategic Plan, Council conducted extensive consultation to determine what areas were priorities for the community. The following four pages highlight the key findings of the consultation for each of council's strategic pillars.

### Strategy 1 Our Economy



### Wentworth Shire is a vibrant, growing and thriving region.



- Bigger and more development with additional services.
- Major employment opportunities for businesses.
- Build other infrastructure and services to attract visitors to enhance the tourist experience.
- Larger population, more tourists.
- Continuing to grow the region
- We need money spent here and not in Victoria.

- Make our riverfront a feature.
- Support mining and renewable development.
- Promote the natural attractions within the Shire.
- Attracting young families to the area
- The vision must be for economic change to the community.
- Bring tourist dollars to the town and the local community and business.

## Strategy 2 Our Community



### Wentworth Shire is a great place to live.



- Animal control
- Better access to services and facilities.
- Stronger police presence.
- More facilities to accommodate our aging population.
- Childcare facilities for families.
- Another school in Buronga or Gol Gol to accommodate growth in the area.

- Access to housing
- Public signage
- Public amenity
- An enhanced events calendar so residents have more to do.
- Increased traffic and pedestrian safety

## Strategy 3 Our Environment



Wentworth Shire is a community that works to enhance and protect its physical and natural environment.



- Better planning for infrastructure to support growth
- Better water pressure and quality
- An environmentally sustainable Shire
- More green spaces included in new developments
- A better waste management system that incorporates recycling and green waste bins
- Better maintenance of Council assets and infrastructure
- Stronger effort to protect our
   natural environment and waterways

#### Strategy 4

# **Our Leadership**



Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner.



- A council that's in tune with the needs of the community
- Better communication and engagement with the community.
- A more diverse council to reflect the current Shire demographics
- Good decision-making by all who are in charge of our future
- Transparency, honesty, integrity in the Council and its staff
- Broader community consultation

- Proactive councillors, those who can make a vision reality, and be willing to influence change
- Inform the community and get community input
- A council that looks after all its constituents in a similar manner
- Advocate for the community
- Staff who are capable and passionate about the area

### **5.3 Service Level Outcomes**

The levels of service in this strategy have been developed with a customer focus and are grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- condition
  - accessibility and/or availability
  - quality/condition
- functionality
  - reliability/responsiveness
  - sustainability
  - customer satisfaction
- capacity
  - affordability
  - health and safety.

#### 5.3.1 Condition

#### Accessibility

To ensure the asset base performs as required, it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

#### **Quality/condition**

Asset quality is also very important. In this regard, Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed in table 10.

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Excellent	An asset in excellent overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the ten-year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

#### TABLE 10 Asset condition rating matrix

#### 5.3.2 Function

#### Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

#### **Customer satisfaction**

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

#### Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

#### 5.3.3 Capacity

#### Affordability

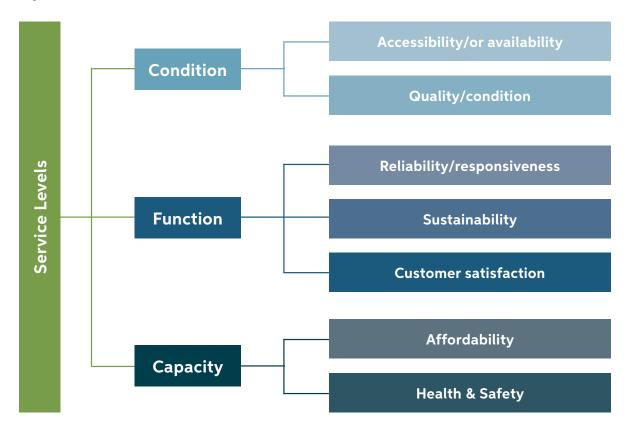
Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

#### Health and safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- services do not cause a hazard to people
- water is safe for swimming.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.



#### Figure 5 Service Level Framework

### **5.4 Financial Based Service Levels**

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the lifecycle management strategies and works program identified within this Asset Management Strategy.

#### 5.4.1 Asset Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets (averaged over 3 years).

#### 5.4.2 Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential. It is also a measure of Council's past commitment to renewal of the asset class. A consumption ratio of less than 50% would suggest that past renewal funding has been inadequate or that the asset could expect to decay more rapidly.

#### 5.4.3 Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

#### 5.4.4 Asset Renewal and Renewals Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its Long Term Financial Plan to adequately fund asset renewals. The benchmark is 100% (averaged over 3 years).

#### 5.4.5 Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that Council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100% (averaged over 3 years).

#### TABLE 11 Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance
Accessibility	Provision of quality of assets to meet community needs	Condition of assets are measured and reported annually	No net decrease in condition across all asset classes
	Community has confidence in Council to manage assets	Community satisfaction survey and Community engagement strategy	Increased level of confidence from previous survey
Quality/ Condition	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to brig asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%
Reliability/ Responsiveness	Provision of sufficient assets to meet community needs	Number of requests for additional/ increased level of service	Number of requests for additional/ increased level of service less than rolling previous three-year average
Customer Satisfaction	Be responsive to the needs of customers using assets	Number of customer requests received	85% of requests are completed within Council's service charter
	Opportunity for community involvement in decision making are provided	Asset management plan	All asset management plans are available on the website and for circulation to the public
Sustainability	Assets are managed with respect for future generations	Lifecycle approach to managing assets	Prepare a ten-year asset condition and age-based renewals plan - ensure the plan is approved by Council and updated annually
	Continuous improvement in asset knowledge, systems and processes.	Asset Management Working Group meets regularly to report on performance of strategic asset improvement program	100% of the strategic asset improvement actions completed annually
	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%

#### TABLE 11 Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance
Affordability	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure and required maintenance expenditure)	OLG benchmark 100%
Health & Safety	Ensure all assets are safe and do not cause a hazard to people	Safety audits	The three-year rolling average of total claims decreases

### 6. FUTURE DEMAND

### 6.1 Demand Forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth;
- changes in the demography of the community;
- urban planning;
- residential occupancy levels;
- commercial/industrial demand;
- technological changes which impact the asset;
- the economic situation;
- government policy; and
- the environment.

#### Figure 6 NARClim Modelling and Expectations

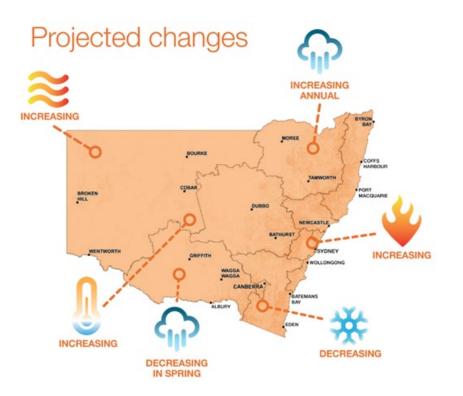


TABLE 1	12	Future	Demand	Impacts
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Demand Drivers	Present Position	Projection	Impact on Services
Population growth and residential development	Current estimated population is 7,688 (REMPLAN)	The population is projected to continue to grow over the life of this strategy as development in the Buronga and Gol Gol area progresses.	Population growth will have large impact on demand for assets. Council expects a natural demand for increased in existing services as community expectations and demands change over time.
Demographics	Around 21% of the population was over the age of 65 in the 2021 Census.	The population is expected to continue to age. With the expected increase in average age of the population.	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and open space assets.
Lifestyle	Predominantly rural lifestyle.	Community engagement identified that the community wishes to maintain its rural lifestyle.	N/A
Economic	Transport infrastructure utilised by GHV due to mining activity in the region	Expectation of 2 additional mines to open either within or in close proximity to the LGA	Additional movements of GHV will create additional strain on the road network and reduce the useful lives of affected roads
Environment	The NSW and ACT Regional Climate Modelling (NARCliM) Project has undertaken climate modelling of the region for 2020-2039 and 2060-2079.	<ul> <li>Expected climatic changes can be found in figure six.</li> <li>This includes: <ul> <li>overall increased temperatures</li> </ul> </li> <li>increased risk and intensity of natural disaster (fire) events.</li> </ul>	Assets may be impacted by changes such as more severe weather events.

### **6.2 Demand Management Strategies**

Demand management strategies have been developed to effectively manage the change in Wentworth Shire Council. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region develops.

Demand Factor	Impact on Services
Population	Population growth will place an increased demand on assets, especially roads, water and sewer assets.
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and open space assets.
Road utilisation changes	Smart, multi-modal road solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of road transport.
Increasing costs	Requirement to continue to maximise service delivery within the funding limitations.
Environment and climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events.
Technology	May require improved environmental/economical management of assets.

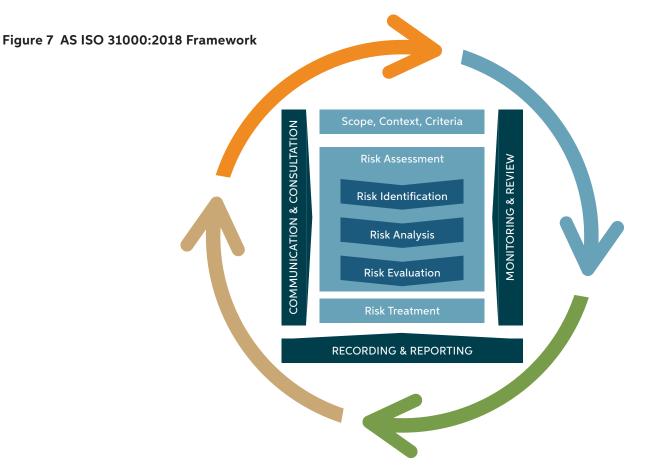
#### **TABLE 13** Demand Management Strategies

### 7. RISK MANAGEMENT

Risk management is defined in 'ISO 31000:2018' as a coordinated set of activities and processes at directing and controlling an organisation with regard to risk. It provides a structured approach to managing risk effectively by applying principles, frameworks, and processes to identify, assess, and mitigate risks while considering the organisation's objectives.

Wentworth Shire Council is committed to a structured and systematic approach to the management of risk with Council's enterprise risk management framework aligned with ISO 31000:2018. This aims to embed the principles of risk management in all aspects of Council's operations, which ultimately:

- increases the likelihood of Council achieving its objectives;
- creates an environment where all employees have a key role in managing risk;
- encourages proactive management;
- improves the identification of opportunities and threats;
- improves stakeholder confidence and trust;
- improves financial stability and minimise losses; and
- improves organisational performance.



This is a structured, best-practice and proven approach that is to be applied Council-wide to support the management of strategic, operational, financial, regulatory, and other risk. Under this approach, there are five key stages to the risk management process:

- communicate and consult with internal and external stakeholders
- establish context the boundaries
- risk assessment identify, analyse and evaluate risks
- treat risks implement and assess controls to address risk
- monitoring and review risks reviews and audit.

### 7.1 Infrastructure Risk Management Framework

Council is currently developing 'infrastructure risk management plans' for each of its asset classes. These plans provide greater detail on Council's risk management approach for each of its infrastructure assets, including the risk analysis (likelihood and consequence) and treatment criteria specific to each asset class.

In general, risks are evaluated in the following way in Council's asset risk registers:

#### **Risk identification**

- which asset is at risk?
- what can happen?
- when can it occur?
- what are the possible causes?
- what are the existing controls?
- is the risk credible?

#### **Risk treatment**

- what treatment options are available?
- what is the plan to treat the risk?
- what is the residual risk?

#### Risk treatment plan

- actions
- responsibility
- resource
- budget
- due date.

#### **Risk analysis**

- what is the likelihood of occurrence?
- what are the consequences of occurrence?
- risk rating
- what action is required?
- is the risk acceptable?

### 7.2 Strategic Infrastructure Risks

Using Council's Risk Management Framework, some high-level infrastructure-based risks have been identified that are associated with the management of the assets. These strategic risks are identified in following table.

TABLE 14 Risk Identification	Table
------------------------------	-------

Asset at Risk	What can Happen?	Possible Cause	Risk Rating	Treatment Option (s)
Urban road	Unserviceable, water over road due to flooding	Flooding/damage caused by under capacity	Extreme	Communications/ community awareness of Council policies
Road base (pavement)	Asset failure	Inadequate funding leading to continued deterioration of asset condition	Extreme	Ensure renewal funding is optimised and available; develop and coordinate long term capital investment plan to fund renewal
Footpath or shared path	Asset failure	Inadequate funding leading to continued deterioration of asset condition	Extreme	Ensure renewal funding is optimised and available; develop and coordinate long term capital investment plan to fund renewal
Kerb and gutter	Asset failure	Inadequate funding leading to continued deterioration of asset condition	Extreme	Ensure renewal funding is optimised and available; develop and coordinate long term capital investment plan to fund renewal
All assets	Defect inspection program not implemented	Lack of resources; responsibility not clearly defined	Extreme	Resolve asset management role and responsibility
Urban road	Unserviceable, due to major damage by developer	Inappropriate construction management by developers for high- risk work	High	Proactive public domain inspections
Urban road	Unserviceable, due to damage by utility provider or their contractor	Inappropriate construction management by utility providers and their contractors	High	Review utility provider work management practices; proactive precinct inspections
Urban road	Unserviceable, road blocked/ water over road due to flooding	Due to defects of stormwater pit/pipe on/under a road	High	Proactive precinct inspections

Asset at Risk	What can Happen?	Possible Cause	Risk Rating	Treatment Option (s)
Urban road	Unserviceable, road blocked/ water over road due to flooding	Due to condition of stormwater pit/pipe on/under a road	High	Proactive condition inspection process
Urban road	Unserviceable, oil/ chemical spill	As a result of a vehicular or industrial accident	High	Critical assets
Urban road	Unserviceable, water over road due to flooding	Flooding caused by trunk stormwater drainage asset failure	High	Critical assets
Urban road	Unserviceable, water over road due to flooding	Illegal dumping causing trunk drainage blockage	High	Critical assets
Road base (pavement)	Asset failure	Pavement condition due to poor wearing surface condition	High	Proactive precinct inspections; proactive condition inspection process
Bridge or culvert	Asset failure	Structural fatigue; traffic loads	High	Proactive precinct inspections; proactive condition inspection process
Bridge or culvert	Structure deterioration	Lack of planned or reactive maintenance	High	Proactive precinct inspections; maintenance program
Footpath or shared path	Unserviceable, due to damage by utility provider or their contractor	Inappropriate construction management by utility providers and their contractors	High	Review utility provider work management practices; proactive precinct inspections
Footpath or shared path	Trip or fall	Service pits	High	Review utility provider work management practices; proactive precinct inspections
Footpath or shared path	Trip or fall	Surface	High	Proactive precinct inspections; maintenance program
Footpath or shared path	Trip or fall	Tree roots/slab lift or tilt	High	Proactive precinct inspections; maintenance program
Footpath or shared path	Waste containers/ materials on footpath causing obstruction	Skip bins placed in inappropriate location	High	Continue existing regulatory controls; proactive precinct inspections

#### TABLE 14 Risk Identification Table

Asset at Risk	What can Happen?	Possible Cause	Risk Rating	Treatment Option (s)
Kerb and gutter	Cyclist crash/ collision, due to stormwater grate	Stormwater grate missing	High	Proactive precinct inspections
Kerb and gutter	Poor condition causing injury	Slip, trip and fall from pedestrians crossing roads	High	Proactive precinct inspections
Traffic facility/ pedestrian crossing	Collision - motor vehicle and pedestrian	Facilities not maintained to appropriate condition	High	Proactive precinct inspections; maintenance program
All assets	Unserviceable, due to damage caused by natural disaster	Natural disaster emergency	High	Review critical assets and disaster management responsibilities

#### TABLE 14 Risk Identification Table

### 7.3 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to 'review the importance of assets related to their intended outcomes, objectives and product or service requirements.' ISO 55002 Cl 6.2.2.1 suggests that 'a key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost'. Council determines the criticality of assets based upon the following criteria:

- Complexity;
- impact of loss of service;
- environmental impact;
- health and safety impact; and
- cost of failure.

Critical assets for each asset class have been identified in their respective asset management plans.

### 8. EXPENDITURE PROJECTIONS

### 8.1 Asset Values

In preparing this AMS, it has been identified that Wentworth Shire Council has an infrastructure and asset portfolio with a current replacement cost of approximately \$753 million. The asset values are estimates of the value of assets, as at 30 June 2024, based on our best estimate of asset values, taking into account recent asset revaluations. These values should be updated on an annual basis, in line with the annual financial statements, once completed.

Asset	GRC \$ 000's	WDV \$ 000's	DEP \$ 000's
Buildings	\$81,533	36,404	\$1,049
Other Structures	\$7,086	\$4,537	\$269
Roads	\$238,606	\$112,937	\$3,883
Bridges	\$14,824	\$7,868	\$92
Footpaths	\$8,322	\$4,299	\$80
Bulk Earthworks	\$224,373	\$224,373	\$0
Stormwater	\$31,815	\$19,054	\$225
Water	\$76,140	\$40,215	\$935
Sewer	\$51,871	\$30,123	\$778
Swimming Pools	\$3,335	\$1,910	\$71
Open Space	\$1,422	\$588	\$86
Other Infrastructure	\$16,236	\$12,365	\$171
Grand Total	\$752,563	\$494,673	\$7,639

#### TABLE 15 Asset Classes and Values

#### Figure 8 Asset Classes

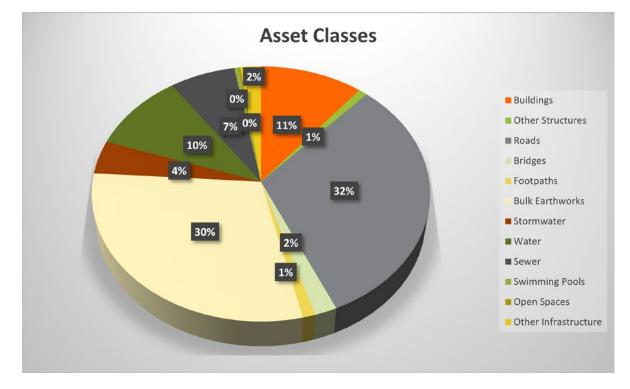
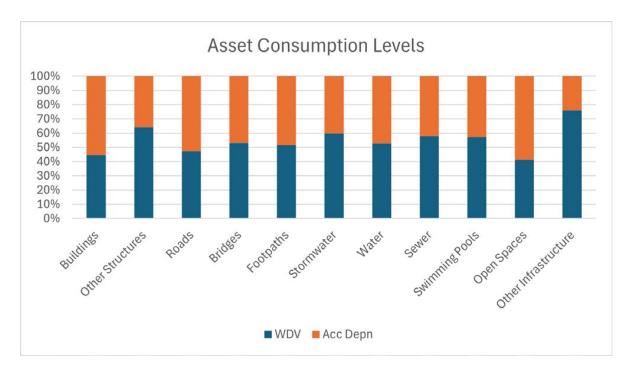


Figure 9 Asset Consumption

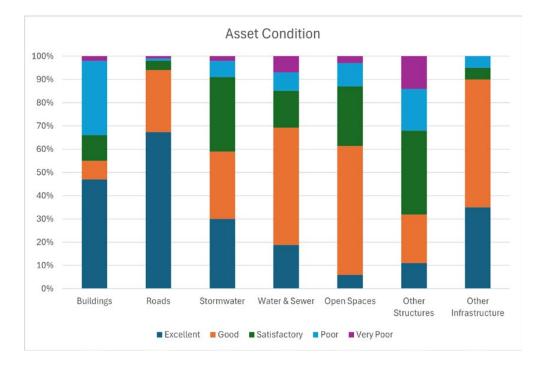


### 8.2 Asset Condition

Reviewing asset condition data shows that most of Council's assets are in a satisfactory or better condition. The reliability of Council's condition data varies between the asset classes with most data being reliable, or highly reliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's assets.

#### TABLE 16 Asset Condition Data

Asset Class		Asset Co	ondition (% of	CRC)	
	1	2	3	4	5
Buildings	47.00%	8.00%	11.00%	32.00%	2.00%
Roads & Transport	67.50%	26.80%	4.30%	0.70%	0.70%
Stormwater	30.00%	29.00%	32.00%	7.00%	2.00%
Water and Sewer	18.50%	51.00%	16.00%	8.00%	6.50%
Open Space	5.60%	55.80%	26.00%	9.90%	2.70%
Other Structures	11.00%	21.00%	36.00%	18.00%	14.00%
Other Infrastructure	35.00%	55.00%	5.00%	5.00%	0.00%
Combined	53.30%	30%	8.80%	6.00%	1.90%



#### Figure 10 Asset Condition Data

Reporting
e anc
Expenditure and
8.3

The average capital and maintenance expenditure on Council's infrastructure assets over the last ten-year period is approximately \$14.8 million per year.

	2014/2015 (,000)	2015/2016 (,000)	2016/2017 (,000)	2017/2018 (,000)	2018/2019 (,000)	2019/2020 (,000)	2020/2021 (,000)	2021/2022 (,000)	2022/2023 (,000)	2023/2024 (,000)
Capital Renewal	\$5,081	\$4,681	\$4,867	\$6,051	\$3,612	\$7,212	\$8,466	\$15,921	\$7,196	\$16,097
Capital – New	\$827	\$133	\$2,341	\$2,595	\$4,994	\$1,744	\$1,113	\$3,911	\$9,141	\$8,405
Maintenance	\$2,567	\$3,681	\$4,780	\$3,655	\$3,570	\$3,013	\$2,955	\$3,538	\$3,153	\$3,213
Total	\$8,475	<b>\$8,495</b>	\$11,988	\$12,301	\$12,176	\$11,969	12,534	\$23,370	<b>\$19,490</b>	\$27,715
	-	:								

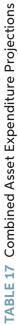
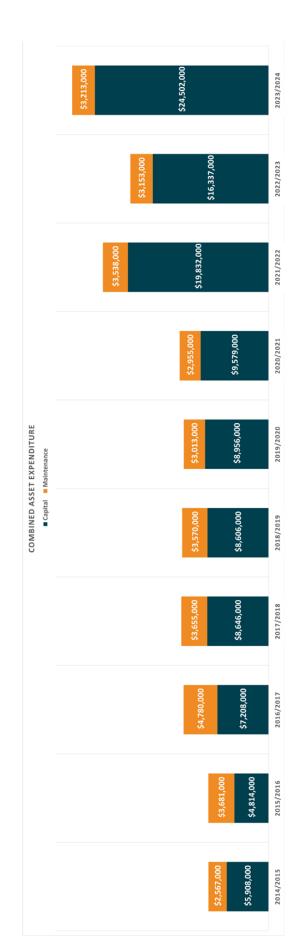
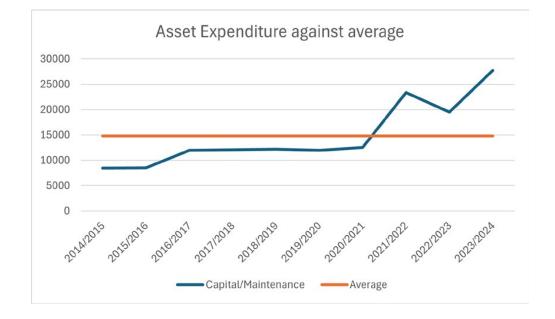


Figure 11 Combined Asset Expenditure

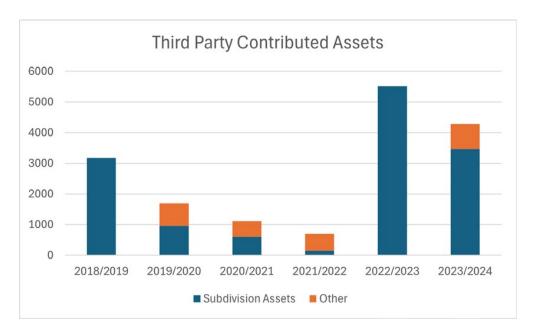






Over the last five years a portion of new asset capital expenditure has been on assets provided by developers and other third parties.

Figure 13 New third party contributed assets



In order for Council to achieve the outcomes outlined in the Community Strategic Plan and the Delivery Program the following asset	expenditure is required over the next 10 years.
In order for Council to	expenditure is require

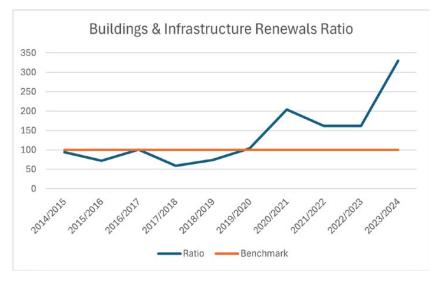
Future asset expenditure projection
<b>TABLE 18</b>

	2025/2026 (,000)	2026/2027 (,000)	2027/2028 (,000)	2028/2029 (,000)	2029/2030 (,000)	2030/2031 (,000)	2031/2032 (,000)	2032/2033 (,000)	2033/2034 (,000)	2034/2035 (,000)
Capital	16,913	11,542	8,255	15,217	9,749	9,610	12,630	10,264	10,775	16,395
Maintenance	4,539	4,618	4,819	4,975	5,134	5,330	5,533	5,719	5,957	6,190
Total	21,451	16,160	13,074	20,192	14,883	14,940	18,163	15,983	16,732	22,585

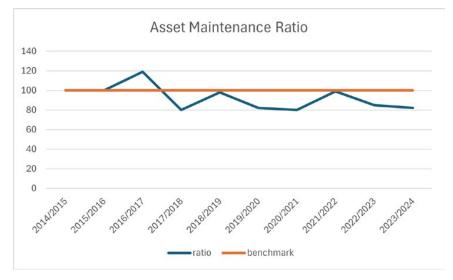
### 8.4 Financial Performance

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. To ensure financial sustainability and effective asset management these key infrastructure ratios are used as performance indicators. These ratios help assess asset conditions, renewal needs and the adequacy of investment over time.

Figure 14 Buildings & Infrastructure Renewals Ratio







Council will also monitor the following indicators:

- Infrastructure Backlog Ratio
- Cost to being assets to satisfactory condition

These ratios provide valuable insights into Council's long-term financial sustainability and the ability to maintain essential services and will be monitored annually to ensure adequate planning, funding and risk management.

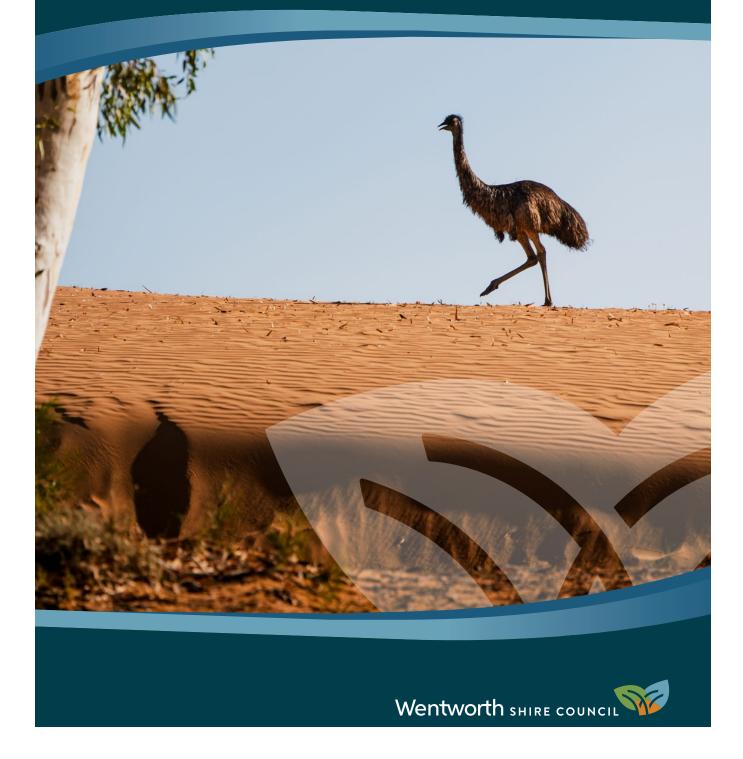
### 9. OBJECTIVES, ACTIONS & OUTCOMES

The following objectives and actions provide a framework for managing infrastructure assets efficiently while balancing cost, risk and service levels

Objectives	Desired Outcome
Ensure Sustainable Asset Lifecycle Management	
Develop and maintain Asset Management Plans for all major asset classes	Prolong asset lifespan and minimised lifecycle costs
Implement lifecycle cost analysis to optimise investment in asset renewal and maintenance	Data-driven decision making for asset renewal and maintenance
Establish asset condition assessment programs to monitor asset performance	Reduced financial risk from asset failure
Maintain Financial Sustainability	
Align asset investment with long term financial planning	Balanced budgets with a sustainable approach to infrastructure investment
Monitor key infrastructure ratios	Transparent financial planning and reporting
Secure funding through grants, partnerships and community contributions	Improved ability to secure funding for infrastructure projects
Improve Asset Maintenance and Renewal Programs	
Develop risk based maintenance schedules that prioritises critical infrastructure	Reduction in unplanned maintenance costs
Implement predictive maintenance techniques to reduce reactive repairs	Improved service reliability and asset condition
Increase community engagement to identify maintenance needs	Greater public satisfaction with infrastructure services
Enhance Data Driven Decision Making	
Implement an asset management information system (AMIS)	Increased accuracy and efficiency in asset management
Conduct regular asset audits and performance evaluations	Data driven prioritisation of asset investments
Utilise Geographic Information System (GIS) for spatial asset planning	Enhanced transparency and accountability
Improve Asset Management Maturity	
Implement an asset management capability framework	Enhanced organisational capability and expertise in asset management
Standardise asset management practices	Consistent and best practice asset management practices
Benchmark asset management performance against industry standard	Increased efficiency and effectiveness in managing infrastructure assets

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## Workforce Management Plan 2026-2030



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Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Perry Sandhills, Wentworth.

The Workforce Management Plan forms part of the Resourcing Strategy. These documents have been prepared in accordance with Section 403(2) of the *Local Government Act* 1993.

Copies of this document can be viewed online at wentworth.nsw.gov.au

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## About this Plan

Wentworth Shire Council, like all Councils in NSW, operates within an Integrated Planning and Reporting Framework (IP&R) established by State Government. This framework requires preparation and adoption of the following plans to assist councils in their ongoing delivery of services to residents and ratepayers.



#### Figure 1 The Integrated Planning and Reporting Framework

### EXECUTIVE LEADERSHIP REPORTING STRUCTURE

Our Organisational Structure is designed to deliver on the Communty's Strategic Objectives as outlined in the Community Strategic Plan 2026-2036.



## **REPORTING STRUCTURE**

As at 01 May 2024

GENERAL MANAGER OFFICE OF THE GENERAL MANAGER ROADS & ENGINEERING

CORPORATE SERVICES

HEALTH & PLANNING



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Commenced journey with Council in November 2008.	Commenced journey with Council in October 2017.	Commenced journey with Council in November 2016.
SIMON RULE	GEORGE KENENDE	GEOFF GUNN
DIRECTOR	ACTING DIRECTOR	DIRECTOR
Appointed to role in May 2014	Appointed to role in January 2024	Appointed to role in August 2019
CORPORATE SERVICES	HEALTH & PLANNING	ROADS & ENGINEERING
CUSTOMER SERVICES	BUILDING SURVEYING/	ENGINEERING TEAM
<ul> <li>Bendigo Bank Agency (Midway Service Centre)</li> <li>Bridge lift bookings</li> <li>Cemetery reservations &amp; burials</li> <li>Customer enquiries</li> <li>Receipting (rates, water accounts, applications)</li> <li>Venue hire bookings</li> </ul>	<ul> <li>ENVIRONMENTAL HEALTH</li> <li>Bonds and Permits</li> <li>Building Certification</li> <li>Food Safety – annual inspections &amp; temporary permits</li> <li>Public Health/Skin Penetration/ Cooling Towers/UPSS</li> </ul>	<ul> <li>Assets</li> <li>Engineering services</li> <li>Infrastructure</li> <li>Technical Services</li> <li>Water &amp; Waste Water</li> </ul> WORKS TEAM <ul> <li>Aerodrome operations</li> </ul>
FINANCE & ACCOUNTING	COMPANION ANIMALS	Building maintenance
<ul> <li>Accounts payable/receivable</li> <li>Accounting services</li> <li>Payroll</li> <li>Procurement</li> <li>Rates</li> </ul>	<ul> <li>Barking Dogs</li> <li>Nuisance/Aggressive Dogs</li> <li>Rehoming</li> <li>Shelter Management</li> </ul>	<ul> <li>Civil Works</li> <li>Fleet/Workshop</li> <li>Landfill/Waste</li> <li>Operations</li> <li>Parks &amp; Gardens</li> <li>Roads</li> </ul>
ECONOMIC & COMMUNITY DEVELOPMENT INFORMATION TECHNOLOGY	<ul> <li>DEVELOPMENT ASSESSMENT</li> <li>Development Determinations</li> <li>Planning Portal management &amp; assistance</li> <li>Pre-lodgement advice</li> </ul>	
<ul> <li>Business continuity</li> <li>Cyber security</li> <li>End-user support</li> <li>Geographic Information Systems (GIS)</li> <li>Hardware/software/ maintenance acquisition</li> </ul>	COMPLIANCE/REGULATORY SERVICES/LOCAL LAWS <ul> <li>Alcohol Free Zones</li> <li>Development compliance</li> <li>Education &amp; enforcement</li> <li>Noise</li> </ul>	
RECORDS	Pollution & contaminated land	
Record management	RESERVES & LAND TENURE	
<ul> <li>RISK &amp; GOVERNANCE</li> <li>Audit, Risk &amp; Improvement Committee</li> <li>Corporate Compliance</li> <li>Corporate Strategic Planning &amp; Reporting</li> <li>Internal Audit</li> </ul>	<ul> <li>Acquisition of land</li> <li>Crown land manager</li> <li>Native Title</li> <li>STRATEGIC DEVELOPMENT</li> <li>Heritage Protection &amp; Advice</li> <li>Planning Proposals</li> </ul>	
Risk management	& LEP Amendments	

Strategic Planning Projects & Strategies

#### **Our Workforce 126 Employees** 46 female/80 male 115.95 108 15 1 2 Permanent Full time Full time Casual Term part time equivalents employees employee Contracts employees **Workplace Gender** Permanent Permanent Casual Term full time part time basis Contracts 15 31 1 77 1 1 Female Male Female Male Female Male employees employees employees employee employee employee Staff residential location Staff turnover Average tenure (years) 4 70 8 56 15% Female Male 2024 Within LGA **Outside LGA** employees employess

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### **Workforce Profile**

Anticipating and managing changing workforce demographics is a key aspect to our approach (to ensure delivery of plans and programs). Council continually analyses and examines the make-up of our current workforce to help us anticipate challenges that may arise in the future.



## **Age Analysis**

#### TABLE 1 Staff Age Ranges

Age	Female	Male	Representation of total workforce
15-24	3	6	7%
25-34	13	13	20%
35-44	4	19	18%
45-54	13	18	25%
55-64	9	18	22%
65+	4	6	8%

There are a number of statistics available that suggests Australia's population and labour force continues to age over time. Key data;

- Median age for the Council's workforce 46.
- Approximately 46% of Council's workforce are under 44 years old suggesting an ageing workforce
- Council's Executive Leadership team is greater than the general workforce on average, with a median age of 50.

### **Aboriginal and Torres Strait Islanders**

The number of staff identifying as Aboriginal and/or Torres Strait Islanders within Wentworth Shire Council is 11% (an increase of 10% from the 2022-2056 Workplace Management Plan).



### Recruitment

Attracting and retaining a high quality, committed workforce is a key objective for Wentworth Shire Council. Many objectives outlined in the plan aim to improve how we recruit and retain our most valuable asset, our people.

Attracting high quality candidates continues to be a challenge for Council. Whilst the majority of advertised positions are filled, feedback and experience suggests that attracting competitive pool of suitable qualified and experienced candidates for some positions has proven difficult due to the following factors;

- Lower remuneration levels for positions compared to the external market;
- Lack of required qualifications and experience for the role;
- Significant reduction in suitable applicants, particularly over the last 12-18 months (for more specialised positions).

In addition, during the past two to three years, the following positions are examples that required re-advertising in order to attract suitably qualifies candidates;

- Engineers
  - Civil
  - Project
- Planners
- Accountants

These internal and external factors show there is potential to improve on how we recruit and retain staff, through supporting continued implementation of workforce planning initiatives such as the development of an Employee Value Proposition (EVP). The development of an EVP will aim to develop and package up all the benefits that Council provides its employees and market them externally to promote and attract talented candidates to Council.



### What our employees think

In 2024, an 'employee pulse survey' was conducted to obtain valuable feedback about workplace experiences and needs. Staff participating in the survey was 70% and was completed by 88 staff.

Respondents identified organisational culture, performance development, safety and internal communication as the top four improvement opportunities. A number of these challenges and issues will be directly addressed through the actions contained within this plan.

## Key Workforce Priorities



## **Attraction and Retention**

Employees more than ever expect satisfactory pay and benefits, but they also want to feel valued. Employees are looking for a renewed and revised sense of purpose in their work.

It is estimated that across Australia some 30 per cent of the current workforce are at least somewhat likely to seek new employment short term. Forecasts suggest that attrition levels generally are likely to increase as more people appear willing to resign from their roles without already having secured their next role.



### **Ageing Workforce**

According to research conducted by the Australian Bureau of Statistics, the median age of the Australia population at June 2023 was 38.3 years of age, a significant increase from 35 years of age in 2000. The median age of Wentworth Shire council is 46, higher than the Australian median.

With a median employee age of 46 and 54% of the workforce over the age of 40, an ageing workforce is a significant issues for the management and planning of Council's workforce. A number of challenges are raised in terms of maintaining and developing a skilled workforce from this ageing population.

The challenges involve managing the inherent needs of an ageing workforce including knowledge management, skill transfer, valuing older workers, flexible work options for transition to retirement, whilst ensuring their health and safety is maintained, as well as ensuring we are equipped to replace older workers when they decide it is the right time to retire.

Detailed analysis of our workforce identifies the following areas have 30 per cent or more of their permanent staff over the age of 55 years and should therefore form the priority for pilot programs and initiatives around our ageing workforce;

- Landfill/Transfer stations.
- Workshop.



## **Organisational Culture**

Council will continue to foster a creative, accessible, respectful, energetic, and safe culture which motivates and inspires our employees to deliver excellent community outcomes and services. Council is committed to conducting annual 'pulse' surveys to ensure we understand the needs of employees.



## Workplace Health and Safety

The pandemic has increased the trend of employers playing an expanded role in their employees' financial, physical and mental well-being. For example, there is an ever-growing body of research suggesting that the mental health of the broader workforce has suffered due to the COVID-19 pandemic.

As such, it will be crucial for Council to recognise this, and prioritise mental health alongside physical health and wellbeing as we move forward. Wentworth Shire Council is proactive in this area, having a number of employees trained in mental health and traditional first aid. Council offers a Employee Assistance Program (EAP) and we have implemented and promoted health, safety and wellbeing on an annual basis, providing focussed and events and services throughout the year.



### Learning and Development

Sustained employee engagement is supported when employees believe and feel that the organisation supports their personal and professional advancement. Opportunities to develop capability must be underpinned by meaningful career pathways to foster and maintain long term engagement.

Council will continue to ensure we are prepared for changing business requirements and challenges. Our focus remains on building our leadership capability, operational skills, offering development opportunities and driving a high performance, valued-based culture.

Challenges that Council face in this area include (but not limited to) training availability, budgetary constraints and time constraints.



## Action Plan

#### TABLE 2 Workforce Engagement

Objectives	Actions	Year 1	Year 2	Year 3	Year 4
Corporate Values	Embed the values outlined in the community strategic plan throughout all workplace strategies	~	~	~	✓
EVP/Attract & Retain	Develop an employee value proposition to ensure Council remains engaged and enable	~	~		
Employee Surveys	Conduct on annual basis	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$
Flexible Workplace	Review flexible workplace practices ensuring they meet the needs of our people and the services we provide	~	$\checkmark$	~	√
Leadership presence	Increase executive presence on outdoor worksites by scheduling regular visits throughout the year	~	~	~	√
Diversity and Equality	Build a culture where we celebrate the diversity in our workforce, and to create a workforce that reflects our community	~	~	~	√

#### TABLE 3 Growing our Capabilities

Objectives	Actions	Year 1	Year 2	Year 3	Year 4
Learning and Development	Establish LMS.	$\checkmark$	$\checkmark$		
Leadership development	Leadership programs are established to build capability across the organisation	√		$\checkmark$	
Training calendar	Continue to revise/ implement annual training calendar (via LMS)	$\checkmark$	√	$\checkmark$	$\checkmark$
Succession planning	Clear pathways developed/ identified for our people to ensure succession/ transition	~	$\checkmark$	~	$\checkmark$
Graduate / Trainee / Apprenticeships	Review ongoing opportunities for apprenticeships/ trainees	~		~	

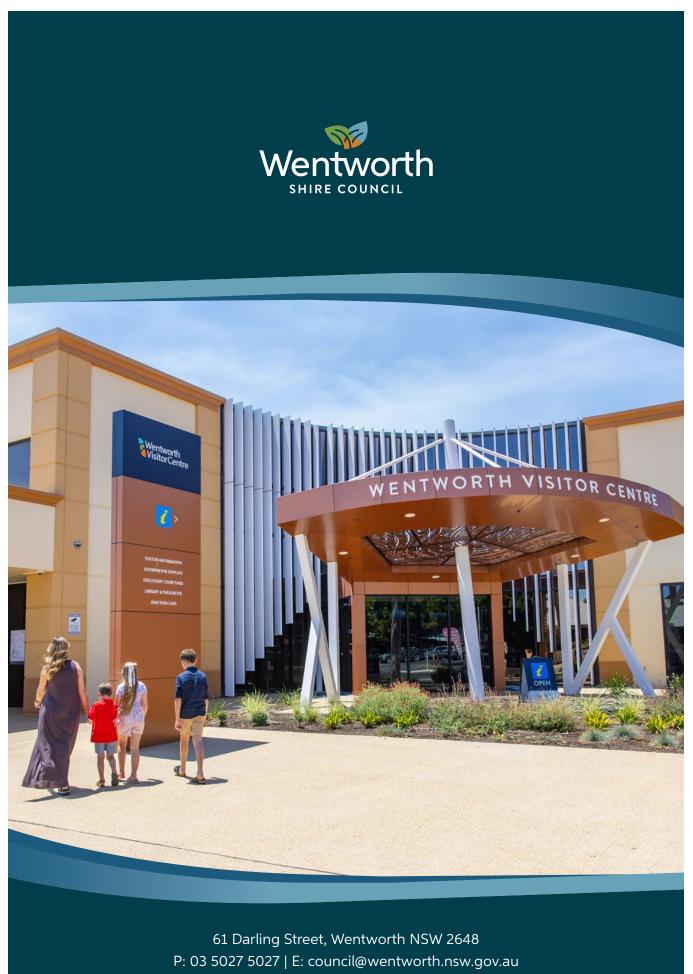
#### TABLE 4 Safe and Healthy Workplace

Objectives	Actions	Year 1	Year 2	Year 3	Year 4
Health and well-being	Ongoing (annual) heath and well being strategies and initiatives in conjunction with business partners	~	~	~	~
Safety management	Rollout new Donesafe safety management system	$\checkmark$	√		
Injury management initiatives	Implement injury management initiatives to assist in managing workers' compensation premiums		~		√
Operator verification of competency	Review ongoing verification process for determining operator competencies		✓		√
Volunteer management	Review, monitor and standard volunteer management practices			~	

#### TABLE 5 Planning for the Future

Objectives	Actions	Year 1	Year 2	Year 3	Year 4
Policies, procedures and processes	Ongoing streamline of processes/ policies to increase efficiencies	$\checkmark$	~	$\checkmark$	$\checkmark$
Centralised payroll/HR system	New LMS system as recommended in the HR/Payroll audit	$\checkmark$	$\checkmark$		
Overtime and leave liability	Ongoing review of overtime (reasons) and reduction of lave liability)	$\checkmark$	√	~	$\checkmark$
Ageing workforce	Build multi- generational teams and bridge the knowledge gap	$\checkmark$	✓	✓	$\checkmark$
Technology	In line with LMS system and in conjunction with IT team – continue to review how technology impacts our organisation	~	✓	~	~

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Disability Inclusion Action Plan





# INTERPRETER SERVICES



#### MAHALAGA | FILIPINO

Kung kailangan mo ng tulong sa pagbabasa at pag-unawa sa dokumentong ito, ang mga kawani ng customer service ng Wentworth Shire Council ay masaya na tumulong sa pag-aayos ng isang libreng serbisyo ng interpretasyon. Upang ayusin ang isang interpreter, mangyaring makipagugnayan sa Council sa 03 5027 5027, o bisitahin ang isang Council Office na nakalista sa ibaba.

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Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电 03 5027 5027 联系 议会,或前往下列议会办公室。

#### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੁਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

#### C\* ÖNE

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

#### QU

#### QUAN TRONG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

# **Our Objectives**



	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
, M	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP
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Our Values: Honest & Integrity | Accountability & Transparency | Respect | Quality & Commitment

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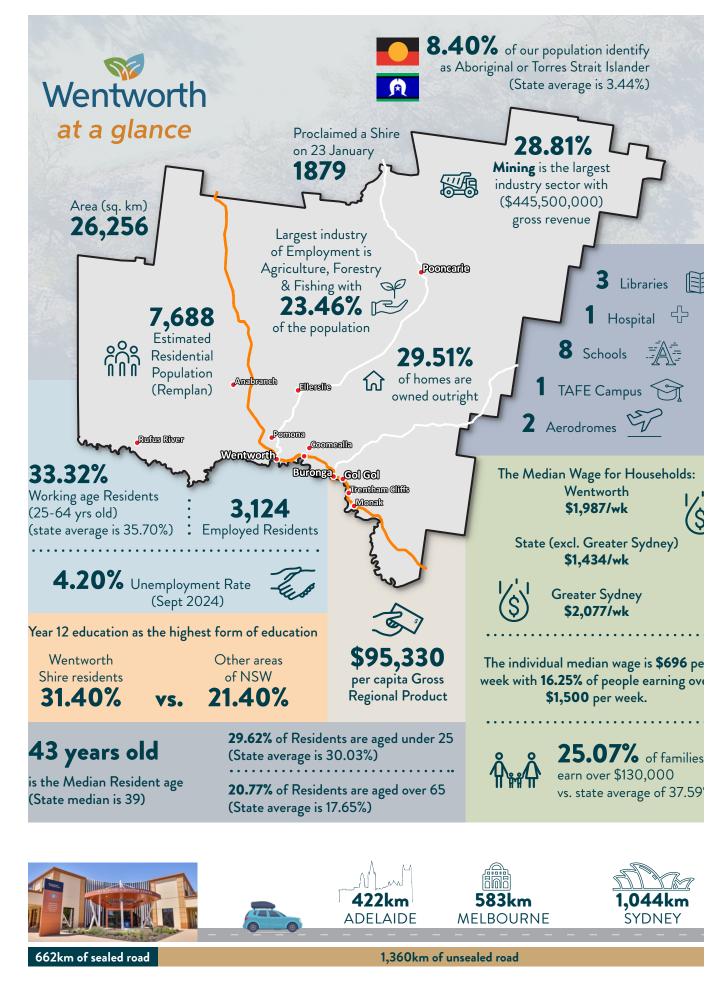
Images in this document were sourced from Council's Image Library unless otherwise stated. Cover image: Adobe Stock image of a person with disability rolling dough.

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Disability Inclusion Action Plan 2026-2030 P.5



### Background

I am pleased to present Wentworth Shire Council's Disability Inclusion Action Plan review for 2025.

Council remains committed to providing outstanding services to all members of our community, and I am confident that our Disability Inclusion Action Plan allows us to continue to deliver on this commitment. We understand that the basis of a strong community stems from diversity and when a range of viewpoints and individual perspectives are considered and valued.

Council has an important role to play in supporting and promoting access and inclusion and is committed to ensuring that inclusion is considered in all Council business. This includes how Council develops the built environment, provides information and services, supports employment and recruitment opportunities with Council and businesses in our community, and promotes positive attitudes and behaviour toward people with disability across the Shire.

Our initial Disability Inclusion Action Plan review builds on the work we undertook at the implementation of our 2022-2026 Plan, with initiatives continuing to provide greater access to Council services, facilities and events.

We completed several infrastructure projects to deliver positive social, environmental and recreational outcomes promoting community participation, inclusion and cohesion. This has included the opening of the re-built Junction Island Bridge and footpath with a replaced widened foot bridge, improving accessibility to the island, upgrading of walking tracks and bituminised footpath around the bridge precinct. We have constructed new shared pathways across the Shire with ongoing upgrades of others creating safe, convenient and accessible pedestrian networks, together with consultation to improve the safety of playgrounds with new surfaces following the floods.

We continue to introduce accessible and inclusive initiatives and events in our libraries, build on accessibility on our website, and support local groups to promote and engage with people with disability.

I am proud of what we have achieved so far but there is more work to be done.

We will continue to build on the initiatives and success we have achieved since implementing our plan in 2022, improving the lives of people with disability across Wentworth Shire.

#### **Cr Daniel Linklater** Mayor



## INTRODUCTION

### About this Plan

We want to make sure that people with disability, their families and carers are included in Wentworth Shire and that our community is more accessible. In writing our Disability Inclusion Action Plan we have asked the community about the barriers that people with disability face in the Shire and their ideas for improvement. The Plan explains the actions we will take to improve the lives of people with disability in our community.

## **Overview of Plan**

The Disability Inclusion Act 2014 (NSW) (DIA) (the Act) is the legislative foundation for Local Government disability inclusion and access planning. The Act supports the Government's commitment to improving lives of people with disability and reaffirms NSW's direction on building an inclusive community. In 2014, the Act required all NSW Local Government Areas to develop a Disability Inclusion Action Plan in consultation with people with disability.

This Plan outlines Wentworth Shire Council's commitment to people with a disability to improve access to services, facilities and employment. It is also designed to change perceptions about people with disability and to create a more inclusive community for everyone.

## Why inclusion is important

Personal choice and control are only possible when communities are inclusive for all people with disability, including those with physical, intellectual, cognitive, sensory disabilities and those with mental health conditions. Real diversity cannot be realised unless people with disability are provided with the opportunities inherent in truly inclusive communities.

In addition to the human rights imperative, the case for an inclusive community is strong:

- inclusion improves opportunities for participation in the local economy, with the potential to increase economic activity within the Shire;
- providing physical access to businesses benefit not only people with disability, but older people, parents with prams and business owners by expanding their business reach;
- exclusion leads to disadvantage and discrimination, which have far reaching negative impacts across all aspects of life, including health, welfare, education and employment.

These impact are felt beyond the individual, with families and the broader community being negatively impacted by a noninclusive community.

Wentworth Shire Council strives to make the Wentworth region an accessible and inclusive community providing a place for everyone to be able to live, work and visit.

Council has a key role in promoting and supporting access and inclusion in all areas of Council business. This includes how Council develops the built environment, the provision of information and services, supporting employment opportunities and promoting positive community attitudes and behaviour towards people with disability.

The removal of barriers for people with disability supports the inclusion of members of the local community who may otherwise fall outside of identified definitions of disadvantage.

Wentworth Shire Council is working towards creating a region that is accessible and inclusive of everyone and provides equal opportunity for people with disability to enjoy what our region has to offer. Almost 90% of disabilities are 'invisible' disabilities, the invisibility of disability highlights the critical need to ensure that not only access but inclusion was considered when developing this plan.

Negative attitudes, physical barriers and difficulties accessing necessary supports still limit the opportunities of people with disability to find work, study, socialise and be included in community life.

To create liveable communities, we need to focus our attention and resources on the elements of community life that most people desire. To create liveable communities for people with disability, we must do more than modify the physical environment; we must advocate for such aspects such as accessible housing, access to transport, community recreation, social engagement and universal design.

It is imperative that we respect people with disability in relation to their lived experience, empower them to influence their life direction, and encourage them to fully participate so we can identify barriers and propose solutions.

The Disability Inclusion Action Plan has been developed in recognition of Council's responsibility to remove barriers and ensure that people with disability are able to participate equally in their community. The Plan sets outs the strategies and actions that Council will deliver to enable people with disability to have greater access to Council information, services and facilities.

Council is committed to the attraction, recruitment and retention of people with disability.

The Plan has been based on the following principles enshrined in the Act:

- People with disability have the same inherent rights to respect for their worth and dignity as individuals.
- People with disability have the right to participate in and contribute to social and economic life and should be supported to do so.
- People with disability have the right to realise their capacities and potential and to contribute these to the community.
- People with disability have the same rights as other members of the community to be consulted about decisions that affect their lives.
- People with disability have the right to access information in a way that is appropriate for their disability and enables them to make informed choices.
- The needs of children with disability as they mature, and their rights as equal members of the community are to be respected.

The role that Council will play will vary for each of the focus areas. Although being facilitated by Council, the vision for inclusion is intended for the community and key stakeholders, and is not just focused on all activities internal to Council. Whilst Council has a custodial role in initiating, preparing and implementing the Plan, other partners, such as State Agencies, community groups and businesses may also be engaged in delivery the long-term objectives of the Plan.

## DEFINITIONS

#### DISABILITY

The definition of disability applied in this document includes both definitions provided by the *Disability Inclusion Act 2014* (NSW) and the *Disability Discrimination Act 1992* (Cth).

The *Disability Inclusion Act 2014* (NSW) defines disability as including a:

 long-term physical, psychiatric, intellectual or sensory impairment that, in interaction with various barriers, may hinder the person's full and effective participation in the community on an equal basis with others.

The Disability Discrimination Act (DDA) 1992 (Cth) defines disability as:

- The total or partial loss of the person's body or mental functions;
- The total or partial loss of a part of the body;
- The presence in the body of organisms causing disease or illness;
- The malfunction, malformation or disfigurement of a part of the person's body; and
- A disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction.

#### **DISABILITY DISCRIMINATION**

Disability discrimination occurs when people with disability are treated less favourably than people without disability. Disability discrimination can be direct or indirect.

The DDA provides legal protection against discrimination based on disability.

#### INCLUSION

Inclusion is the process whereby every person (irrespective of age, disability, gender, religion, sexual preference or ethnicity) who wishes to can access and participate fully in all aspects of an activity or service in the same way as any other member of the community. Inclusion requires time, space, effort and resources, but it creates a society which is fairer, more cohesive and richer.

## **FOCUS AREAS**

The Plan has been divided into four Focus Areas where significant barriers to access and inclusion will be addressed.

These are:

#### **Attitudes and Behaviours**

"Build community awareness of the rights and abilities of people with a disability, and to support the development of positive attitudes and behaviour towards people with disability.

#### **Liveable Communities**

"Increase participation of people with disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing."

#### Improving access to mainstream services

"Ensure that people with disability are able to easily and efficiently access mainstream government services and other opportunities in the community."

## Supporting access to meaningful employment

"Increase the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future and exercise choice and control as a result of economic security."



Image sourced from Adobe Stock, showing a person with disability amongst family.

## **STRATEGIC & POLICY CONTEXT**

The Plan links to Council's Community Strategic Plan as follows:

## Our Economy

Wentworth Shire is a vibrant, growing and thriving region

The Plan will support the Wentworth Region to stimulate the local economy by assisting to develop more inclusive businesses, tourism, accommodation, events and activities.

## Strategy 2 Our Community

Wentworth Shire is a great place to live

Council will continue to foster inclusive opportunities ensuring everyone feels welcomed, valued and able to participate fully in community life

## Strategy 3 Our Environment

Wentworth Shire is a community that works to enhance and protect its physical and natural environment

Council will work to ensure that our buildings, facilities and services are accessible and inclusive for all people.

# Our Leadership

Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner

Council will champion the development of positive attitudes and behaviours; the engagement of people with disability in decision making; and support and promote increased inclusion in events, buildings and activities in the Wentworth region.

The policy context for the DIAP is one in which all levels of government in Australia are working in concert to ensure the rights of people with disability are actively promoted and upheld. Legislation in place ensures people with disability are consulted about how, together, we can make practical changes to how services are delivered so that they can be accessed equally by all Australians.

The Plan also builds on existing social equity requirements within the IP&R framework to strengthen Council's commitment to inclusion, consultation and rights for people with disability.







## **LEGISLATIVE FRAMEWORK** & STRATEGIC LINKS

#### INTERNATIONAL

#### United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)

In 2008, the Australian Government signed the United Nations Convention on the Rights of Persons with Disability (Convention). In doing so, Australia has committed to ensuring the articles of the Convention are reflected in policy so that the human rights of persons with disabilities can be effectively exercised, and not exist only on paper.

Some key areas of the Convention that is relevant to this DIAP include:

- Access to community life, including cultural events and other sites of cultural importance.
- Raising awareness for, and actively upholding, the rights of people with disability.
- Making sure people with disability have access to the physical environment as well as access to information and communication.
- Ensuring work environments are inclusive and accessible.
- Providing opportunities for people with disability to vote and to be representatives in all levels of government.

#### NATIONAL

#### National Disability Strategy 2021-2031

Australia's Disability Strategy 2021-2031 is Australia's national disability policy framework. It sets out a plan for continuing to improve the lives of people with disability in Australia over the next ten years. The Strategy builds on the significant work of the National Disability Strategy 2010-2020 to establish a national approach to improving the lives of people with disability. At its heart is a commitment to create an inclusive Australian society that ensures people with disability can fulfil their potential, as equal members of the community. The new Strategy is an aspirational road map pointing the way ahead. It represents our national commitment to enabling every Australian to meet their potential, to achieve, to have a fair go, and to have real choices.

The purpose of the Strategy is to:

- Provide national leadership towards greater inclusion of people with disability;
- Guide activity across all areas of public policy to be inclusive and responsive to people with disability;
- Drive mainstream services and systems to improve outcomes for people with disability; and
- Engage, inform and involve the whole community in achieving a more inclusive society.

This Strategy places a strong policy focus on housing, safety, employment and community attitudes because extensive consultations and engagement with people with disability and the disability sector shows that they want a National Disability Strategy that is focused on interrelated outcomes with tangible, achievable policy priorities.

#### NATIONAL

#### National Disability Insurance Scheme (NDIS)

The National Disability Insurance Scheme (NDIS) is a national insurance scheme that supports people with disability to enhance the social and economic independence of people with disability and their carers.

The NDIS seeks to achieve this by three broad strategies:

- Providing individualised funding to people with permanent and significant disability so that they can arrange flexible services geared towards achieving the life goals set by the person;
- Funding Local Area Coordinators whose role it is to link individuals with disability (whether or not they have an NDIS package of funding) to community supports; and
- Providing project-based grant funding to agencies in order to progressively make "mainstream" community life more accessible and inclusive.

Wentworth Shire Council can support the objectives of the NDIS by:

- Ensuring built environments become progressively more inclusive and accessible;
- Providing access to Council information in a range of formats;
- Ensuring access to Council services are barrier free; and
- Promoting positive community attitudes and behaviour towards people with a disability.

#### Commonwealth Disability (Access to Premises - Buildings) Standards 2010

The purpose of the Premises Standards (and corresponding changes to the Building Code of Australia and state and territory building law) is:

- To ensure that dignified, equitable, cost-effective and reasonably achievable access to buildings, facilities and services within buildings, is provided for people with disability; and
- To give certainty to building certifiers, developers and managers that if the Standards are complied with they cannot be subject to a successful complaint under the DDA in relation to those matters covered by the Premises Standards.

#### Disability Discrimination Act 1992 and Amendments 2009 (Cwth)

The Disability Discrimination Act 1992 (Commonwealth) exists to provide legal protection against discrimination for people with disability (and carers, co-workers or associates of a person with disability). The Act also requires Australian governments to actively guard against discrimination by developing Disability Action Plans.

Council's DIAP has incorporated the requirements of Section 61 of the Act which includes the requirement to:

- Review practices with a view to identifying discriminatory practices;
- Set goals and targets to measure the success of the Plan;
- Communicate these to persons within the Council; and
- Appoint persons within the Council to implement the Plan.
- P.14 Wentworth Shire Council

#### STATE

#### NSW Disability Inclusion Plan 2021-2025

The NSW Disability Inclusion Plan provides the framework through which the NSW Government will work towards achieving an inclusive society. It presents the overall statement of intent from the NSW Government and identifies the key focus areas for NSW to remove systemic and attitudinal barriers so that people with disability have a better opportunity to live a meaningful life and enjoy the full benefits of membership in the community.

This Plan provides a whole of Government strategy aligned with the objects and principles of the *NSW Disability Act 2014*.

This Plan sets goals that:

- Promote the inclusion in the community of people with disability;
- Identify how NSW agencies and local councils will improve access to mainstream services and community facilities for people with disability; and
- Encourage collaboration and coordination across public authorities in the provision of supports and services.

#### NSW Anti-Discrimination Act (NSW) 1977

The Anti-Discrimination Act 1997 is an Act of the NSW Parliament, relating to discrimination in employment, the public education system, delivery of goods and services, and other services such as banking, health care, night clubs and property.

The Act prohibits unlawful racial, sexual and other types of discrimination in certain circumstances, and promotes equality of opportunity for all people.

#### NSW Disability Inclusion Act (2014)

- Makes it clear people with disability have the same rights as other people.
- Promotes inclusion of people with disability by requiring NSW, state government agencies and local councils to undertake disability inclusion action planning in consultation with people with disability.
- Supports people with disability to exercise choice and control through individualised funding.
- Provides safeguards for people accessing NSW funded disability supports and services.

## **OUR COMMUNITY PROFILE**

There are between 171 and 180 registered NDIS Participants in Wentworth Shire.

20%	receive Early Childhood Supports
11%	receive High Needs Personal Care
<b>75%</b>	under NDIS Plan Management
<b>52%</b>	receive Support Coordination

Source: Care Sector Demand Map - 2023/2024 Wentworth LGA - Australian Government

#### **DISABILITY IN AUSTRALIA** 5.5 people in Australia have a disability<sup>1</sup> million 3 Australians provide care for a person with a disability<sup>1</sup> million The rate of disability increases with age with 1 in 6 Australians over 65 65+ years old<sup>1</sup> In Australia, the labour force participation rate for people with disability 60.5% aged 15-64 years is 60.5% compared to 84.9% of people the same age without disability<sup>2</sup> **61%** of Australians have one or more chronic conditions<sup>3</sup> people with disability were positively influenced by an organisation's **1 in 5** reputation as being supportive of people with disability. <sup>1</sup> Australian Bureau of Statistics, Survey of Disability, Ageing and Carers, Summary of Findings 2022.

<sup>2</sup> People with Disability Australia - ABS Statistics 2022

<sup>3</sup> AIHW Chronic Conditions June 2024

## DISABILITY REFORM IMPACTING INCLUSION IN NSW

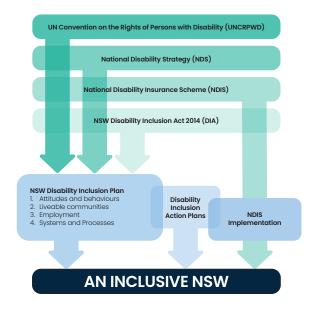


Image Data Source: NSW Disability Inclusion Action Plan Guidlines, 2022

## **ENGAGEMENT ACTIVITIES**

Wentworth Shire Council recognises the importance of inclusive and meaningful engagement with our community and disability sector, shaping a community that supports and empowers people with disability.

As part of the review of our Disability Inclusion Action Plan, Council has commenced engagement with local disability service providers to ensure their insights and expertise inform our directions within the plan. We have also engaged with Mildura Rural City Council, to discuss and gain an understanding of the barriers, challenges and needs facing our crossborder communities. Council also acknowledges the importance of the voices of people with lived experience of disability. We are committed to working closely with individuals across the Shire, to ensure their experiences and aspirations are reflected in the plan.

Collaboration with Providers and engagement with people with disability and those who support them, helps to shape inclusivity and our actions are practical and meaningful.

While the draft plan was on exhibition, Council continued to engage with disability providers and people with disability. Their input will guide our finalised plan to ensure we reflect the needs and priorities of our community.

## THE PLAN

Council's commitment is to create greater opportunities for people of all ages, all cultures, and of differing abilities, to access the full range of services and activities available in the local community.

## **Attitudes and Behaviours**

People with disability experience positive attitudes and respectful behaviour from Council staff and express the view that Council encourages these positive attitudes and behaviours within the broader community.

- Support positive attitudes towards inclusion amongst Council staff
- Contribute positive media stories about what Council is doing to build inclusion with people with disability.

## Liveable Communities

People with disability, their families and supporters have greater access to community places, buildings and events.

- Assess existing infrastructure compliance with Australian standards for access and mobility.
- Plan to progressively improve the accessibility of public toilets.
- Increase accessibility and inclusion of events held in the Wentworth Region.
- Encourage, support and promote accessible businesses and tourism in the Wentworth Region.

## Improving access to mainstream services

People with disability can more easily and efficiently access Council services and are engaged in the decision making of Council.

- People with disability have greater access to information via Council website.
- Improve communication and information processes.
- Update Customer Service Charter to provide guidance to staff in how to make information more accessible.
- Council services can be accessed more independently by people with disability.

# Supporting access to meaningful employment

People with disability have greater access to employment opportunities with Council.

• Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the employment of people with disability.

## **KEY OUTCOME AREAS & ACTIONS**

## **Attitudes and Behaviours**

People with a disability often experience barriers to access and inclusion. Positive attitudes and respectful behaviour from Council demonstrates and encourages greater community inclusion of people with a disability in our community.



Image sourced from Adobe Stock, showing a person with disability holding a plant.

#### Our Aim

To continue to improve community awareness of the rights and capabilities of people with disability and support the development of positive attitudes and behaviours towards those with disability.

#### Outcome

- Support positive attitudes towards inclusion among Council staff.
- Contribute positive media stories about what Council is doing to build inclusion with people with a disability
- Create community engagement opportunities for people with disabilities
- Promote inclusivity and access to local events

#### Actions

- Our Annual Training Plan includes disability awareness training to all staff.
- Staff induction processes incorporate the topic of people with disability.
- Provide regular media stories of Council, community and businesses in the Shire promoting positive behaviours
- Develop a suite of photographs and media of Shire locals living with a disability to be used across Council publications
- Support disability awareness campaigns by displaying promotional posters in Council facilities and in Council media and publications.

## Liveable Communities

Inclusiveness and accessibility for people with disability forms a crucial component of the assessment of the liveability of any community. Council will work to eliminate the barriers in the built environment and advocate for improved transport, housing and local supports that prevent people with disability from fully engaging with the opportunities that exist within their communities.



Image sourced from Adobe Stock, showing a person with disability in the community.

## Our Aim

Improve the access to community spaces, events and buildings for people with a disability, removing barriers to engaging in the community, events and improving wellbeing.

### Outcome

- Assess existing infrastructure compliance with Australian standards for access and mobility.
- Plan to progressively improve the accessibility of public toilets.
- Increase accessibility and inclusion of events held in the Wentworth Region.
- Encourage, support and promote accessible businesses and tourism in the Wentworth Region.
- Improved public transport options across the Shire
- Business and tourist attractions in the Wentworth Region have a greater awareness of the economic benefits of developing accessible and ageing friendly places and activities.

## Actions

- Conduct audits to assess compliance for access and mobility for footpaths.
- Continue to review and upgrade footpaths to ensure compliance
- Monitor the Pedestrian Access Mobility Plan priorities and assessments including continued review and update of the priority list for maintenance or upgrade of PAMP related infrastructure, in consultation with people with mobility and vision related disabilities.
- Advocate with NSW and Victorian representatives to improve public transport across the Shire with importance of meeting the needs of people with a disability
- Current and accurate information on the location of Council accessible toilets is made available to residents and visitors.
- People with disability are directly consulted about the priorities for enhancement of Council infrastructure.
- Pilot low sensory hours at the Library and Visitor Information Centre
- Council staff responsible for events are supported to ensure all community recreation, cultural and social programs and events are as inclusive and accessible as possible.
- Access by people with disability attending meetings held at Council is specifically addressed and catered for.
- Council Events Manual includes guidance material on how event organisers can make events more accessible.

# Improving access to mainstream services

A common issue for people with disability is the difficulty in navigating the systems and processes required to access the services and supports they need in the community. These difficulties are the product of a number of barriers including a lack of accessible information, inflexible processes, and limited opportunities for feedback and input.



Image sourced from Adobe Stock, showing a person with disability engaging with health services.

## Our Aim

Ensure that people with a disability are engaged in decision making and can make informed choices about available services and opportunities in our community. Council will continue to advocate for community and business organisations to review and change the way they do business to ensure people with disability can access their services.

Οι	ıtcome	Ac	tions
•	People with disability have greater access to information via Council website.	•	Ensure Council's website complies with the most current content accessibility guidelines (WCAG) where issues and barriers to accessibility are identified
•	Improve communication and information processes.	•	Provide refresher training to staff who author web accessible documents.
•	Update Customer Service Charter to provide guidance to staff in how to make information more accessible.	•	Ensure all service information is available in a range of formats to support different needs
•	Council services can be accessed more independently by people with disability.	•	and capabilities. Continued Customer Service professional development incorporates disability awareness and person-centred communication as the first point of contact with Council.
		•	Ensure Council led community consultation events are held in accessible venues and a range of formats are used that considers the needs of people with disability.

# Supporting access to meaningful employment

Employment rates for people with disability are significantly lower than those without disability across all sectors. Participation in meaningful employment is vital if people with disability are to attain economic security, retain a sense of purpose and engage effectively with others in our community.



Image sourced from Adobe Stock, showing a person with disability rolling dough.

## Our Aim

Council will continue to advocate for an increase in the number of people with disability in meaningful employment, thereby enabling people with disability to plan for their future, exercise choice and control, and increase their economic security.

People with disability have greater access to employment opportunities with Council.

Outcome	Actions
• Council has recruitment and employment policies that reflect best practice with regards to encouraging and supporting the	<ul> <li>Review Council's recruitment and employment processes to confirm and they provide fair and barrier free opportunities to candidates who have a disability.</li> </ul>
employment of people with a disability.	<ul> <li>Keep inclusion front of mind when designing workforce management processes and practices.</li> </ul>
	<ul> <li>Actively develop a respectful and welcoming work culture that is inclusive and disability conscious.</li> </ul>
	<ul> <li>Disability awareness training for community facing staff</li> </ul>
	<ul> <li>Induction programs include disability inclusion to all new starters</li> </ul>
	<ul> <li>Reaffirm recruitment messaging to be more inclusive and to encourage applications from people with a disability</li> </ul>

# MONITORING & EVALUATING

The Disability Inclusion Action Plan will be forwarded to the Disability Council NSW.

Council is also required to report to the Department of Communities and Justice annually on DIAP achievements and outcomes.

Council will monitor our actions and outcomes over the year, and report on the DIAP action items as part of our Annual Report. The report will be available in a range of formats through Council's website and Administration Office. Wentworth Shire Council maintains our commitment to implementing and monitoring the actions within the Plan.

We look forward to working with the community to ensure that the Actions within the Plan are implemented to a high standard and to the benefit of all.

## **OUR VALUES**

## At Wentworth Shire Council we value:

## **Honesty & Integrity**

- ▶ We deliver on commitments.
- We act ethically.

## **Quality & Commitment**

- We do our best to provide the highest standard of goods and services to our community.
- We are responsive to the needs of our community and always look for ways to better serve our community.
- We are dedicated to fulfilling the Shire's vision and goals.

## Respect

We act professionally towards our community and our colleagues.

## Accountability & Transparency

- We take responsibility for our actions.
- We communicate openly and respectfully with our community.



Wentworth Shire Council 61 Darling Street, Wentworth NSW 2648 P: 03 5027 5027 | E: council@wentworth.nsw.gov.au wentworth.nsw.gov.au

#### 9.7 ECONOMIC DEVELOPMENT STRATEGY

File Number:	RPT/25/296
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective: Strategy:	1.0 Wentworth Shire is a vibrant, growing and thriving Region 1.1 Promote the Shire as an ideal location for investment and the establishment of innovative, sustainable and diversified industries

## Summary

Council previously endorsed the draft Economic Development Strategy for public exhibition, this provided an opportunity for residents, stakeholders, and the broader community to review and comment on the Strategy.

At the conclusion of the public exhibition period, Council had received no submissions from the public. As such no amendments to the draft Strategy were required.

It is recommended that Council formally endorse the Economic Development Strategy to guide economic initiatives and strategic planning moving forward.

## Recommendation

That Council endorses the Economic Development Strategy 2025-2035.

## **Detailed Report**

## Purpose

The purpose of this report is to present the Economic Development Strategy to Council for approval.

## Background

Council previously endorsed the draft Economic Development Strategy for public exhibition, recognising the importance of fostering local economic growth, supporting businesses and enhancing employment opportunities across the region.

## Matters under consideration

Following Council's endorsement, the draft strategy was placed on public exhibition for a period in accordance with statutory requirements and Council's community engagement strategy. This provided an opportunity for residents, stakeholders, and the broader community to review and comment on the Strategy.

At the conclusion of the public exhibition period, Council had received no submissions from the public. As such no amendments to the draft Strategy were required.

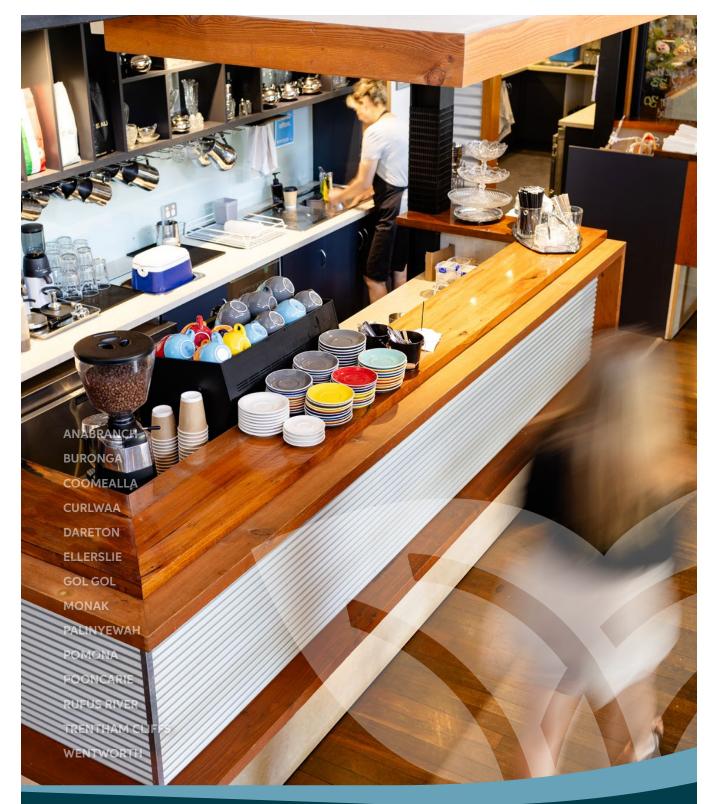
## Conclusion

Given that the Strategy has been through the required public consultation process and no feedback or objections were received, the document is now considered finalised and ready for formal adoption.

It is recommended that Council formally endorse the Economic Development Strategy to guide economic initiatives and strategic planning moving forward.

## Attachments

1. Wentworth Shire Council Economic Development Strategy



Economic Development Strategy 2025-2035



# INTERPRETER SERVICES



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Jika anda memerlukan bantuan membaca dan memahami dokumen ini, kakitangan perkhidmatan pelanggan Wentworth Shire Council berbesar hati untuk membantu dalam pengaturan perkhidmatan tafsiran percuma. Untuk mengatur jurubahasa, sila hubungi Majlis di 03 5027 5027, atau lawati Pejabat Majlis yang disenaraikan di bawah.





Midway Community Centre

#### 重要 | 普通话(简体中文)

如果您在阅读和理解本文件时需要帮助,温特沃思 郡议会的客户服务人员很乐意协助安排免费口译 服务。如需安排口译员,请致电 03 5027 5027 联系 议会,或前往下列议会办公室。

### ਮਹੱਤਵਪੂਰਨ | ਅੰਗਰੇਜ਼ੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਨੂੰ ਪੜ੍ਹਨ ਅਤੇ ਸਮਝਣ ਵੀਂਚ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਵੈਨਟਵਰਥ ਸ਼ਾਇਰ ਕਾਉਸਲਿ ਦੇ ਗਾਹਕ ਸੇਵਾ ਸਟਾਫ ਇੱਕ ਮੁਫ਼ਤ ਵਆਿਖਆਿ ਸੇਵਾ ਦੇ ਪ੍ਰਬੰਧ ਵੀਂਚ ਸਹਾਇਤਾ ਕਰਨ ਲਈ ਖੁਸ਼ ਹਨ। ਦੁਭਾਸ਼ੀਏ ਦਾ ਇੰਤਜ਼ਾਮ ਕਰਨ ਲਈ, ਕਰਿਪਾ ਕਰਕੇ 03 5027 5027 'ਤੇ ਕਾਉਸਲਿ ਨਾਲ ਸੰਪਰਕ ਕਰੋ, ਜਾਂ ਹੇਠਾਂ ਸੂਚੀਬੱਧ ਕਸਿੇ ਕਾਉਸਲਿ ਦਫ਼ਤਰ 'ਤੇ ਜਾਓ।

#### สำคัญ|แบบไทย

หากคุณต้องการความช่วยเหลือในการอ่านและทำความ เข้าใจเอกสารนี้ เจ้าหน้าที่บริการลูกค้าของ Wentworth Shire Council ยินดีให้ความช่วยเหลือในการจัดการบริการ ล่ามฟรี หากต้องการจัดเตรียมล่าม โปรดติดต่อสภาที่ 03 5027 5027 หรือไปที่สำนักงานสภาตามรายการด้านล่าง

## C\* ÖNE

#### ÖNEMLİ | TÜRKÇE

Bu belgeyi okuma ve anlama konusunda yardıma ihtiyacınız varsa, Wentworth Shire Belediyesi'nin müşteri hizmetleri personeli, ücretsiz tercümanlık hizmetinin ayarlanmasında yardımcı olmaktan mutluluk duyacaktır. Bir tercüman ayarlamak için lütfen 03 5027 5027 numaralı telefondan Belediye ile iletişime geçin veya aşağıda listelenen bir Belediye Ofisini ziyaret edin.

## l q

#### QUAN TRỌNG | TIẾNG VIỆT

Nếu bạn cần trợ giúp để đọc và hiểu tài liệu này, nhân viên dịch vụ khách hàng của Hội đồng Wentworth Shire sẵn lòng hỗ trợ sắp xếp dịch vụ thông dịch miễn phí. Để sắp xếp một thông dịch viên, vui lòng liên hệ với Hội đồng theo số 03 5027 5027 hoặc đến Văn phòng Hội đồng được liệt kê bên dưới.

#### IMPORTANT | ENGLISH

If you require assistance reading and understanding this document, customer service staff of Wentworth Shire Council are happy to assist in the arrangement of a free interpretive service.

To arrange an interpreter, please contact Council on 03 5027 5027, or visit a Council Office listed below.



Wentworth Visitor Centre (Main Administration Office)



We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

# **Our Objectives**



27	Wentworth Shire is a vibrant, growing and thriving region	ECONOMIC
<b>"</b> Д	Wentworth Shire is a great place to live	SOCIAL
	Wentworth Shire is a community that works to enhance and protect its physical and natural environment	ENVIRONMENTAL
	Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner	CIVIC LEADERSHIP
	And pands And pands And pands And pands File dis- And  dis-	

**Our Values:** Honest & Integrity | Accountability & Transparency | Respect | Quality & Commitment

Economic development is about creating places where people want to invest, work and live. It's about making connections between people, companies, institutions and communities.

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Jeff Finkle

CEO, International Economic Development Council

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**Supporting Documents** (available upon request from Wentworth Shire Council)

- Document 1 Engine and Emerging Industries
- Document 2 Key Wentworth Shire Council planning and reports
- Document 3 National, State, Regional and Local level Policy & Programs
- Document 4 Consultation Snapshot
- Document 5 Business and Industry Consultation Summary
- Document 6 Community Consultation Summary
- Document 7 Glossary of Terms

### Proudly funded by



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**\$6**.

Contemporary approaches to local and regional economic development seek to combine, marshal and promote a variety of physical, human, political, environmental, economic and cultural capabilities and endowments. These are often informed by a place-based perspective and endogenous growth theory, whereby strategies are intended to be tailored to promote locally relevant forms of development that make the most of local and regional distinctiveness, assets, conditions and opportunities.

> Pugalis, L., Tan, SF., 2017, The Role of Local Government in Local and Regional Economic Development, University of Technology Sydney.

## Background

Wentworth Shire covers an area of 2,626,926 hectares (26,000 sq km) and is home to 7,500 people. The southern boundary (edging the Murray River) has the greatest density of population shared amongst the townships of Wentworth, Dareton, Buronga and Gol Gol. The town of Wentworth performs the traditional role of housing the Council Chambers and Offices from its position at the confluence of Australia's two most important rivers: the Darling and the Murray.

Wentworth Shire covers an area of 2,626,926 hectares (26,000 sq km) and is home to 7,500 people. The southern boundary (edging the Murray River) has the greatest density of population shared amongst the townships of Wentworth, Dareton, Buronga and Gol Gol. The town of Wentworth performs the traditional role of housing the Council Chambers and Offices from its position at the confluence of Australia's two most important rivers: the Darling and the Murray.

Wentworth is situated 1,075km from Sydney 585km Melbourne and 420km from Adelaide and is a location of contrasts - nestled on the Murray it is both within the rich horticultural expanse of the Sunraysia region whilst also being considered a Gateway to Outback NSW. The Sturt Highway (a key national freight route) and the Silver City Highway, intersect the Shire from east to west, and north to south respectively. The townships of Wentworth and increasingly Buronga and Gol Gol provide key services to their own communities and those outlying areas. Recognised communities across the Wentworth LGA include Wentworth, Coomealla, Dareton, Curlwaa, Buronga, Gol Gol, Monak, Mourquong, Pan Ban, Pooncarie, Pomona, Ellerslie, and the Anabranch.

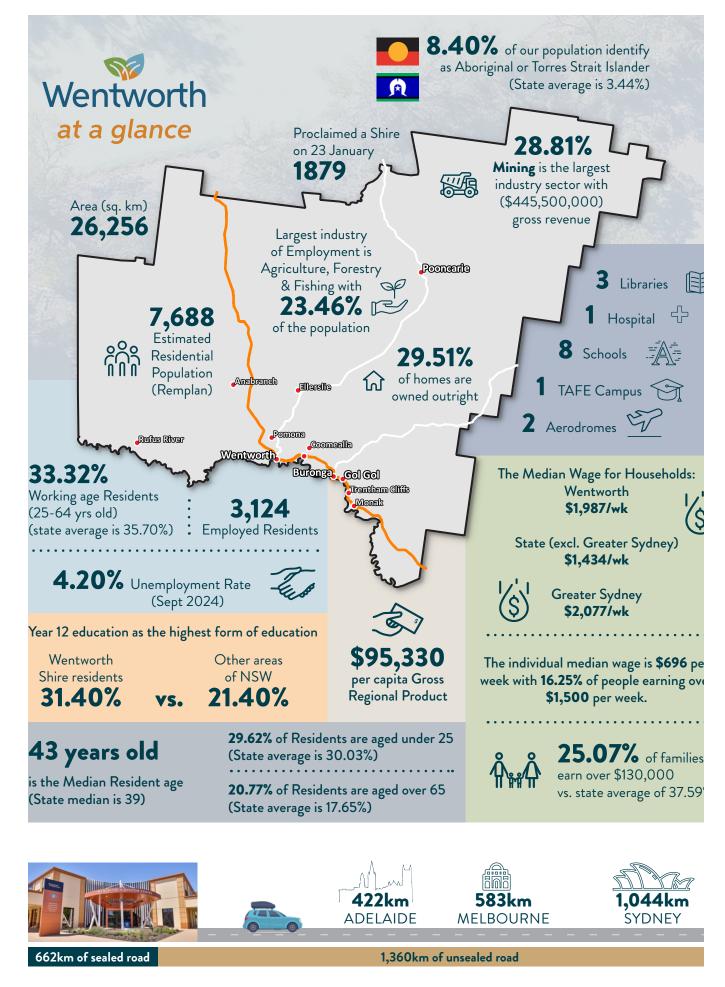
Our First Nations population forms 8.3% of our entire population and includes key Traditional Owners the Barkindji people, alongside Barindji, Kureindji, Danggali, Paakantyi, Mutthi Mutthi, and Ngiyampaa peoples (with the latter three especially significant to Mungo) (source: https://aiatsis. gov.au/explore/map-indigenous-australia). The cultural history of the region is deeply significant including a footprint into the internationally recognised Willandra Lakes World Heritage Area and Mungo National Park, home of Mungo Man and Mungo Woman. For tens of thousands of years prior to Sturt naming the Darling River, the traditional owners who lived along it had called the river Baaka, hence their name Barkindji people, meaning 'Kinship to the river'. The magnificent canoe tree located in the Greater Murray Darling Junction Reserve is just one of many examples of this connection.

Wentworth also has an important European history. With the arrival of the river steamers in 1853, a small European settlement found itself to be ideally situated as an administrative and commercial centre for the untapped wealth of the vast Outback. This site was approved as the town of Wentworth, named after the New South Wales explorer and politician William Charles Wentworth, on June 21, 1859. The area was proclaimed a municipality on January 23, 1879, and is the region's oldest settlement. For many years Sydney was the only port in New South Wales to handle more cargo than Wentworth. In the early 1900's the first irrigation settlement in New South Wales was commenced at Curlwaa, seven kilometres east of Wentworth.

In 1981 the Willandra Lakes Region (along with Kakadu National Park and the Great Barrier Reef) was one of the first Australian properties included on the World Heritage List.

The region's engine economies have been agricultural (grains - dryland and irrigated, wool and meat) horticultural (table and wine grapes, fruits / vegetables), tourism and the service sector. Emerging industries over the past decades have grown to include an increasing diversity of horticultural crops, growing almond plantations and mineral sands exploration. More recently again is the renewable energy infrastructure, production and transmission industry.

Wentworth LGA's competitive and comparative advantages include its transport corridor centrality; regionally significant environmental and economic features; and established cross-border relationships; all of which tie the area's rich potential to conservation, tourism and commercial opportunities. Beyond these assets however, are people and communities, resilient, connected and deserving of the same opportunities all Australians receive.



# THE ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT

## **Key Responsibilities and Strategic Approaches**

Local Government plays a vital role in fostering economic growth, attracting investment, and supporting community outcomes. By addressing opportunities and challenges, it aims to retain and expand businesses, diversify the economy, and enhance infrastructure. Guided by best practice principles and the Integrated Planning and Reporting (IP&R) framework, economic strategies align with community aspirations and broader plans, such as the Community Strategic Plan (CSP).

The role for Local Government in economic development is to facilitate economic activity and growth by identifying opportunities and challenges and responding to these, and by improving the flow of information and bringing relevant parties together (including business, industry representative groups, all levels of government) to use this information for greater economic benefit.

In achieving this role Local Government will advocate, inform/promote, invest/provide, lead, partner/connect, research, regulate, review, and support. All with the aim of:

- Retaining existing business,
- Encouraging the growth of existing business,
- Attracting new business,
- Attracting investment,
- Diversifying the economy,
- Enhancing infrastructure,
- Improving community outcomes through job creation, training and education,
- Growing the population,
- Attracting visitors, and
- Reducing impediments to commercial activity.

Research by WALGA (2019) has identified four best practice principles to guide economic development strategies:

## 1. Regional Collaboration

Local areas have sought opportunities to collaborate with other local governments by lending support to regional networks and associations. Businesses are active participants in local government business development. Local stakeholders have been consulted in the development of a local economic development strategy.

## 2. Functional Integration

Local level government incorporates a focus on understanding their core responsibilities as part of a local level economic development strategy. Economic development is ingrained in the way a local authority conducts itself. Economic development activities are undertaken in a cost-efficient manner and leverage external funds.

## 3. Strategic Alignment

Local level economic development strategy has a clearly defined role within a given local government's overarching strategic framework. It also aligns with Federal, State and broader regional policy priorities.

## 4. Current and emerging competitive advantage

Local level government structures its economic development strategy in order to leverage their current and emerging competitive advantages, and the strengths of their local industries (WALGA, 2019).

## 66

It takes an integrated approach, on the understanding that the city economy is influenced by a range of factors such as liveability and amenity; access to affordable housing for key workers and childcare for parents; a diverse and well-educated community as well as those more commonly associated with the economy such as market access, sector specialisation, innovation and productivity. The Integrated Planning and Reporting (IP&R) framework came into practice in 2009. The IP&R Framework begins with the community's aspirations and includes a suite of integrated plans that set out a vision, goals and strategic actions to achieve them. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant. Central to the Integrated Planning and Reporting (IP&R) framework is the Community Strategic Plan (CSP).

Whilst economic development is usually embedded in the CSP local governments are also, increasingly, developing dedicated Economic Development Strategies which must align to the CSP.



Sydney2030







# WHAT DRIVES US

Whilst Local Government is not required to develop an Economic Development Strategy, its potential for influence in this sphere is being increasingly recognised. As the closest layer of Government to community and the most important proximate level of advocacy for local communities the role of Local Government is critical. The key is in aligning the Economic Development Strategy to the Community Strategic Plan – giving it 'licence and longevity'.

### The Wentworth Shire Community Strategic Plan 2022-2032, Our Future in Focus (undertaken in 2021/2022) presented the

(undertaken in 2021/2022) presented the following Vision:

A thriving region, supported by a robust economic base, distinctive open spaces, and strong local governance and leadership.

Drawing on this Vision the **Strategic Goals** of the Plan are to make Wentworth a:

- Wentworth Shire is a vibrant, growing and thriving region (**ECONOMIC**);
- Wentworth Shire is a great place to live (SOCIAL);
- Wentworth Shire is a community that works to enhance and protect its physical and natural environment (ENVIRONMENTAL); and
- Wentworth Shire is supported by strong and ethical civil leadership with all activities conducted in an open, transparent and inclusive manner (CIVIC LEADERSHIP).

The Wentworth Shire Council Local Strategic Planning Statement – A Vision to 2040 and Beyond (2020) aligns to these Strategic Goals identifying eleven (11) Planning Priorities:

- Promote agriculture and value-added manufacturing.
- Grow tourism.
- Manage resources and renewable energy.
- Efficient transport and connectivity networks.
- Aboriginal economic self-determination.
- Sustainable settlements.
- Infrastructure and services.
- Preserve and promote heritage.
- Sustainable river systems.
- Manage natural hazards and climate change risks.
- Protect areas of environmental value.

Synthesised from the 269 community, business and industry voices that shared their thoughts and knowledge in the development of the **Wentworth Shire Council Economic Development Strategy** (2024-2028) are the following Vision themes and guiding values. Importantly these themes continue to endorse and reflect the Community Strategic Plan's Vision. When asked *What is your VISION for your Council area (what will it have, look and feel like)?* Key themes mentioned by community were:

- Access locally to key services, utilities and infrastructure;
- Retains a small community feel alongside growth and development;
- Increased availability of recreational and dining facilities;
- Growing range of local retail services;
- Growth of a high-quality and diverse tourism sector, strong focus on realising the potential of the river, inland and existing assets;
- A thriving community with economic and population growth;
- Strong leadership, community engagement, commitment and advocacy by Local Government;
- Well-planned and considered growth

   sustainable, visionary and informed /
  respectful of all stakeholders; and
- Equitable opportunity and development across the Shire area and for all community members.

Interviews undertaken with 11 individuals identified as **Council, Community and Regional Leaders** revealed a unified Vision for:

- Clear and considered land use planning

   creating friendly and accessible
   communities and enabling business and
   industry growth in logical long-term
   locations;
- Equity of access to services and amenities for all residents;
- Population growth and service growth to match;
- A thriving, attractive and welcoming region;
- Support for young people to thrive, learn and live locally;
- Local self-determination;
- Increased networking / alliance between neighbouring LGAs including crossborder;
- Frameworks to ensure industries contribute in meaningful ways to the communities and LGAs they operate within; and
- A local government that is easy to work with, supporting growth and industry and investment attraction.

The Values that sat alongside these Vision parameters included:



"I am thinking about what I can achieve now to deliver great outcomes for the next 50 years. I believe in advocacy and leadership and a willingness of council to lead and be part of that."

"All economic development, unless robotic, requires people – so how do we look after these people?"

"We have to foster an environment where it is easy to do business and do business well and then the community benefits."

From these **Vision themes and Values** the following **Principles** have been formed to guide how the Wentworth Shire Council Economic Development Strategy will be implemented. These Principles act as rules to guide Council's decision making around economic development – in this way new economic initiatives should uphold the following principles:

Our existing businesses and industries are central to who we are and our successes to date. New Economic Development should not occur at their expense.	Further innovation, diversification and growth is supported in ways that promote and safeguard the area as a world class destination and food and fibre producing region.	We are planning for today and all our tomorrows. Economic growth will protect and enhance existing natural and built assets, reflecting the community's vision for long-term sustainable economic development.
Equity of health, wellbeing and opportunities for all community members remain our highest priority. The improved liveability of our towns through planning, advocacy and provision of services and amenities are critical for locals and central to workforce attraction and retention.	All of our community members have a place at the decision-making table, we will continue to grow our leaders and uphold self-determination. Our First Nations community are central to this, and models must be created to ensure their contributions.	The current and cumulative impact of Economic Development is accurately costed to ensure our communities are compensated in both the short and long term.



## **Our Values**

At Wentworth Shire Council we value:

## Honesty & Integrity

- ▶ We deliver on commitments.
- ► We act ethically.

## **Quality & Commitment**

- We do our best to provide the highest standard of goods and services to our community.
- We are responsive to the needs of our community and always look for ways to better serve our community.
- We are dedicated to fulfilling the Shire's vision and goals.

## Respect

We act professionally towards our community and our colleagues.

## Accountability & Transparency

- ▶ We take responsibility for our actions.
- We communicate openly and respectfully with our community.

# CONSULTATION RESEARCH METHODOLOGY & SNAPSHOT OF FINDINGS

Community, Business and Industry engagement to inform that Wentworth Shire Council's Economic Development Strategy occurred between December 2023 – April 2024 and relied on multiple engagement strategies.

Business and Industry engagement involved four key strategies:

- An online Business and Industry survey (31 respondents),
- Phone based interviews with key business and industry leads across the LGA and those with overarching relevance (nine participants),
- A 'Business Breakfast' focus group (26 participants), and
- Participation in key community events including the Euston Economic Development Forum (March 2023), Tri-State Workforce Forum (Euston, December 2023), and RDA Murray's Buronga Business Breakfast and Murray-Darling Interstate Regional Development Stakeholder Consultation (both Buronga, April 2024)

Community engagement involved two key strategies:

- An online and hard copy survey (190 responses)
- Phone based interviews with key community and Council leadership (6) and overarching government and peak body representatives (5) (totalling 11 interviews), and;
- Two written submissions were also received.

According to the 2021 Census there are 6,020 people aged 15 years and over living in the Wentworth LGA. There were 190 responses to the community survey – effectively a 3.2% community response rate.

Through these varied methods a total of 269 voices from the Wentworth LGA's community, business and industry sectors informed the **Wentworth Shire Council Economic Development Strategy (2024-2028)**. Complete analysis of all engagement data is presented in Consultation Summaries provided to Wentworth Shire Council leadership and staff. This **Consultation Snapshot** provides a succinct synthesis of all engagement data to demonstrate to readers the foundation to, and pathway of, the recommendations presented in this Economic Development Strategy. Through the online survey, focus groups and phone interviews with business and industry, the following sectors were engaged and have informed the Wentworth Shire Council Economic Development Strategy:

- Retail
- Tourism
- Recreation/Entertainment/Hospitality services
- Accommodation services
- Communication/Information/Computer
- Agriculture
- Horticulture
- Mining
- Renewable Energies
- Food Processing
- Light Industrial
- Heavy Industrial
- Construction
- Wholesale/warehouse
- Freight and logistics
- Cleaning services

Of the survey respondents 60.0% noted their operation was Expanding, 33.3% Stable, and only 6.7% noted their operation was Reducing. Workforce varied with 60.0% of respondents having 1-5 staff through to 6.7% having more than 61 staff. In total 65.5% of this workforce lived within the LGA. Collectively the most significant challenges in establishing and operating your business/ industry were:

- Government restrictions/regulations
- Attracting staff
- Housing
- Training staff/yourself
- Operating costs (wages, utilities, rents, licencing etc)
- Financing for start-up or on-going costs
- Lack of customers
- Retaining staff

The **MOST** readily available supports/ local strengths/assets in establishing and operating your business/industry operation were:

- Local government advice/knowledge
- Locally available expertise Construction, Established support industries (such as trades, suppliers etc)
- Available infrastructure roads

The **LEAST** available supports / local strengths / assets were:

- Financial grants
- Business incentives and in-kind supports
- Locally available expertise Financial and Environmental
- Available infrastructure buildings, storage
- Available land
- Housing/accommodation

Survey respondents were asked to select the 5 most important Economic Development factors for Council to focus on. Overwhelmingly (above 65%), the following were selected:

- Ensuring access to affordable and reliable utilities (water, power, waste mgt)
- Encouraging businesses / industries that are identified as 'gaps' by the community
- Improving infrastructure to support/ encourage industrial/commercial growth
- Advocating for policies and programs that support rural NSW
- Ensuring local businesses benefit from economic growth
- Attracting and growing our working-age population
- Maintaining high quality roads
- Start-up funding for new businesses / industries
- Partnering with neighbouring Councils
- Providing access to quality school education

"When grant money for events is obtained ensure that it is local businesses that benefit (not Sydney or Mildura businesses while locals are excluded) and the money stays here."

"Gol Gol / Buronga is a great community. Prep to 10 School and local pool would be the icing the cake." A SWOT analysis was undertaken during the Business Breakfast and with 1:1 business and industry leadership interview participants. A synthesis is presented below.

## Strengths

- Established engines industries, notably agriculture and horticulture, and new industries.
- Natural assets rivers and water, solar and wind energy, rare earth / mineral sands.
- Physical location on the highway and at important road junctions (Sturt Highway, Silver City Highway).
- Existing and proposed / possible tourism assets including natural, cultural and built.
- First Nations culture (artefacts/ experiences) and heritage (pioneering history, river boat trade, Possum's Story).
- First Nation population.
- Residential Estate developments.
- High-quality built assets and local investment and leadership Community Bank, Community Medical Centre etc.
- Council owned assets such as caravan parks and available vacant lands.
- Wentworth Shire Council staff, leadership and partnerships. Recognised as 'investment friendly' LGA.
- Small business owners and Arts / creative sectors.
- Community organisations and Passionate residents.
- Regional level plans with clear local level relevance support Wentworth LGA in aligning with higher level opportunities.

"Connection to river is key – most visitors would prefer to be riverside, and Wentworth is beautifully set against the river." "First Nations Tourism development, Mungo, there is such a density of significant places and sites."

### Weaknesses

- Lack of access to key services education, health, childcare, aged care and accommodation, public transport.
- Workforce ability and availability, lack of skilled and unskilled labour, challenges with recruitment and retention, minimal opportunities for further education and training locally.
- Cross border challenges differences in regulations / licencing, recognition of qualifications.
- Gaps in suite of business offerings

   trades, retail, recreational, accommodation.
- Limited access to / upkeep of riverfront, tracks (also noted as improving).
- Limited engagement of the First Nation communities in Economic and Community Development discussions.
- Connection /communication between community / businesses and Wentworth Shire Council.
- Lack of permanent accommodation / land development.
- Distance / isolation, including from capital cities and political representatives.
- Road quality physical connectivity to enable local, industry and visitor travel.
- Digital connectivity.
- Poor public image of some areas and communities.
- Money / opportunity leaving the area to Mildura especially.
- Lack of investment and attraction collateral – prospectus documents required.

"The turnover of council staff can be challenging – Balranald and Wentworth Shire Councils need to be working together in this space, this ensures there is continuity in delivery of strategy regardless of personnel changes."

## Opportunities

- Development of key visitor economy opportunities including visitor economy assets such as Mungo, the rivers, established tracks and trails (Darling River Run, Mungo Loop, proposed Far West Culture and Heritage Trail), tour and event assets, Traditional Owner / First Nations tourism, agritourism, and broad visitor assets (Visitor information Centre, Civic Centre, Field of Lights, PS Ruby, refurbished Wentworth Caravan Park, Military Museum, Possum's Story).
- Development of a First Nations led and owned visitor economy which supports reconciliation, shares our history, creates business ownership and employment opportunities for First Nations people and builds intra and inter community relationships.
- Mineral sands and rare earth mining.
- The South West Renewable Energy Zone (REZ), transmission line infrastructure and renewable developments.
- Growing horticulture industries, including localised opportunities for processing and further value adding.
- Locally informed planning and development.
- Grow your own workforce opportunities including through industry-based training, apprenticeships and advocacy.
- Need for housing and opportunity for population growth and the attraction of services and amenities around this.
- Victorian businesses are looking to relocate into NSW as a result of Victorian tax and legislation changes.

- Strategically gather and utilise legacy / social benefit funds for long-term and widespread community gains.
- Working with industry leaders to fully understand the Economic opportunities that come with any development.
- Dedicated Economic Development positions within Local Government to support clear, consistent messaging and a central contact point supporting and pursuing community approved investment and attraction opportunities.

"Growing our rural workforce needs a pipeline... We have a Tafe presence in Dareton that could be a logical partner to develop a workforce pipeline (Plus SuniTafe in Mildura)."

"Having a local group from each town that understands the towns history and future and how nature interacts with towns and vice versa is extremely important for council to be able to discuss issues."

"If you really want to develop the region well – the next task for Council is to facilitate more miners to come into the region – investment and attraction.

Mining companies have skilled people who can support in this handover – invest and attract – these staff could, in a voluntary way, support the Economic Development of the region. We really want to be a part of the community."

"It is so important that Traditional Owners are telling the story, this has life changing outcomes for Traditional Owners and their families as well."

## Threats

- Regulations, restrictions and policies including State and Federal environmental regulations - Land Zoning; Conflicting regulations for land; VISA regulations; International trade – policy, market, workforce; Biosecurity; Water regulation, availability and price; lack of training and licencing standardisation between States / Nationally.
- National / Global economic climate.
- Inadequate resources, services and infrastructure - accommodation; Internet Speed / telecommunications.
- Workforce shortfall in local skilled and unskilled workforce, Workforce retention and recruitment.
- The impact of some industries is significantly changing the landscape – accommodation villages, wind turbines, power infrastructure - there are one off impacts and cumulative impacts, often difficult to fully assess.
- Lack of partnership / collaboration / frameworks businesses, industry, government all running in silos.
- Climate change, Natural disasters / extreme weather conditions.
- Cross border issues, funds going outside area.
- Not knowing our region in order to plan and advocate.

"Rural communities need small business as much as new and big business. We all want to see new economic development in our patch/es, but we shouldn't lose the focus on current businesses. They too need effort to support their sustainability and expansion." Over the course of the research for the Economic Development Strategy for both Balranald and Wentworth Shire Councils **significant tri-state conversations** were also occurring. Regionally, over the past several decades, there has been increasing dialogue about the **importance of crossborder** relationships. Over the past 12 months especially there has been a renewed interest in this – with a NSW, Victoria and South Australia Tri-State economic region being proposed and the following events / research activities occurring:

- Euston Economic Development Forum (March 2023),
- Tri-State Workforce Forum (Euston, December 2023),
- 'Tri-State Economic Zone Scoping Study: Murray Mallee Cross Border Region' March 2024. Developed by REMPLAN for Regional Development Victoria and the Mallee Regional Partnership, and
- RDA Murray's Buronga Business Breakfast and Murray-Darling Interstate Regional Development Stakeholder Consultation (both Buronga, April 2024).

Amongst these multiple entities and efforts it is universally agreed that a tri-state governance model and working agreement would foster regional development, enhance economic growth, and ultimately benefit the residents of all participating states.

"We want to create a regional NSW where people actually want to live and work. What can we do to create communities we want to live and work in?"

"Local Government does their bit, industry does their bit etc etc very rarely do we come together and share this knowledge and capitalise on the opportunities."

"Regional communities are in fact what many suburbs aspire to be. But so many people don't see this..." "[attracting workforce] Bigger than one employer, one industry or one area – a regional system (and brand) to be visible and an advocacy strength."

"Avoiding a zero sum change in the local economy is important – they [industry] come, they build, they leave... What is 'local' in a 'local' investment. Industry will 'spruik' their investment, but how will local communities benefit."

"We need to be identifying pipelines of work as well – so businesses can plan long term at the scale required."

"Legacy is also about skills retainment beyond the sugar hit."

"The sugar hit not making a difference here, it has not had a trickle down impact like Economic Development theory would predict."

"Putting this part of Australia on the map is a challenging one, you are at the coal face of the climate conversation, the indigenous cultural conversation lives here, you need logic over politics and it makes more sense to be working together."

"Some of these hort companies are also tristate companies as well – so the relationship is fluid."

"In the Tri-state conversation it is easy to bring people together but so hard to get them to keep moving together."

"Advocacy should be area wide – then we have a critical mass of population and need... the similarity of 'shared experience' is pervasive – housing, childcare, workforce demand – you are stronger in aggregate than in isolation." **Community engagement** to inform that Wentworth Shire Council's Economic Development Strategy occurred between December 2023 – April 2024 gathering a total of 203 community, community and Council leadership and government representative voices.

In total 190 community members completed the online and hard copy survey with 98.0% of respondents living within the Wentworth Shire Council area and the majority living in Gol Gol (37.7%) / Buronga (6.3%), Wentworth (27.7%), Coomealla (5.0%) / Dareton (5.7%), and Pooncarie.

In total 3.7% of all respondents identified as Aboriginal and / or Torres Strait Islander and a further 5.3% of respondents indicated they were born overseas.

Respondents most valued about where they live the:

- Small community atmosphere
- Healthy environment
- Access to health and education services
- Affordability/cost of living
- Recreational opportunities
- Thriving local businesses/industries.

The most sought-after businesses/industries were:

- Health/Medical services
- Recreation/Entertainment/Hospitality services
- Tourism
- Retail
- Education/Training services
- Arts and Culture
- Accommodation services

# When asked *What kinds of businesses / industries would you NOT like to see in your area?* Respondents noted:

- Light Industrial/Construction/
  Manufacturing/Warehousing/Transport
- Heavy industrial
- Mining
- Renewables
- Chain stores
- Aircraft training

"Any industry or business that takes from the area and does not contribute. IE FIFO workers." Respondents felt the **BEST THING** to happen because of Economic Development included:

Strengths	The community said
• An increase in key services (education, health, childcare, aged care, recreational) and retail businesses / services	"Thriving community with opportunities for all who wish to be involved, growing availability of services etc."
• Sustainable and well-planned growth of both the population and economy, attracting young families	
• Job opportunities, especially for locals and youth	
<ul> <li>Tourism, particularly cultural and heritage based and drawing on the riverfront</li> </ul>	
More housing	

Conversely, the WORST THING to happen because of Economic Development included:

Weakness	The community said
<ul> <li>Destruction of environment and amenity</li> <li>Inadequate community and economic planning resulting in an incommunity equipation of an incommunity and</li> </ul>	"Demand for housing and services increases higher than supply leading to increased costs, reduced services and ultimately reduced quality of township and services lowering the socioeconomic status of the district."
inappropriate mix of residential and business / industry, environmental and sustainability costs and a lack of services to support growing populations	
Inequitable Economic Development	
Entry of undesirable business	
Cost of living increases	
Housing issues	

Interviews were undertaken with 11 individuals identified as Council, Community and/or Regional Leaders.

## The most mentioned **STRENGTHS/ASSETS** were:

Built	Natural	Human/Social
Infrastructure to capitalise on natural assets	• The local river system	<ul> <li>Flexible, organised</li> </ul>
Light State	<ul> <li>Land availability and scale</li> </ul>	and adaptive communities
Civic and Visitor Information Centre	Rich in minerals	• Human
<ul> <li>Planning for improved recreational facilities</li> </ul>	<ul> <li>Mungo and other National Parks</li> </ul>	resources – our people
Sealing of roads	World Heritage	Council has
Wentworth Airport	Willandra Lakes	a great and
Accommodation assets		growing team, focus on
Waste management facility	Natural assets require built assets for optimal	skilling locals
<ul> <li>Diversity of businesses and industries</li> </ul>	use, i.e. transmission line with solar and wind, Ag/	and enabling flexible working conditions
Health Infrastructure	Hort with water, roads for tourism	• High
• Tourism infrastructure and networks	louiisiii	functioning
• The Buronga shopping precinct		local / regional action groups

## The community said

"Sealing of road to Menindee, sealing of runway – all done by our own workforce."

"We are a well-managed LGA – so funding bodies should have trust and faith in us to do the right thing / get it done."

"Wentworth Shire Interagency Group will attract and sustain economic development, especially because it picks up on Indigenous wellbeing and gendered diversity in economies. This is especially important in areas where there are workforce shortages. The interagency has the potential to marry up solutions in workforce shortages – childcare, education, health and wellbeing etc."

goals, invest in families, to build them up by

providing meaningful opportunities."

The most mentioned WEAKNESSES were:

Weakness	The community said
Reliance on water	"There are risks with water supply and access.
Housing	The industries we are investing in locally – permanent plantings – make it very difficult
<ul> <li>Understanding scale and need for services</li> </ul>	to be nimble or pivot. Wine industry is really struggling – some have pulled out wine grapes
• Attracting and growing the required workforce	to plant almonds – water will be a premium."
Lack of Economic Development skills     personnel within each LGA	<ul><li>"Securing a meaningful and enduring legacy</li><li>benefit for the community from the REZ and mining – we need to think this through carefully</li></ul>
<ul> <li>Engaging all levels of politics and bornsides of the border</li> </ul>	th – how do we benefit ratepayers and the community more broadly."
<ul> <li>Maintaining and improving key infrastructure</li> </ul>	"Childcare is just so important and it is terrible here. Reliance on family for care means that
Keeping community informed	people new to the region can be locked out
<ul> <li>Capitalising on mining and renewabl energy growth – securing legacy</li> </ul>	of the workforce. People talk about waiting 18 months+ for a childcare place."
The lack of local benefit from FIFO workforce	"The budget of not-for-profits is huge for this area – but what difference are they making?
• Residential expansions growing pains	People are just being drip fed, just enough to keep them quiet. But the cost of living is
<ul> <li>Lack of 'to scale' education and childcare facilities</li> </ul>	growing and people are struggling. Why don't these not-for-profits do something that really
<ul> <li>Under-resourcing and vulnerability amongst some cohorts.</li> </ul>	makes a difference. Long term support that is driven by the person's goals NOT the agencies

amongst some cohorts.

The most mentioned **OPPORTUNITIES AND EMERGING TRENDS** were:

Opportunity/Emerging Trend	The community said
<ul> <li>Industry growth (mining, renewables and horticulture) and value adding potential</li> </ul>	"In my earlier days it was roads, rates and rubbish, but our focus is now much more tourism. A \$14 million Visitor Information
South West REZ	Centre, and the light state project. Sitting on the junction of Australia's two greatest rivers
<ul> <li>Education opportunities – TAFE and Uni</li> </ul>	makes it easy to sell."
Growth in population	"There is so much opportunity for really beautiful and meaning tourism around our
• Tourism	significant sites, Mungo, Canoe Tree (behind
<ul> <li>Increasing focus on use and enjoyment of riverfront areas</li> </ul>	Wentworth hospital), Fletchers Lake, Thegoa Lagoon etc. These places play a significant
<ul> <li>Strategic road transport / freight developments, including the second bridge</li> </ul>	role in our ecosystems. There must be a plan to build a respectful tourism enterprise around these sites that is community owned and led and employs our community members. Beautify
Legacy opportunities	our Shire, mirror what's in our communities on
Cross border and Tri-State     collaborations	signage or billboards. Have community input, regular consultations not a one off."
<ul> <li>Workforce sharing and extension models</li> </ul>	"We do need to get strategic road transport back onto the agenda including the second
• A workforce strategy focussed on 'growing our own'	bridge. Various strategic documents that refer to it. We need to be pushing now for something to happen in the next 10-20 years."
	"Wentworth is a historic town - the tourism bones are good, but it needs an updated offering. There is not enough accommodation, no cafes with longer opening hours etc."
	"Renewables – I would be asking - what can we be doing around longer-term opportunities – manufacturing etc, not just the current 'sugar hit'"
	"When you have water and energy you have some incredible assets, so then it is about building case for why major investors should

come to the area."

The most mentioned **THREATS** included:

Threat	The community said
Decision making at higher levels of     Government	"Higher level infrastructure – bridges, health, education – are all reliant on state and federal-
Technical connectively	based decision making. We can advocate but it is not our decision, these are potential threats."
Reliance on export markets	
Inflationary environment, Cost of living crisis	"I have concerns about water buy backs and what that might do to the cost of water in difficult times, especially for permanent
<ul> <li>Exposure to environmental and climatic extremes</li> </ul>	plantings."
<ul> <li>Lack of resourcing – human and financial</li> </ul>	
<ul> <li>Lack of national / state level solutions to the housing crisis</li> </ul>	
<ul> <li>Lack of national licencing / infrastructure for key industries, skills and assets</li> </ul>	

## The following **KEY PARTNERS** were identified:

Key Partner	The community said	
• All of community including First Nations communities, agencies and organisations	"Cross border conversations are just so key – how do we do these well and collaborate for benefit. We need to get past thinking about competition and move to collaboration."	
Local government, and especially		
neighbouring LGAs across the Tri-State area	"There should be an Aboriginal Liaison Officers role on Wentworth Shire Council.	
Cross-border Commissioners	<b>T</b> I I I I I I I I I I I I I I I I I I I	
Regional representatives	There is a lack of communication between the Shire and local Indigenous Community."	
<ul> <li>Industry representatives – agriculture, horticulture, mining etc; State government departments and agencies</li> </ul>	"The most important key partners are the community. Participatory democracy will be key – we will be more visible. 80% of employment is in small business – so even though the 'big' industries look like they are central – LOCAL employment happens locally in local businesses."	
Department of Regional NSW		
• RDA Murray and Loddon Mallee.		

# KEY STRATEGIC GOALS, OBJECTIVES & ACTIONS

## **1. Our Industries**

We will protect and grow our engine industries and attract and support emerging industries.

Objectives	Actions	Strategic Alignment
<b>1.1</b> Existing businesses and industries are supported to benefit from economic growth	<b>1.1.1</b> Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (Business groups, e-lists and information sessions)	Right to Farm
	<b>1.1.2</b> Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing	
	<b>1.1.3</b> Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables	
<b>1.2</b> The importance of the agricultural and horticultural industries is protected	<b>1.2.1</b> Manage residential encroachment onto agricultural / horticultural land	Wentworth Shire Council Local Environment Plan
	<b>1.2.2</b> Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security	
	<b>1.2.3</b> Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains.	

Objectives	Actions	Strategic Alignment
<ul> <li>1.3 Emerging and prospective industries and businesses are aware of and attracted to the LGA</li> <li>1.3.1 A review of long-term use planning is undertaken state level expertise and loo to determine placement an growth in residential, recreat commercial and industrial la planning is long term, strate sustainable and considers a It is visionary about healthy communities</li> <li>1.3.2 A high level LGA Prospideveloped (with supporting materials) detailing endown opportunities and listing the investments, industries and</li> <li>1.3.3 An Economic Develop / Team / Concierge role is of funding secured (could be se between BSC/WSC) providie entry and advocacy point for Development enquiries</li> <li>1.3.4 A inter LGA Economic Advisory Group is formed u and local knowledge and ref from key industries</li> <li>1.3.5 Preferred investment businesses, industries and set</li> </ul>	<b>1.3.1</b> A review of long-term strategic land use planning is undertaken drawing on state level expertise and local knowledge to determine placement and enable growth in residential, recreational, commercial and industrial land. This planning is long term, strategic and sustainable and considers all stakeholders. It is visionary about healthy, safe communities	Department of Planning NSW Department of Regional NSW Wentworth Shire Council Local Environment Plan
	<b>1.3.2</b> A high level LGA Prospectus is developed (with supporting promotional materials) detailing endowments and opportunities and listing the preferred investments, industries and businesses	Regional Development Trust Fund, Department of Regional NSW in the distribution of this WSC Prospectus
	<b>1.3.3</b> An Economic Development Officer / Team / Concierge role is created and funding secured (could be shared role between BSC/WSC) providing a single entry and advocacy point for all Economic Development enquiries	Investigate incentive schemes Sustainable Communities Funding Alignment to Drought Resilience research
	<b>1.3.4</b> A inter LGA Economic Development Advisory Group is formed utilising Council and local knowledge and representation from key industries	Wentworth Region Tourism & Events Strategy 2029. Theme: INDUSTRY
	<b>1.3.5</b> Preferred investment interests, businesses, industries and services are proactively sought out and welcomed	- DEVELOPMENT Action: Host industry networking events that showcase businesses in the region, what they have been doing to improve their offerings and encourage working together

Objectives	Actions	Strategic Alignment
visitor economy potential is recognised, understood and enabled Events Strategy 2 key visitor econom be applied in par <b>1.4.2</b> Encourage dispersal and len on signage recom	<b>1.4.1</b> The Wentworth Region Tourism & Events Strategy 2029 is recognised as the key visitor economy planning document to be applied in parallel to this Strategy	Wentworth Region Tourism & Events Strategy 2029 Theme: CUSTOMER
	<b>1.4.2</b> Encourage visitor geographic dispersal and length of stay by delivering on signage recommendations from Wentworth Region Tourism & Events Strategy 2029	FOCUS Action: Gather existing data from industry and other sources to create the target customer profile set for the Wentworth region (aim for 5-6 profiles)

# 2. Our Infrastructure & Amenities

We will provide and/or facilitate local infrastructure and amenity development to encourage growth and productivity – because great places to live are great places to work and visit.

Objectives	Actions	Strategic Alignment
<b>2.1</b> Greater diversity in, and availability, of housing stock with utilities and amenity assets to	<b>2.1.1</b> Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates	
support	<b>2.1.2</b> Investment is encouraged in independent Aged Care living units for the Dareton/Coomealla communities	_
	<b>2.1.3</b> Council encourages broader community thinking about the possible forms of housing (including tiny homes, prefabricated homes, transition to independent living units and higher density living)	Buronga Gol Gol Structure Plan 2020 Sustainable Wentworth Strategy Dareton Revitalised Strategy: Our Town Our Future
	<b>2.1.4</b> Develop a plan for works in line with new residential developments to ensure these developments have required utilities. Seek funding streams to support with this work	
	<b>2.1.5</b> Drawing on the community voice captured in the development of this EDS identify key amenity assets sought by community and facilitate the attraction of these assets to the LGA (with a focus on food, retail and riverfront opportunities)	
	<b>2.1.6</b> Explore the contribution of industry to housing solutions through legacy / social licence	_

Objectives	Actions	Strategic Alignment
<b>2.2</b> Physical and digital connectivity enables full use of the LGAs potential – both human and natural	<b>2.2.1</b> Council continues to advocate at appropriate governmental levels for high	Road Safety Action Plan 2019/20
	standard road infrastructure, including vigilance in identifying, accessing and utilising available funding streams	Wentworth Shire Council Community Strategic Plan
	<b>2.2.2</b> Council continues to advocate for roadway and property interface priorities identified in the 2016 Buronga to Monak Interface Study Investigations Report, alongside new learnings	Buronga to Monak Interface Study Investigations Report (2016)
	<b>2.2.3</b> Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure	Wentworth Shire Council Community Strategic Plan
<b>2.3</b> Residents of the LGA have access to key services via in person or online mechanisms	<b>2.3.1</b> Council works with key community groups and the broader community to advocate for and facilitate 'to scale' key community services including health and education services such as childcare, preschools, schools, adult education, health services and aged care	Wentworth Shire Council Community Strategic Plan
	<b>2.3.2</b> Advocate for an increased public transport service across the Council communities bordering Victoria	
	<b>2.3.3</b> Advocate for the critical importance of cross border funding and service delivery	_



# 3. Our People

We will grow, attract and retain a creative, talented and skilled community and workforce.

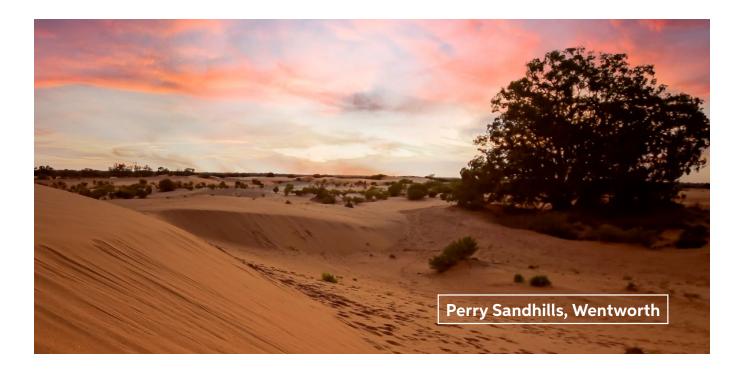
Objectives	Actions	Strategic Alignment
<b>3.1</b> Understand local / regional workforce training	<b>3.1.1</b> Work with engine and emerging industries to clearly identify skills gaps. Focussing on the most prevalent gaps	Wentworth Region Tourism & Events Strategy 2029
and skills gaps and actively support remediation	plan a skills remediation strategy which includes a plan for industry's contribution	Theme: INDUSTRY DEVELOPMENT
remediation		Action: Host industry networking events that showcase businesses in the region, what they have been doing to improve their offerings and encourage working together
	<b>3.1.2</b> Council works with key community groups and the broader community to advocate for increased post school / tertiary training provision locally	TAFE, Country University Centre (Swan Hill)
	<b>3.1.3</b> Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages	Wentworth Shire Council Community Strategic Plan
	<b>3.1.4</b> Explore membership to the Robinvale Euston Workforce Network as it considers increasing its catchment area	-

Objectives	Actions	Strategic Alignment
<b>3.2</b> Uphold the importance of the early years in unlocking the full	<b>3.2.1</b> Advocate for the ongoing delivery of high quality and consistent early years health, wellbeing, education and care services across the LGA	Wentworth Shire Council Disability Inclusion Plan
potential of future generations	<b>3.2.2</b> Support all children have access to and attend high quality early years education in the two years before commencing school	Wentworth Shire Council Child Care Study June 2017
<b>3.3</b> Increase awareness of, and facilitate employment pathways for community	<b>3.3.1</b> Work with key community organisations to reach un- and under- employed community members, facilitating their awareness of employment opportunities and connecting them to training and employment pathways	Is it a core for value for council to be connecting employment to training & Pathways.
members	<b>3.3.2</b> Negotiate with large industries for a minimum localised employment expectation, recognising this as a long- term legacy impact for individuals, families and communities	
3.4 Create the	<b>3.4.1</b> Support initiatives that promote	Move to More
conditions for and actively support population and	and/or provide incentives for population migration to the Shire and the region	Country Change programs
skills attraction		www.countrychange. com.au
	<b>3.4.2</b> Invest in place-making, streetscape and resident, prospective resident and visitor amenity improvements	
	<b>3.4.3</b> Activate opportunity to the Designated Area Migration Agreement (DAMA) initiative within the RDA Murray region	RDA Murray
	<b>3.4.4</b> Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models	

# 4. Our Natural Assets & Identity

We will protect natural assets and create a clear, unique and consistent regional identity to attract national and international attention.

Objectives	Actions	Strategic Alignment
<b>4.1</b> Our natural and cultural assets are protected and honoured	<b>4.1.1</b> Our system of rivers, lakes, wetlands and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts	National Parks
	<b>4.1.2</b> Our cultural and heritage assets are	Traditional Owners
protect 4.1.3 T to lead cultura protect	mapped, their significance recorded and protected	Aboriginal Lands Council
		National Parks / World Heritage
		Willandra Lakes Advisory Committee
	<b>4.1.3</b> Traditional owners are supported to lead and manage access to sites of cultural significance in a manner that protects the site and their ongoing connection to that site	Traditional Owners



Objectives	Actions	Strategic Alignment
<b>4.2</b> An aligned, modern and comprehensive	<b>4.2.1</b> Explore and encourage the growing demand for and potential of eco and agritourism across the LGA	Riverina Murray Tourism Destination Management Plan
suite of visitor economy assets and experiences are developed		Wentworth Region Tourism & Events Strategy 2029
(including ecological, cultural		Theme: INDUSTRY DEVELOPMENT
and heritage)		Action: Identify target groups, reach out to Elders, to enable further empowerment over their heritage, and the opportunity to work together to share the stories
	<b>4.2.2</b> Work with Traditional Owners	Traditional Owners
	and key stakeholders to enable the international significance of Mungo. Ensure the benefits of this accrue firstly to Traditional Owners, encouraging	Aboriginal Lands Council
		National Parks / World Heritage
	their ownership of, and employment in, these tourism assets. Support the Mungo experience as a platform for National reconciliation	Willandra Lakes Advisory Committee
	<b>4.2.3</b> Work with BSC in the development the Far West Culture and Heritage Trail to highlight the First Nations and settlement / pastoralists story	Balranald Shire Council
	<b>4.2.4</b> Facilitate new tour package products including heritage, food and wine, Indigenous, nature-based and	Wentworth Region Tourism & Events Strategy 2029
	walking tours and charters	Theme: INDUSTRY DEVELOPMENT
		Action: Identify target groups, reach out to Elders, to enable further empowerment over their heritage, and the opportunity to work together to share the stories

Objectives	Actions	Strategic Alignment
	<b>4.2.5</b> In conjunction with MRCC capitalise on the joint Bruce Munro "LightState"	Mildura Rural City Council
	Art Installation Experience (Fibre Optic Symphonic Orchestra & Trail of Lights).	Mildura Regional Development
	<b>4.2.6</b> Support the efforts of Sunraysia Early Settlers Museum Inc to develop a museum dedicated to the early	Riverina Murray Tourism Destination Management Plan
	pioneering spirit of the region.	Murray Regional Tourism Destination Management Plan
<b>4.3</b> Our brand is distinct, synonymous with our region and broadly recognised	<b>4.3.1</b> Create a regional brand that encapsulates the strengths of our people and place and showcases hero products	Wentworth Region Tourism & Events Strategy 2029
	<b>4.3.2</b> Leverage local character by sharing, engaging, and using genuine local stories	Theme: AWARENESS & EDUCATION
	to improve how visitors connect with the region	Action: Create an images/video bank for
	<b>4.3.3</b> Develop and deliver a digital tourism marketing strategy to guide consistent use of social media and other digital assets	industry use, where anyone can use the high quality images for marketing, gathered from existed sources
	<b>4.3.4</b> Develop print and digital materials including guides, itineraries and packages to promote touring routes	

Objectives	Actions	Strategic Alignment
<b>4.4</b> Continue to build improved visitor access, accommodation, amenity and awareness	<b>4.4.1</b> Extend new and maintain existing cycling and walking trails	
	<b>4.4.2</b> Work with Traditional Owners and other key stakeholders towards a sealed road loop encompassing Balranald – Mungo – Buronga. Be mindful of the Mungo site and experience being 'ready' (adequate levels of protection in place)	_
	<b>4.4.3</b> Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays	<ul> <li>Wentworth Region         <ul> <li>Tourism &amp; Events</li> <li>Strategy 2029</li> <li>Riverina Murray Tourism</li> <li>DMP</li> <li>Buronga/Gol Gol</li> <li>Sporting Master Plan</li> </ul> </li> </ul>
	<b>4.4.4</b> Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and shade	
	<b>4.4.5</b> Ensure the core visitor economy workforce is familiar with key attractions and experiences and can promote these in an informed, high integrity manner	_
	<b>4.4.6</b> Progress Actions as outlined in the Buronga/Gol Gol Sporting Master Plan	_

# 5. Our Tomorrow

We will plan now for an even better tomorrow, building local connection, leadership, partnership, legacy and advocacy.

Objectives	Actions	Strategic Alignment
<b>5.1</b> Strong, diverse local leadership is built and community connection is supported and celebrated	<b>5.1.1</b> Advocate for opportunities that improve social and economic outcomes for First Nations communities.	Wentworth Shire Council Community Strategic Plan
	<b>5.1.3</b> We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms	
	<b>5.1.4</b> We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership	-
<b>5.2</b> We build partnerships to	<b>5.2.1</b> We actively seek out and nurture partnerships at all levels including	Mildura Rural City Council
achieve equity for our region and have collective impact	with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political	Department Regional NSW
	and governmental representatives	RDA Murray
		Riverina Murray Tourism

Objectives	Actions	Strategic Alignment
<b>5.3</b> We seize the full opportunity and potential of legacy, making strategic long-term	<b>5.3.1</b> Council and community form a governance model to enable the collection and strategic distribution / investment of social licence / legacy payments from industry	Wentworth Shire Council Community Engagement Strategy
investments	<b>5.3.2</b> BSC and WSC collaborate to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united	Balranald Shire Council
	<b>5.3.3</b> Council and community use legacy investments strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region	Wentworth Shire Council Community Engagement Strategy
<b>5.4</b> We grow our Council workforce – skilling locals and encouraging career progression	<b>5.4.1</b> Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields	
	<b>5.4.2</b> Council strengthens its trainee and apprenticeship program by including work experience or other industry placements	Wentworth Shire Council Workforce Management
	<b>5.4.3</b> Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space	Plan



Wentworth Shire Council 61 Darling Street, Wentworth NSW 2648 P: 03 5027 5027 | E: council@wentworth.nsw.gov.au wentworth.nsw.gov.au

## 9.8 ARTIFICIAL INTELLIGENCE (AI) POLICY FOR ADOPTION

File Number:	RPT/25/304
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Deborah Zorzi - Governance Officer
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.2 A strong, responsible and representative government

#### **Summary**

Artificial intelligence (AI) is rapidly transforming the way organisations operate. AI-powered systems are being used to generate content, automate tasks, make decisions, drive robotics and improve efficiency in a wide range of industries.

Council can best manage the risks associated with the use of AI by developing an AI policy (and associated procedures as required) that establishes principles and controls to ensure Council uses AI in a responsible and ethical manner. Council has considered Australia's *AI Ethics Principles* in the development of this policy and will apply those principles in our use of AI enabled systems.

At the 16 April 2025 Councill meeting, the draft *Artificial Intelligence (AI) Policy* was endorsed by Council for public exhibition for 28 days. No feedback or comments were received from the public during this time and no changes have been made to the Policy following the exhibition period.

## **Recommendation**

That Council adopts the Artificial Intelligence (AI) Policy.

## Detailed Report

#### <u>Purpose</u>

The purpose of this report is to present a new policy to Council, the *Artificial Intelligence (AI) Policy*, that provides guidance and a set of principles to govern the use of AI by Council.

## <u>Background</u>

Late last year the General Manager emailed all Councillors and staff providing guidelines on the use of Generative AI tools and encouraged all Councillors and staff to read and understand *Australia's AI Ethics Principles.* That email was an organisational directive issued whilst a Council policy was developed and adopted.

Council has now developed an AI policy (and will develop associated procedures as required) that establishes our principles and controls to ensure Council uses AI in a responsible and ethical manner, underpinned by the *AI Ethics Principles*.

The AI Policy commits to:

- using AI lawfully, ethically and in accordance with human rights
- applying the Ethics Principles when implementing new technology comprising or incorporating AI, creating new AI systems, or using AI in decision making
- being transparent about Council's use of Al

• allowing individuals to challenge the use of an AI system or the outcome from the AI system.

## <u>Report Detail</u>

The draft *Artificial Intelligence (AI) Policy* was placed on public exhibition for 28 days following endorsement of the draft policy at the April 2025 Council meeting. No feedback or comments were received during the exhibition period, therefore no changes have been made to the Policy as previously presented.

## **Conclusion**

It is recommended that the Artificial Intelligence (AI) Policy be adopted by Council.

## Attachments

1. Working Document - Council Policy - Artificial Intelligence (AI) Policy GOV028



POLICY NUMBER & TITLE:	GOV028 ARTIFICIAL INTELLIGENCE (AI) POLICY
WORD DOCUMENT ID:	DOC/25/2852
VERSION:	1.0
ADOPTED MEETING DATE:	Click or tap to enter a date.
REVIEW DUE:	Four yearly or following change of legislation or incident
VERSION AMENDMENTS:	Nil
RESPONSIBLE DEPARTMENT:	Corporate Services

# **ARTIFICIAL INTELLIGENCE (AI) POLICY**

## POLICY OBJECTIVE

This Policy provides guidance and a set of principles to govern the use of Artificial Intelligence (AI) by Wentworth Shire Council, including Councillors, staff and contractors.

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

Al technology presents an opportunity for Wentworth Shire Council (Council) to enhance its service delivery to the Wentworth community. Whilst Al can create efficiencies which improve service outcomes, Council recognises that it must adopt an ethical Al framework to prevent outcomes that negatively affect individuals, communities, groups, or the environment.

To ensure that AI is used ethically and in accordance with human rights, Council will apply Australia's *AI Ethics Principles* (the Principles) to maintain public trust and confidence that Council's use of AI is safe, secure and reliable.

#### 2. POLICY COVERAGE

This policy applies to all Councillors, Council staff and contractors engaged by Council. Adherence to this policy is mandatory across all Council operations involving AI.

#### 3. STRATEGIC PLAN LINK

Objective: 4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner

Strategy: 4.2 A strong, responsible, representative government

#### 4. DEFINITIONS AND ABBREVIATIONS

Term/Word	Definition		
Artificial Intelligence	Al is the ability of a computer system to perform tasks that would		
(AI)	normally require human intelligence, such as learning, reasoning,		
	and making decisions. Al encompasses various specialised		
	domains that focus on different tasks. Examples include Machine		
	Learning, which enables computers to learn from data; Natural		
	Language Processing for understanding and generating human		
	language; and Generative AI.		
Artificial Intelligence	Software and applications that employ AI to generate or assist in		
Tools (AI Tools)	generating content, solutions or decision-making processes.		
Generative AI (Gen AI)	Gen AI is a wide-ranging term that refers to any form of AI capable		
	of generating new content, including text, images, video, audio,		
	or code.		

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Easily accessible examples of Gen AI include ChatGPT (OpenAI),
BardAI (Google), MidJourney, and CoPilot (Microsoft). These
tools (AI Tools) allow individuals to input text and receive AI-
generated content. They offer functionalities such as
summarising lengthy articles, providing concise answers to
questions, or generating code snippets for described functions.

#### 5. POLICY CONTENT

This policy outlines the principles and requirements for the safe and responsible use of AI.

#### 5.1 AI should be Deployed Responsibly

Council should only use AI platforms in low-risk situations and take the appropriate risk mitigation strategies described in this policy. Some examples of low-risk use include using tools to brainstorm ideas or options, or to do initial drafting of content, emails and reports.

Council must ensure that all uses of AI platforms comply with Council's Use of Communication Devices Policy, Information Security Policy, and Privacy Management Policy.

Cases which pose an unacceptable risk to Council include but are not limited to:

- those requiring the input of any amount of Council data considered to be sensitive or confidential information;
- where services will be directly delivered by AI, or decisions made by AI; and
- where coding outputs will be used in government systems.

#### 5.2 Accountability and Human Centred Decision Making

Council engages in a broad range of activities and delivers many services for the community. Al tools must never be the final decision-maker on Council activities or services. Accountability and transparency are Council values and as such, those who use Al to produce content are responsible for that content and must be able to explain and justify their advice and decisions.

Any responses or outcomes provided by AI tools must be critically analysed for appropriateness and accuracy before being used, as they can provide incorrect answers in a confident way.

In so doing, Council should consider whether responses or outcomes generated by AI are factually accurate, meet community expectations, or are coloured by known biases in the training data.

Council should also consider intellectual property rights of third parties as well as broader privacy and copyright issues when using these tools.

#### 5.3 Transparency

It should be clear when generative AI tools are being used by Council to inform activities. Council will include a notation where applicable in briefings or official communications indicating if generative AI was used to generate any of the information.

Following critical analysis of that content as required above and where the decision is made to directly incorporate substantial AI generated content into a report, briefing or official communication, consideration should be given to creating a working document capturing that content and the date it was generated for record keeping purposes. That document should be

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created in accordance with Council's Records and Information Management Policy and to support transparency around decision-making.

Official communications remain subject to Council's Media Policy even when produced by AI tools.

#### 5.4 Privacy Protection and Security

All data entered into AI tools is stored externally to Council beyond our ability to control access or privacy.

Inputs into AI tools should not include or reveal any classified information, or personal information held by Council. All activities and inputs in relation to the use of information with AI tools should be considered a disclosure of that information and must comply with Council's Privacy Policy, relevant legislation, and the Information Privacy Principles.

Council restricts the entry of information into public AI tools that:

- is not already public
- is personal information, entry of which contravenes Councils Privacy Policy.
- Is confidential information.

Users must also not enter information that would allow AI platforms to extrapolate classified or sensitive information based on the aggregation of content you have entered over time. Additionally, users should avoid sharing any information that could be used for identity theft, fraud, or hacking attempts.

Where available, Council should disable any settings or permissions which save data or use history.

Council's IT department retains the right to block access to known problem AI tools at any time and without notice.

#### 5.5 Implementing new technology comprising or incorporating AI

When considering implementing new technology (either by acquisition or internal development) or approving freeware applications for use that comprises or incorporates AI, Council will conduct an AI impact assessment against the:

- AI Ethics Principles;
- Council's Privacy Management Policy; and
- Information Security Policy

as part of the Information and Communications Technology governance processes. The IT Team will consult with Council staff with relevant subject matter expertise as necessitated by the specifics of how the technology will be applied.

#### 5.6 Creating an Al system

Should Council consider engineering an AI system, Council will maintain a standard which applies relevant *AI Ethics Principles* to the AI system throughout the AI Lifecycle.

Council will also publish a register of its AI systems that have the potential to impact a person, community, group, or environment. A person will be able to challenge the use of an AI system,

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or the outcome from the AI system, by submitting a complaint in accordance with Council's Complaint Management Policy.

#### 6. ROLES AND RESPONSIBILITIES

The Director Corporate Services is responsible for ensuring this policy is implemented, progress is monitored and regular review of the policy and its implementation is undertaken in consultation with the Manager Technology Services.

The policy will be reviewed by the Governance Team in consultation with the IT Team no later than 1 year after its adoption to ensure that it appropriately addresses the evolving technology, its use and regulation.

All Councillors, staff and contractors engaged by Council are responsible for understanding and applying this policy.

#### 7. RELATED DOCUMENTS AND LEGISLATION

Privacy & Personal Information Protection Act 1998 (NSW) Health Records & Information Privacy Act 2002 (NSW)

GOV002 – Use of Communication Devices Policy GOV007 – Privacy Policy WF539 – Information Security Policy

Al Ethics Principles - Australian Department of Industry, Science and Resources

#### 8. ATTACHMENTS

#### 9. DOCUMENT APPROVAL

This Council Policy is the latest version of the official policy of the Wentworth Shire Council, as adopted by Council on Click or tap to enter a date.. All previous versions of this policy are null and void. This policy may be amended or revoked by Council at any time.

Signed:

**General Manager Wentworth Shire Council** 

Click or tap to enter a date. Date

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#### **DETERMINATION OF COUNCILLOR REMUNERATION FOR 2025/2026** 9.9

File Number:	RPT/25/289
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective:	4.0 Wentworth Shire is supported by strong and ethical civic leadership with all activities conducted in an open, transparent and inclusive manner
Strategy:	4.5 Adopt practices of prudent asset, financial and human resource management across Council to ensure long-term sustainability and efficiency

## Summary

The Local Government Remuneration Tribunal has determined a 3.00% increase to the Mayoral and Councillor fees for the 2025/2026 financial year, with effect from 1 July 2025.

Sections 248 and 249 of the Local Government Act 1993 require Councils to fix and pay an annual fee based on the Tribunal's determination for the 2025/2026 financial year. If a Council does not fix a fee, the Council must pay the minimum fee determined by the Tribunal.

The Remuneration Tribunal classifies the Wentworth Shire Council as a Rural Council. As such, the minimum fee for a Councillor is \$10,530 and the maximum allowable is \$13,930. In addition to the fee paid as a Councillor, the minimum fee payable to the Mayor is \$11,210 and the maximum fee is \$30,390.

In April 2024, Council resolved to increase the fees for the 2024/2025 to the maximum amount. The fees for 2023/2024 are \$13,520 for Councillors plus an additional \$29,500 for the Mayor.

#### Recommendation

That Council sets the level of fees to be paid to the Councillors and Mayor in accordance with the schedule of fees determined by the Local Government Remuneration Tribunals.

## **Detailed Report**

## Purpose

The purpose of this report is to advise Council of its obligation under the Local Government Act 1993 (NSW) to determine and fix the annual fee payable to the Councillors and Mayor for the 2024/2025 financial year.

#### Background

The Local Government Remuneration Tribunal has determined there will be a 3.00% increase to Councillor and Mayoral fees for the 2025/2026 financial year. The levels of fees depend on which category the Council is in, with Wentworth being classified as a Rural Council.

## Matters under consideration

# General Purpose Councils - Non-Metropolitan

## Councillor/Member Annual Fee (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	21,120	36,690
Major Strategic Area	21,120	36,690
Regional Strategic Area	21,120	34,820
Regional Centre	15,830	27,860
Regional Rural	10,530	23,220
Rural Large	10,530	18,890
Rural	10,530	13,930

## Mayor/Chairperson Additional Fee\* (\$) effective 1 July 2025

Category	Minimum	Maximum
Major Regional City	44,840	114,300
Major Strategic Area	44,840	114,300
Regional Strategic Area	44,840	101,470
Regional Centre	32,940	68,800
Regional Rural	22,420	50,680
Rural Large	16,820	40,530
Rural	11,210	30,390

\*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2))

In accordance with the schedule of fees shown above, the fee payable for each Councillor would range from \$10,530 to \$13,930. The fee payable to the Mayor would be an additional amount of between \$11,210 and \$30,390. If Council does not fix a fee, then Council must pay the minimum fee determined by the Tribunal.

## <u>Options</u>

Based on the information contained in this report, the options available to address this matter are to:

- a) Set the maximum fee allowable for Councillors and the Mayor; or
- b) Set an alternative fee for Councillors and the Mayor within the minimum and maximum range allowable.

## Legal, strategic, financial or policy implications

If Council does not fix a fee, then Council must pay the minimum fee determined by the Tribunal.

### **Conclusion**

In accordance with the *Local Government Act 1993* (NSW), Council is to set the annual fee to be paid to each of the Councillors and the Mayor. The schedule of fees shows the minimum and maximum amounts payable, with Wentworth being designated as a Rural Council.

## Attachments

Nil

#### 9.10 SKIN CANCER TRUCK REQUEST FOR FINANCIAL ASSISTANCE -WENTWORTH COMMUNITY BANK

File Number:	RPT/25/342
Responsible Officer: Responsible Division: Reporting Officer:	Simon Rule - Director Corporate Services Corporate Services Simon Rule - Director Corporate Services
Objective: Strategy:	2.0 Wentworth Shire is a great place to live 2.2 Work together to solve a range of social and health issues that impact community wellbeing and vulnerable people

## <u>Summary</u>

Council has received a request for financial assistance from the Wentworth Community Bank to assist in bring the Australian Skin Cancer Foundation Skin Check Truck to the Wentworth Region in late November or early December 2025.

The cost to bring the truck to the region is \$44,669.90 (GST Inc) and will be split evenly between the Wentworth Community Bank, the Coomealla Memorial Sporting Club and Council.

Council's contribution would come out of the 2025/2026 financial assistance budget.

## **Recommendation**

That Council approve the request for financial assistance; and

That Council increases the 2025/2026 financial assistance budget to fund the request.

#### **Detailed Report**

#### <u>Purpose</u>

The purpose of this report is to present a request for financial assistance from the Wentworth Community Bank.

#### **Background**

Council has received a request for financial assistance from the Wentworth Community Bank (the bank) to assist in bringing the Australian Skin Cancer Foundation Skin Check Truck to the Wentworth Region in late November or early December 2025.

#### Report Detail

The truck would set up for two days in each of the following areas:

- Wentworth
- Dareton
- Buronga/Gol Gol

The cost to bring the truck to the region is \$44,669.90 (GST Inc) and will be split evenly between the Bank, the Coomealla Memorial Sporting Club and Council.

Council's contribution would come out of the 2025/2026 financial assistance budget.

#### **Conclusion**

It is recommended that Council approve the request and increase the 2025/2026 financial assistance budget by \$13,536.33 to fund the request.

## Attachments

1. Quote for Skin Cancer Truck (Under Separate Cover)

Quote #: 1137

Date: 28/05/2025

Expiration Date: 28/06/2025



PO Box 871

Gymea NSW 2227

ABN: 42 648 153 066

**QUOTE** 

**To:** Community Bank Wentworth & District Bec Marshall 36-38 Darling St Wentworth NSW 2648

Contact Person	Payment Terms	Due Date
Melissa Taylor	50% to secure booking, 50% 1 week prior to event.	TBD

Qty	Description	Unit Price	Line Total
2	Skin Check Truck Community Visit Dates: TBC Location: Wentworth X2 Dermoscopist X2 day (8 hours per day) Approx. 120, 15 minute full body skin checks, booking link (approx30 per nurse per day)	5,999.00	\$11,998.00
2	Skin Check Truck Community Visit Dates: TBC Location: Dareton X2 Dermoscopist X2 day (8 hours per day) Approx. 120, 15 minute full body skin checks, booking link (approx30 per nurse per day)	5,999.00	\$11,998.00
2	Skin Check Truck Community Visit Dates: TBC Location: Buronga/Gol Gol X2 Dermoscopist X2 day (8 hours per day) Approx. 120, 15 minute full body skin checks, booking link (approx30 per nurse per day)	5,999.00	\$11,998.00
1	Travel Costs	4,615	\$4,615.00

Quotation prepared by: Melissa Taylor

This is a quotation for the goods and services named, subject to the conditions noted. To accept this quotation, sign here and return:

Signature: \_\_\_

\_\_\_\_\_ Name: \_\_\_

Thank you for saving lives!





PO Box 871

Gymea NSW 2227

ABN: 42 648 153 066

	Subtotal	\$40,609.00
	GST	\$ 4,060.90
	Total Due	\$44,669.90

OPTIONAL:

An additional Dermoscopist can be provided to complete approx. 60 walk in appointments per day, at a cost of \$1500 +gst per day.

Quotation prepared by: Melissa Taylor

This is a quotation for the goods and services named, subject to the conditions noted. To accept this quotation, sign here and return:

Signature: \_\_\_\_

\_\_\_\_\_ Name: \_\_\_\_

Thank you for saving lives!



#### 9.11 DA2025/018 DWELLING WITH GARAGE LOT 24 DP 756971 KEENS ROAD MONAK

File Number:	RPT/25/328
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Georgie Martin - Cadet Planner
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

## <u>Summary</u>

A development application (DA2025/018) was received by Council on 10 February 2025 for a dwelling with garage to be located on Lot 24 DP 756971, Keens Road, Monak, on a lot under the minimum lot size (MLS) requirement of 10'000ha for the RU1 – Primary Production zoning.

The dwelling with garage is to be located on an allotment that contains no structures but horticultural crop and has been historically utilised for such purposes but is under the prescribed MLS at only 5.14ha.

Under the *Wentworth Local Environmental Plan (WLEP) 2011*, this development can be permitted with consent when located within the RU1 – Primary Production zone, despite the lot being below the required MLS of 10'000ha, as dwellings are permitted with consent in the zoning.

The required MLS under Clause 4.2B of the WLEP for erection of dwellings on the land is 10'000ha, as such, as part of the assessment, a variation to the MLS standard is required (referred to as a 4.6 variation).

Due to the variation being 99.94%, greater than 10%, the application cannot be determined under delegated authority and must be determined by Council.

## **Recommendation**

That Council:

- 1. Approve DA2025/018 being a dwelling with garage located Lot 24 DP 756971, Keens Road, Monak.
- 2. Call a division in accordance with S375A of the Local Government Act 1993 (NSW).

## **Detailed Report**

#### <u>Purpose</u>

The purpose of this report is to provide information and recommendations to Council to aid in the determination of DA2025/018, having consideration to the detail provided both within this report and the attachments provided.

#### <u>Background</u>

A Development Application was lodged with Council on 10 February 2025 seeking consent for a dwelling with garage upon the site.

The subject lot is located within the RU1 – Primary Production zone under the Wentworth Local Environmental Plan (WLEP) 2011. Under Clause 4.2B of the WLEP: *Erection of dwelling houses on land in Zone RU1, RU4, R5, C3 and C4,* development consent must not be granted for the erection of a dwelling house on land zoned RU1 unless the lot meets the minimum lot size requirements.

Where an application cannot achieve the development standards required by a Local Environmental Plan (LEP), the applicant may apply to vary the development standards.

An application to vary development standards is made under Clause 4.6 of the WLEP 2011.

Under Clause 35B of the Environmental Planning and Assessment Regulation 2021, applications involving contravention of the development standards must be accompanied by a document that sets out the grounds on which the applicant seeks to demonstrate that –

- Compliance with the development standard is unreasonable or unnecessary in the circumstances, and
- There are sufficient environmental planning grounds to justify the contravention of the development standard.

The consent authority must keep a record of its assessment carried out under subclause (3).

Due to changes made by the NSW Government, Clause 4.6 of the Standard Instrument LEP has been reformed to make the planning system faster, simpler, and more transparent. The reform came into effect on 1 November 2023 and removes the requirement to obtain the Planning Secretary's concurrence for a variation with new reporting framework. As such, Council has authority to approve or refuse 4.6 variation applications.

The WLEP 2011 prescribes an MLS of 10'000ha in the RU1 zoning, with the application proposing to depart form this standard, creating a variation of 99.94%, as this is greater than 10%, this application cannot be determined under delegated authority and is presented to Council for careful consideration.

Refer to attachment 1 – Development Application

Refer to attachment 2 – Statement of Environmental Effects

Refer to attachment 3 – 4.6 Variation Request

Refer to attachment 4 – Site Plan

#### Matters under consideration

In determining a development application that requires consent, the consent authority must take into consideration matters prescribed in Section 4.15 of the *Environmental Planning and Assessment Act 1979* as relevant to the development.

The proposed development was assessed and complied with the relevant provisions of the State Environmental Planning Policy (Biodiversity & Conservation) 2021 and the State Environmental Planning Policy (Sustainable Buildings) 2022.

The proposed development is permitted with consent and meets the zone objectives of the RU1 – Primary Production zoning under the WLEP 2011 as development of a dwelling will aid in the optimisation of operational horticultural / agricultural practices and enhance security in the immediate area.

The subject site of the proposal does not meet the prescribed minimum lot size as per Clause 4.2B, however, the Clause 4.6 variation request provided by the applicant provides adequate justification for the contravention of development standards seen in Clause 4.2B.

Due to the zoning and WLEP 2011 mapping impacting the land, the development application was assessed against clauses 4.2B, 4.2C, 4.2D, 4.6, 5.16, 5.18, 7.1 and 7.2. The development application was able to satisfy the matters for consideration under these clauses.

Due to the nature of the proposed development, it was assessed against Chapter 5 of the Wentworth Development Control Plan (DCP) 2011. The development complies with provisions listed under Chapter 5.

Public notification of the development application was conducted as per the Council Community Participation Plan for 14 days. No submissions were received during the public notification period.

Based on the assessment of the application, it is determined that the proposed development is compliant with the relevant objectives of the RU4 – Primary Production Small Lots zone, relevant provisions of the Wentworth DCP 2011, and is consistent with planning matters for consideration of the WLEP 2011. Although the development is inconsistent with the Wentworth Local Environmental Plan 2011 MLS requirement, the non-compliance is acceptable and is to be managed through conditions of consent.

Refer to attachment 5 – 4.15 Assessment Report

Refer to attachment 6 – 4.6 Variation Report

Refer to attachment 7 – Conditions of Consent

## <u>Options</u>

Based on the information contained in this report, the options available to address this matter are to:

• Approve Development Application DA2025/018 subject to conditions

## Legal, strategic, financial or policy implications

Should Council issue a determination to the application, the applicant has the right to submit a request for review of determination to Council under Section 8.2 of the Environmental Planning & Assessment Act 1987.

The applicant also has the right to appeal the decision made by Council to the Land and Environment Court pursuant to Section 8.7 of the Environmental Planning & Assessment Act 1987.

### **Conclusion**

Having consideration of the content within this report, it is concluded that the appropriate course of action is to approve DA2025/018 subject to conditions in this report.

## **Attachments**

- 1. Development Application (under separate cover) ⇒
- 2. Statement of Environmental Effects
- 3. 4.6 Variation Request
- 4. Site Plan
- 5. 4.15 Assessment Report
- 6. 4.6 Variation Report
- 7. Conditions of Consent



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# STATEMENT OF ENVIRONMENTAL EFFECTS

# LOT 24 DP756961 38 KEENS ROAD MONAK, NSW 2738

# **PROPOSED DWELLING AND 4.6 VARIATION**

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# 1. Introduction

This Statement of Environment Effects report relates to the proposed dwelling at 38 Keens Road Monak, NSW being Lot 24 DP 756691.

This application seeks Development Consent from Wentworth Shire Council as set out in Part 4 of the 'Development and consent' of the *Environmental Planning and Assessment Act* 1979.

# 2. Subject Site and Surrounding Area

## 2.1 Subject Site

Address	38 Keens Road, Monak NSW 2738		
Lot & DP	Lot 24 DP 756971		
Land size	5.14 ha		
Shape	Square		
Slope	N/A		
Vegetation	Nil		
Waterways	N/A		
Current uses	Vacant Land, primary production.		
Previous uses	Primary Production		
Natural hazards	Bushfire prone: No		
	Flood affected:	Site is not flood affected	
	Salinity:	No known salinity impacts affecting the site	
	Stormwater:	No known inundation of storm water	
Additional constraints	This property may be located near electrical infrastructure and could be subject to requirements listed under ISEPP		

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Figure 1: Site Location



Figure 2: Aerial site map

## 2.2 Surrounding Land Use and Development:

The surrounding land use and development around 38 Keens Road, Monak NSW, is predominantly characterized by RU1 Primary Production zoning.

This rural landscape features vast expanses of agricultural land utilized for farming, grazing, and other primary production activities.

Dwellings in the area are sparse and primarily serve as residences for those directly engaged in these agricultural operations, blending seamlessly with the productive use of the land.

The overall character is one of open, functional spaces with minimal residential density, reflecting the region's focus on rural industry and natural resource management.

# 3. Proposed Development

Proposal	New dwelling
Size of Current Lot	5.14 ha
Applicable MLS	10000 ha
4.6 Variation Required?	Yes – separate application attached to this SEE.

# 4. Relevant Planning Controls

## 4.1 State Environmental Planning Policies

- State Environmental Planning Policy (Biodiversity and Conservation) 2021
- State Environmental Planning Policy (Biodiversity and Conservation) 2021
- State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
- State Environmental Planning Policy (Housing) 2021
- State Environmental Planning Policy (Industry and Employment) 2021
- State Environmental Planning Policy (Planning Systems) 2021
- State Environmental Planning Policy (Primary Production) 2021
- State Environmental Planning Policy (Resilience and Hazards) 2021
- State Environmental Planning Policy (Resources and Energy) 2021
- State Environmental Planning Policy (Sustainable Buildings) 2022
- State Environmental Planning Policy (Transport and Infrastructure) 2021

Permissibility of development in the Zone	The proposed development is permissible in the RU1 Primary Production Zone.
Consistency with Zone Objectives	The proposed dwelling is consistent with the RU1 Primary Production zone objectives as it supports and enhances the functionality of the primary industry operations on the site.
	By providing accommodation for those engaged in agricultural activities, the dwelling ensures the sustainability of primary production while maintaining and enhancing the natural resource base.
	It aligns with the zone's goal to encourage diversity in primary industry enterprises by supporting a system that integrates residential use with ongoing agricultural productivity.
	The dwelling avoids fragmentation or alienation of resource lands by being designed to complement existing land uses rather than disrupt them.
	It minimizes potential land-use conflicts within the zone and adjoining areas by maintaining the rural character and purpose of the site.
	The dwelling contributes indirectly to economic and employment opportunities by facilitating the effective management and growth of agricultural and potentially agritourism enterprises on the property, in line with the broader objectives of the RU1 zoning.

## 4.2 Wentworth Local Environmental Plan 2011

Applicable Principal Development Standards	Clause 4.2B Erection of dwelling houses on land in Zones RU1, RU4, R5, C3 and C4:
	The subject lot was created under an environmental planning instrument before this Plan commenced and on which the erection of a dwelling house was permissible immediately before that commencement.
Applicable Miscellaneous provisions	N/A
Applicable additional local provisions	N/A

## 4.2 Wentworth Development Control Plan 2011

5.3 a Rural Dw	rellings		
General Controls	Orientate Living Areas to North:	Yes, per designs	
	Maintain front setback requirements of 50m in the RU1 Primary Production Zone where the lot is in the 10000ha area:	Yes, per designs	
	Colours are to be consistent with the rural character of the local area:	Per the designs	
	Build well away from nearby intensive rural developments (egg poultry sheds:	N/A	
	Where significant environmental features, such as natural forms, remnant native vegetation, wetlands or natural watercourses and drainage lines occur on your land, they shall be avoided for building purposes, conserved and or enhanced.	N/A	
	Remove any existing illegal structures.	N/A	
Access:	Legal access by way of public road?	Yes, via Keens Road	
	All weather access?	Yes, Keens Road	
Water	Reticulated water or other source	Rainwater tanks / river water	
Effluent Disposal	On-site sewage management or reticulated sewage/ effluent disposal?	On site sewage management	
Applicable Principal Development	Clause 4.2B Erection of dwelling houses on land in Zones RU1, RU4, R5, C3 and C4:		
Standards	The subject lot was created under an environmental planning instrument before this Plan commenced and on which the erection of a dwelling house was permissible immediately before that commencement.		

Applicable Miscellaneous provisions	N/A
Applicable additional local provisions	N/A

# 5. Assessment

## 5.1 Context Analysis

Will the development be:	<ul> <li>Visually prominent in the surrounding area?</li> </ul>	No
	<ul> <li>Inconsistent with the existing streetscape?</li> </ul>	No
	<ul> <li>Out of character with the surrounding area?</li> </ul>	No
	<ul> <li>Inconsistent with surrounding land uses?</li> </ul>	No
Deserves		

### Response:

The proposed development will blend seamlessly with the rural character of the surrounding area, ensuring it is neither visually prominent nor disruptive to the existing streetscape. It will be in harmony with the sparse and functional nature of nearby dwellings, reflecting the agricultural focus of the RU1 Primary Production zone. The design and scale of the dwelling are consistent with the surrounding land uses, maintaining the area's established character and preserving its visual and functional integrity.

## 5.2 Privacy, view, and overshadowing

Will the result in:	•	Privacy issues?	No
	٠	Overshadowing of adjoining properties?	No
	٠	Acoustic issues from excessive noise?	No
	•	Impact on view?	No

## Response:

The proposed development has been carefully designed to avoid any adverse impacts on privacy, views, or amenity for adjoining properties. It will not result in overshadowing, ensuring access to sunlight for neighbouring properties remains unchanged. The design also considers acoustic impacts, with no excessive noise anticipated. Additionally, the development will have no detrimental effect on existing views, maintaining the visual enjoyment and privacy of the surrounding area.

5.3 Access a	and Traffic
--------------	-------------

Will the development:	•	Have legal and practical, or require new access?	Has legal access via Keens Road.
	•	Increase local vehicle movements?	No
	•	Require onsite vehicular manoeuvring and onsite parking?	No
	•	Require off-site parking?	No

#### Response:

The proposed development will utilize its existing legal access via Keens Road, requiring no new access arrangements. It will not result in increased local vehicle movements and does not necessitate onsite vehicular manoeuvring or parking provisions. Additionally, the development will not rely on or require any off-site parking, ensuring minimal impact on local infrastructure and traffic conditions.

## 5.4 Infrastructure and Utilities

Will the development require:	Power?	Yes
	Water?	Yes
	Sewer?	No
	<ul> <li>Stormwater?</li> </ul>	No
	<ul> <li>Telecommunications?</li> </ul>	Yes

Response:

The proposed development will require essential services, including power, water, and telecommunications, to support its functionality and occupation. However, it will not rely on sewer or stormwater infrastructure, minimizing its demand on local utilities and ensuring a sustainable integration with the existing rural setting.

#### 5.5 Environmental Impacts

Will the development result in:	Air pollution?	No
	Water Pollution?	No
	Noise impacts?	No
	<ul> <li>Excavation or filling</li> </ul>	No
	<ul> <li>Erosion or sediment run-off?</li> </ul>	No
	<ul> <li>Soil contamination?</li> </ul>	No
	• ESD <i>i.e.,</i> is a BASIX required?	Yes
	<ul> <li>Impacts on items of heritage or cultural significance?</li> </ul>	No
	<ul> <li>Disturbance of Aboriginal artefacts or relics?</li> </ul>	No

#### Response:

The proposed development will have minimal environmental impact, with no contributions to air or water pollution, noise disturbances, soil contamination, excavation, or sediment run-off. While a BASIX certificate is required, the development aligns with environmental sustainability standards. It will not affect items of heritage or cultural significance and will not disturb any Aboriginal artefacts or relics, ensuring the preservation of the area's environmental and cultural values.

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## 5.6 Biodiversity Impacts

Will the development result in:	The removal of any native vegetation?	No
	Any impact on threatened species or native habitat?	No
Response:	ot impact biodiversity, as there is no	native vegetation on

The proposed development will not impact biodiversity, as there is no native vegetation on the site or in the immediate surrounding area. Furthermore, it will not affect any threatened species or native habitats, ensuring the natural environment remains undisturbed.

## 5.7 Waste and Stormwater disposal

<ul> <li>How will effluent be managed? Sewer or onsite?</li> </ul>	Onsite
<ul> <li>How will stormwater be disposed? Drainage system or other?</li> </ul>	Other
<ul> <li>Will liquid trade waste be discharged to Councils sewer?</li> </ul>	No
<ul> <li>Will the development result in hazardous waste or disposal issues?</li> </ul>	No
<ul> <li>Have all storm water risks been considered?</li> </ul>	Yes
Will the development include rainwater tanks	No

## Response:

The proposed development will manage effluent onsite, ensuring that no connection to the sewer system is required. Stormwater will be managed through an alternative system, with all associated risks thoroughly considered. The development will not involve the discharge of liquid trade waste to Council's sewer, nor will it generate hazardous waste or disposal issues. Additionally, the proposal does not include rainwater tanks, as the development focuses solely on land subdivision without the need for such infrastructure.

#### **5.8 Social and Economic Impacts**

Will the development result in:	Any economic impacts?	No
	<ul> <li>Any social impacts?</li> </ul>	No
	<ul> <li>Any issues relating to safety, security or crime?</li> </ul>	No

Response:

The propose\d development will not result in any significant economic or social impacts. It will not create any issues related to safety, security, or crime, ensuring that the surrounding community remains unaffected by the subdivision. The development is designed to be harmonious with the existing rural environment, posing no adverse effects on local social dynamics or economic stability.

# 6. Conclusion

The application for development consent seeks approval for a dwelling on RU1 Primary Production land, demonstrating compliance with the objectives of the land use zone.

The proposal aligns with the zone's goals to sustain and enhance primary production activities while maintaining the rural character and environmental integrity of the area.

By ensuring minimal environmental impact and supporting agricultural operations, the proposed development meets the requirements and intent of the zoning regulations, allowing the consent authority to confidently approve the application.



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## **CLAUSE 4.6 VARIATION REQUEST**

## 38 KEENS ROAD, MONAK NSW 2738

### **CLAUSE 4.6 VARIATION REQUEST**

#### Introduction

This Clause 4.6 Variation Request is submitted in conjunction with the Statement of Environmental Effects (SEE) for the proposed development at Lot 24 DP 756961, 38 Keens Road, Monak, NSW. It seeks to vary the Minimum Lot Size (MLS) development standard under Clause 4.2B of the Wentworth Local Environmental Plan 2011 (WLEP 2011) to permit the construction of a dwelling on a lot measuring 5.14 hectares, where the MLS is 10,000 hectares.

The request outlines why strict compliance with the MLS standard is unnecessary or unreasonable in this instance and demonstrates how the proposed development achieves the objectives of the RU1 Primary Production zone and the relevant development standard.

This document should be read in conjunction with the SEE, which provides further context and justification for the proposal.

### 1. What is the name of the environmental planning instrument that applies to the land?

Wentworth Local Environmental Plan 2011 (WLEP 2011)

### 2. What is the zoning of the land, and what are the objectives of the zone?

Zoning: RU1 Primary Production Objectives of the RU1 Zone:

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimize the fragmentation and alienation of resource lands.
- To minimize conflict between land uses within the zone and adjoining zones.

The proposed dwelling is consistent with these objectives, as it supports and enhances the use of the land for rural purposes while maintaining the rural character of the area.

### 3. Identify the Development Standard to which this Clause 4.6 Variation applies.

Clause 4.2B and the Minimum Lot Size (MLS) of 10,000 hectares required for the erection of a dwelling in the RU1 Primary Production zone under WLEP 2011.

#### 4. What are the objectives of the development standard?

The Minimum Lot Size (MLS) development standard aims to:

- Ensure land is of sufficient size to support agricultural activities sustainably.
- Protect and promote primary production in rural areas.
- Avoid land-use conflicts arising from inappropriate residential development on undersized lots.

## 5. What is the numeric value of the development standard in the environmental planning instrument?

Minimum Lot Size (MLS): 10,000 hectares.

## 6. How do the existing and proposed numeric values relate to the development standard? What is the percentage variation?

Existing Lot Size: 5.14 hectares Required Lot Size: 10,000 hectares Proposed Lot Size: 5.14 hectares Percentage Variation: 99.9486% reduction

## 7. How is compliance with the development standard unreasonable or unnecessary in the circumstances of this particular case?

Compliance with the MLS standard is both unreasonable and unnecessary for the following reasons:

- 1. Historical Lot Creation:
  - The subject lot was created prior to the WLEP 2011 and the introduction of the MLS requirement.
  - The inability of the lot to meet the MLS is a result of historical subdivision, not actions of the current owner.

### 2. Alignment with Objectives of the Standard:

• The proposed development aligns with the objectives of the standard by supporting primary production on the land. The dwelling will facilitate agricultural operations and does not fragment or alienate resource lands.

## 3. The "Wehbe Test" (Wehbe v Pittwater Council [2007] NSWLEC 827):

The NSW Land and Environment Court in Four2Five Pty LTD v Ashfield Council [2015] NSWLEC 90, considered how this question may be answered and referred to the earlier Court decision in Wehbe v Pittwater Council [2007] NSWLEC 827. The court provided five tests as follows that can be used to support this application.

Test	Descriptor	Response
1	The objectives of the standard are achieved notwithstanding non- compliance with the development standard.	The subject land in question is a lot that was created under an environmental planning instrument prior to the commencement of this Plan. At the time of the creation of the lot, the erection of a dwelling house was permissible under the previous planning provisions, and it was lawfully established for such a purpose immediately before the commencement of the current planning regime.
		As such, the objectives of the relevant development standard have been satisfied, notwithstanding non- compliance with the current MLS requirements. This is because the land, as it existed prior to the commencement of this Plan, meets the core objectives of allowing for the construction of a dwelling, and the application of this standard would result in an unjust or unreasonable restriction on the land's use for residential purposes, which was already lawful prior to the introduction of the current zoning and MLS requirements.
2	The underlying objective or purpose is not relevant to the development, such that compliance is unnecessary.	In relation to the development proposed on the subject land, the underlying objective or purpose of the Minimum Lot Size (MLS) requirement is not relevant to the specific context of this development. The subject land, being a lot created under an environmental planning instrument prior to the commencement of this Plan, was historically established for residential use, with the erection of a dwelling house being permissible at that time.
		The purpose of the MLS standard is primarily to ensure appropriate land use, density, and character in newly subdivided lands. However, in this case, the subject land is not a newly subdivided lot, but rather a pre-existing lot with a long-established right for a dwelling house. Therefore, strict adherence to the MLS requirement does not align with the underlying purpose of the standard, as the intent of the development in question is to use the land for residential purposes, which has been lawfully permissible for the property even prior to the introduction of the current planning framework.
		As such, compliance with the MLS standard is unnecessary, given that the development aligns with the objectives of residential use, maintaining the established character of the area and avoiding any adverse impacts."

2	The underlying purpose is defected	Dequiring strict compliance with the Minimum Lat
3	The underlying purpose is defeated or thwarted if compliance is required, such that compliance becomes unreasonable.	Requiring strict compliance with the Minimum Lot Size (MLS) standard in this case would defeat the underlying purpose of the RU1 zoning and the broader planning objectives. The subject land, created under an environmental planning instrument prior to the commencement of this Plan, has historically supported the erection of dwellings to enable onsite active management of productive land. This longstanding practice has been fundamental to the land's use, particularly in rural areas where residential dwellings are integral to the efficient management of agricultural and rural land.
		Imposing compliance with the MLS standard would hinder the land's ability to serve its intended purpose — namely, supporting productive land uses and facilitating active management of the property. This would effectively thwart the purpose of the RU1 zone, which is to accommodate rural dwellings that are directly related to agricultural and land management activities. As such, requiring compliance with the MLS standard would become unreasonable, as it would limit the land's ability to fulfill its historical and lawful use in a manner that aligns with the planning objectives of the RU1 zone.
4	Council itself has granted development consent that departs from the standard, and arguing from this that the development standard has been 'virtually abandoned or destroyed,' rendering it unnecessary and unreasonable.	This test is not relied upon.
5	The zoning area of the proposed development was 'unreasonable or inappropriate' such that the development standard which is appropriate to that zoning is no longer reasonable or necessary for the area.	This test is not relied upon.

# 8. Are there sufficient environmental planning grounds to justify contravening the development standard?

There are sufficient environmental planning grounds to justify the contravention of the Minimum Lot Size (MLS) development standard in this instance. The subject land is a lot created under an environmental planning instrument prior to the commencement of the current Plan, with the erection of a dwelling house permissible immediately before that commencement. The land has historically supported residential development in conjunction with the active management of productive rural land under the RU1 zoning.

Requiring strict compliance with the MLS standard would constrain the land's ability to fulfill its intended purpose of facilitating residential dwellings that support agricultural activities. The proposed development is consistent with the environmental planning objectives of the RU1 zone, which aim to promote the sustainable management of rural lands while allowing for dwellings that enable active land management. Furthermore, contravening the MLS requirement in this case will allow for the orderly and economic development of the land, supporting the continuation of residential and agricultural use in a manner that aligns with the zone's objectives.

There are no anticipated adverse environmental impacts arising from the proposed development, and the land will remain compatible with the rural character of the area. Given these factors, the environmental planning grounds, including the historical use of the land, the alignment with the RU1 zone objectives, and the allowance for the orderly and economic development of the land, provide a clear and justifiable reason for the contravention of the MLS development standard.

# 9. Is the proposed development, despite the contravention to the development standard, in the public interest?

The proposed development, despite the contravention of the Minimum Lot Size (MLS) standard, is in the public interest because it is consistent with the objectives of both the development standard and the relevant zone. The RU1 zoning, by its nature, is intended to accommodate rural and residential land uses that support active land management and agricultural production. The erection of a dwelling on the subject land, which has historically supported such use, aligns with these objectives by facilitating the ongoing management of productive land, promoting the sustainable use of rural areas, and preserving the rural character of the region.

In this case, the proposed development does not undermine the objectives of the MLS standard or the RU1 zone. The purpose of the MLS standard is primarily to control density and promote orderly land use. However, in this context, requiring strict adherence to the MLS standard would limit the ability to develop land that is already suited to residential use and land management. The contravention of the MLS requirement allows for the continuation of land use that is historically supported by the zone and directly contributes to the orderly and economic development of the land.

The public interest is further supported by the fact that the proposed development does not result in adverse environmental impacts or disrupt the character of the area. Rather, it enables the continued use of the land in a way that is both economically and environmentally sustainable. The development fosters the efficient management of the land while maintaining the principles of rural land use that benefit both the individual landholder and the broader community.

In conclusion, the development is consistent with the objectives of the relevant zoning and the underlying purpose of the MLS standard, and as such, it serves the public interest by enabling responsible land use and development within the RU1 zone.

### **10. Summary Justification**

The subject lot's pre-existing subdivision predates the WLEP 2011 and the current Minimum Lot Size (MLS) standards. As a result, the land was legally established for residential use prior to the introduction of these planning provisions. This historical context highlights that the lot's current configuration was permitted under previous environmental planning instruments, and its use for residential purposes is both lawful and consistent with the intended land use of the area.

The proposal aligns with the objectives of the RU1 zone, which seeks to support rural productivity and preserve the rural character of the area. By permitting a dwelling house on this land, the development facilitates the active management of the land, ensuring its productive use for agricultural and land management purposes. This approach ensures that the land remains consistent with the zoning's broader goal of promoting sustainable rural development.

Furthermore, the proposal meets the relevant tests for variations as outlined in *Wehbe v Pittwater Council* [2007], specifically in that the contravention of the MLS standard is justified by the unique circumstances of the land. The development will ensure that the land is used effectively and appropriately, without causing adverse impacts on the environment or the surrounding area. Given these considerations, it is requested that Council approve this Clause 4.6 Variation, as it will allow for the land's continued productive and residential use, in line with both historical and planning objectives.



PAN-508187 – 38 KEENS ROAD MONAK

Site Plan (Existing Plantings & Dwelling Location)

Dwelling area - 272.55m2

Note: Type of plantings to be removed - Citrus

Wentworth	Health & Planning Department 61 Darling Street PO Box 81 WENTWORTH NSW 2648	DA Assessment Report Section 4.15 Evaluation		
SHIRE COUNCIL	Tel: 03 5027 5027 <a href="mailto:council@wentworth.nsw.gov.au">council@wentworth.nsw.gov.au</a>	Environmental Planning & Assessment Act 1979 as amended		
File Reference:	DA2025/018 & F	PAN 508187		
Property Title & Address	s: P433/0 38 Keens	P433/0 38 Keens Road Lot 24 DP 756971 Moank		
Property owner(s):	L.D & P.M BURN	L.D & P.M BURNS PTY LTD		
Applicant(s):	ROY COSTA PLAI	ROY COSTA PLANNING & DEVELOPMENT – Roy Costa		
Proposal:	Dwelling with G	Dwelling with Garage – 4.6 VARIATION		
Previous DAs:	DA99/02 Propos	DA99/02 Proposed – Garage		
Cost of proposed develo	pment: \$370,000.00	\$370,000.00		

### SITE AND SURROUNDING DEVELOPMENT

The subject site comprises of Lot 24 DP 756971, Keens Road, Monak. The lot has an area of 5.14ha and connects to the Sturt Highway to the north.

The site is zoned RU1 – Primary Production with a minimum lot size (MLS) of 10'000ha under the Wentworth Local Environmental Plan (WLEP) 2011. The site consists is rectangular in shape and is currently under crop (citrus) and has been used for such purposes historically. There are no existing structures on the site and there will be a need to remove some crop for development.

The site does not contain a heritage item and is not located within a heritage conservation area. The site is not floodway, flood planning, terrestrial biodiversity, wetlands, or urban release area mapped.

### DESCRIPTION OF PROPOSAL

The proposal seeks development consent for the construction of a dwelling with garage on a site below the MLS, therefore accompanied by a 4.6 variation (request to build on land under the MLS – variation of 99.94%).

The dwelling is to be 272.55m<sup>2</sup> inclusive of the three bedrooms (master with ensuite and WIR), laundry, bath, cinema room, rumpus room, family and kitchen area.

The development is broken down into the following: dwelling –  $220.30m^2$ , garage –  $41.60m^2$ , and portico –  $10.65m^2$ .

### HISTORY RELEVANT TO THE DEVELOPMENT APPLICATION

N/A

### SECTION 4.15-MATTERS FOR CONSIDERATION

(1) The provisions of any environmental planning instrument and development control plan

### State Environmental Planning Policy (Biodiversity & Conservation) 2021

The proposed development is to be located on a site over 1ha in size, with no significant (native) vegetation removal proposed for development purposes. The site is currently under crop with no structures existing. The proposed development location will not cause any detrimental environmental impacts on the subject site and surrounding areas, with no threat to native flora or fauna, including habitat and ecosystems. The site is not known koala habitat, and therefore is not required to be assessed against Chapters 3 or 4. The subject site is also

not in close proximity to a river or waterbodies, and therefore is not required to be assessed against Chapter 5.

### State Environmental Planning Policy (Sustainable Buildings) 2022

The proposed development has received passes on it's associated BASIX Certificate, therefore the requirements under this SEPP have been met and no concerns are held for the sustainability of such development.

#### Wentworth Local Environmental Plan (LEP) 2011

The proposed development of a dwelling with garage can be permitted with consent as the zone objectives for RU1 – Primary Production are met, on which the site is located.

Objectives of zone:

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.
- To encourage and promote the growth and diversification of economic and employment opportunities in agriculture, horticulture, and tourism.
- To enable the development of restaurants and cafes and kiosks as part of agritourism development.

# Table 1: Achievement of Objectives Land Use in Zone RU1 – Primary Production as per WLEP2011.

Objective	Discussion / Comment		
To encourage sustainable primary industry	Natural resource base will not be impacted		
production by maintaining and enhancing	through development, cut and fill (if		
the natural resource base.	required) will be conditioned to aid in this		
	although primary industry activities are not		
	proposed to occur on the subject site, only		
	residential activities.		
To encourage diversity in primary industry	Dwelling will attribute to diversification and		
enterprises and systems appropriate for the	overall development of area as it will be		
area.	developed in an area where not many		
	dwellings or structures currently are.		
To minimise the fragmentation and	Development will not lead to alienation or		
alienation of resource lands.	fragmentation of resource lands as the		
	subject site supports cropping (agriculture)		
	and only a slight portion of this will be		
	removed for development purposes. Land		
	will still remain available for agricultural		
	purposes.		
To minimise conflict between land uses	The surrounding and adjoining land is zoned		
within this zone and land uses within	to RU1 – Primary Production, with no		
adjoining zones.	conflict between land uses seen within the		

	area. Due to generous sizing of lots being over 1ha, buffer distances can be implemented if required to ease burden of potential land use conflicts (which are not anticipated).		
To encourage and promote the growth and diversification of economic and employment opportunities in agriculture,	within a farming area, leading to growth and		
horticulture, and tourism.			
To enable the development of restaurants	Not relevant as not an agritourism		
and cafes and kiosks as part of agritourism	development.		
development.			

Clause 4.2B Erection of Dwelling Houses on Land in Zones RU1, RU4, R5, C3 and C4

- Proposed development is planned and will equate to development in an area capable of sustaining rural dwellings,
- Although the lot is below the minimum lot size (MLS) the DA supports the development as legal permits are being sought,
- No subdivision further proposed or capable for this site.

### Table 2: Achievement of Objectives of Clause 4.2B (Test One).

Objective	Discussion / Comment
To minimise unplanned rural	The only development to be approved will be the dwelling
residential development.	with garage, with no further unplanned development or
	subdivision permitted. The development on the site will
	support surrounding farming practices by providing
	housing in the immediate area.
To enable the replacement of	No replacement of dwelling occurring, there is a legal
lawfully erected dwelling	dwelling entitlement to the subject site which is being
houses in rural and	enacted through this application.
conservation zones.	

Clause 4.2C Rural Workers Dwelling and Secondary Dwellings

- No rural workers dwelling, or secondary dwelling approval sought through this application,
- Development will not, however, impair use of the site agriculturally or rurally.

Clause 4.2D Boundary Adjustments in Zones RU1, RU4 and C3

- No boundary adjustments sought as part of this application,
- No subdivision occurring not permissible anyway due to site size.

### Clause 4.6 Exceptions to Development Standards

Compliance with the development standard is unreasonable or unnecessary in the circumstances.

#### Table 3: Achievement of Objectives of Clause 4.6.

Objective	Discussion / Comment

To provide an appropriate degree of flexibility in applying certain development standards to particular development.	Site is not currently supporting any structural (physical) development. It would be unfair to not provide flexibility in allowing for the development of a dwelling on the site. Site has the capacity to support rural living while not compromising context of the productivity zoning. Non- compliance with the MLS is not detrimental in the area due to varying lot sizes.
To achieve better outcomes for and from development by allowing flexibility in particular circumstances.	Development will lead to economic opportunities for immediate area as the dwelling will allow habitation on an agriculturally productive site – allows owner to manage crop efficiently. Housing in the area has been identified as needed by the farming community to encourage workers to live in the area.

### Standard being varied – 4.6.

The proposed dwelling with garage is located on an RU1 – Primary Production zone, with the site sized at 5.14ha, below the minimum lot size of 10'000ha in the zone, with a variation of 99.94%.

#### **4.6 VARIATION ASSESSMENT**

### Approving 4.6 variations

Under clause 35B of the Environmental Planning and Assessment Regulation 2021, applications involving contravention of development standards must be accompanied by a document that sets out the grounds on which the applicant seeks to demonstrate that –

- Compliance with the development standard is unreasonable or unnecessary in the circumstances, and
- There are sufficient environmental planning grounds to justify the contravention of the development standard.

The consent authority must keep a record of any assessment carried out.

The variation proposed is greater than 10% (99.94%). Due to changes made by the NSW Government, Clause 4.6 of the Standard Instrument LEP has been reformed to make the planning system faster, simpler, and more transparent.

The reform came into effect on 1 November 2023 and removes the requirement to obtain the Planning Secretary's concurrence for a variation with new reporting framework. As such, council has authority to approve or refuse 4.6 variation applications.

### 4.6 Exceptions to development standards

### Information provided by applicant:

Written request for consideration has been presented by the applicant, Roy Costa Planning & Development with reasons for justifying contravention of this standard and allow a dwelling

with garage on a lot that is less than the 10'000ha minimum lot size (MLS) in the RU1 – Primary Production zone.

(a) Compliance with the development standard is unreasonable or unnecessary in the circumstances

*Compliance with the MLS standard is both unreasonable and unnecessary for the following reasons: Historical Lot Creation:* 

- The subject lot was created prior to the WLEP 2011 and the introduction of the MLS requirement.
- The inability of the lot to meet the MLS is a result of historical subdivision, not actions of the current owner.

Alignment with Objectives of the Standard:

• The proposed development aligns with the objectives of the standard by supporting primary production on the land. The dwelling will facilitate agricultural operations and does not fragment or alienate resource lands.

# (b) There are sufficient environmental planning grounds to justify the contravention of the development standard

There are sufficient environmental planning grounds to justify the contravention of the Minimum Lot Size (MLS) development standard in this instance. The subject land is a lot created under an environmental planning instrument prior to the commencement of the current Plan, with the erection of a dwelling house permissible immediately before that commencement. The land has historically supported residential development in conjunction with the active management of productive rural land under the RU1 zoning.

Requiring strict compliance with the MLS standard would constrain the land's ability to fulfill its intended purpose of facilitating residential dwellings that support agricultural activities. The proposed development is consistent with the environmental planning objectives of the RU1 zone, which aim to promote the sustainable management of rural lands while allowing for dwellings that enable active land management. Furthermore, contravening the MLS requirement in this case will allow for the orderly and economic development of the land, supporting the continuation of residential and agricultural use in a manner that aligns with the zone's objectives.

There are no anticipated adverse environmental impacts arising from the proposed development, and the land will remain compatible with the rural character of the area. Given these factors, the environmental planning grounds, including the historical use of the land, the alignment with the RU1 zone objectives, and the allowance for the orderly and economic development of the land, provide a clear and justifiable reason for the contravention of the MLS development standard.

The proposed development, despite the contravention of the Minimum Lot Size (MLS) standard, is in the public interest because it is consistent with the objectives of both the development standard and the relevant zone. The RU1 zoning, by its nature, is intended to accommodate rural and residential land uses that support active land management and agricultural production. The erection of a dwelling on the subject land, which has historically supported such use, aligns with these objectives by facilitating the ongoing

management of productive land, promoting the sustainable use of rural areas, and preserving the rural character of the region.

In this case, the proposed development does not undermine the objectives of the MLS standard or the RU1 zone. The purpose of the MLS standard is primarily to control density and promote orderly land use. However, in this context, requiring strict adherence to the MLS standard would limit the ability to develop land that is already suited to residential use and land management. The contravention of the MLS requirement allows for the continuation of land use that is historically supported by the zone and directly contributes to the orderly and economic development of the land.

The public interest is further supported by the fact that the proposed development does not result in adverse environmental impacts or disrupt the character of the area. Rather, it enables the continued use of the land in a way that is both economically and environmentally sustainable. The development fosters the efficient management of the land while maintaining the principles of rural land use that benefit both the individual landholder and the broader community.

In conclusion, the development is consistent with the objectives of the relevant zoning and the underlying purpose of the MLS standard, and as such, it serves the public interest by enabling responsible land use and development within the RU1 zone.

The subject lot's pre-existing subdivision predates the WLEP 2011 and the current Minimum Lot Size (MLS) standards. As a result, the land was legally established for residential use prior to the introduction of these planning provisions. This historical context highlights that the lot's current configuration was permitted under previous environmental planning instruments, and its use for residential purposes is both lawful and consistent with the intended land use of the area.

The proposal aligns with the objectives of the RU1 zone, which seeks to support rural productivity and preserve the rural character of the area. By permitting a dwelling house on this land, the development facilitates the active management of the land, ensuring its productive use for agricultural and land management purposes. This approach ensures that the land remains consistent with the zoning's broader goal of promoting sustainable rural development.

Furthermore, the proposal meets the relevant tests for variations as outlined in Wehbe v Pittwater Council [2007], specifically in that the contravention of the MLS standard is justified by the unique circumstances of the land. The development will ensure that the land is used effectively and appropriately, without causing adverse impacts on the environment or the surrounding area. Given these considerations, it is requested that Council approve this Clause 4.6 Variation, as it will allow for the land's continued productive and residential use, in line with both historical and planning objectives.

**Consideration of the applicants written request – Clause 4.6(4) (a) (i) and (ii) (b)** <u>Does the written request adequately address those issues at **Clause 4.6(4)(a)(i)**:</u> The applicant's written request has adequately demonstrated that compliance with the minimum lot size in the RU1 – Primary Production zone restriction is unreasonable and unnecessary in this case warranted by the aforementioned information.

The proposed development is adequately demonstrated to not lead to unplanned residential development in the area as dwelling rights are existing and dwellings are existing in the immediate area.

The dwelling is proposed in such a location that it will inadvertently support surrounding farming practices such as cropping and general agricultural practices, being associated with existing agricultural impacts to the site.

Other lots in the area are below the MLS as seen below:

- 1. 4887m<sup>2</sup> with dwelling
- 2. 1.77ha with dwelling
- 3. 1.27ha with dwelling
- 4. 6760m<sup>2</sup>
- 5. 6760m<sup>2</sup> with dwelling
- 6. 6900m<sup>2</sup> with dwelling
- 7. 6960m<sup>2</sup> with dwelling



### Justification for Variation:

### Five-Part Test

The Court has held that there are at least five different ways, and possibly more, through which an applicant might establish that compliance with a development standard is unreasonable or unnecessary (see Wehbe v Pittwater Council [2007] NSWLEC 827). The five ways of establishing that compliance is unreasonable or unnecessary are:

- 1. The objectives of the development standard are achieved notwithstanding noncompliance with the standard.
- 2. The underlying objective or purpose is not relevant to the development with the consequence that compliance is unnecessary.

- 3. The objective would be defeated, thwarted or undermined (Linfield Developments Pty Ltd v Cumberland Council [2019] NSWLEC 131 at [24]) if compliance was required with the consequence that compliance is unreasonable.
- 4. The development standard has been virtually abandoned or destroyed by the Council's own actions in granting consents departing from the standard and hence the standard is unreasonable and unnecessary; and
- 5. The zoning of the land is unreasonable or inappropriate.

The applicant has provided their own assessment against the five-part test, and as such, will be relied upon by Council for assessment purposes. Five-part test as follows:

TEST	RESPONSE		
The objectives of the standard are	The subject land in question is a lot that		
achieved notwithstanding non-	was created under an environmental		
compliance with the development	planning instrument prior to the		
standard.	commencement of this Plan. At the time		
	of the creation of the lot, the erection of a		
	dwelling house was permissible under the		
	previous planning provisions, and it was		
	lawfully established for such a purpose		
	immediately before the commencement		
	of the current planning regime.		
	As such, the objectives of the relevant		
	development standard have been		
	satisfied, notwithstanding non-		
	compliance with the current MLS		
	requirements. This is because the land, as		
	it existed prior to the commencement of		
	this Plan, meets the core objectives of		
	allowing for the construction of a		
	dwelling, and the application of this		
	standard would result in an unjust or unreasonable restriction on the land's use		
	for residential purposes, which was		
	already lawful prior to the introduction of		
	the current zoning and MLS requirements.		
The underlying objective or purpose is not	In relation to the development proposed		
relevant to the development, such that	on the subject land, the underlying		
compliance is unnecessary.	objective or purpose of the Minimum Lot		
	Size (MLS) requirement is not relevant to		
	the specific context of this development.		
	The subject land, being a lot created		
	under an environmental planning		
	instrument prior to the commencement of		

	Alia Diana ang kistori di sa kita sa ta
	this Plan, was historically established for residential use, with the erection of a dwelling house being permissible at that time. The purpose of the MLS standard is primarily to ensure appropriate land use, density, and character in newly subdivided lands. However, in this case, the subject land is not a newly subdivided lot, but rather a pre-existing lot with a long-established right for a dwelling house. Therefore, strict adherence to the MLS requirement does not align with the underlying purpose of the standard, as the intent of the development in question is to use the land for residential purposes, which has been lawfully permissible for
	the property even prior to the introduction of the current planning framework. As such, compliance with the MLS standard is unnecessary, given that the development aligns with the objectives of
	residential use, maintaining the established character of the area and
The underlying purpose is defeated or thwarted if compliance is required, such that compliance becomes unreasonable.	avoiding any adverse impacts. Requiring strict compliance with the Minimum Lot Size (MLS) standard in this case would defeat the underlying purpose of the RU1 zoning and the broader planning objectives. The subject land, created under an environmental planning instrument prior to the commencement of this Plan, has historically supported the erection of dwellings to enable onsite active management of productive land. This longstanding practice has been fundamental to the land's use, particularly in rural areas where residential dwellings are integral to the efficient management of agricultural and rural land. Imposing compliance with the MLS standard would hinder the land's ability to serve its intended purpose — namely,

Council itself has granted development consent that departs from the standard, and arguing from this that the development standard has been 'virtually abandoned or destroyed,' rendering it unnecessary and unreasonable.	supporting productive land uses and facilitating active management of the property. This would effectively thwart the purpose of the RU1 zone, which is to accommodate rural dwellings that are directly related to agricultural and land management activities. As such, requiring compliance with the MLS standard would become unreasonable, as it would limit the land's ability to fulfill its historical and lawful use in a manner that aligns with the planning objectives of the RU1 zone. This test is not relied upon.
unnecessary and unreasonable.	
The zoning area of the proposed development was 'unreasonable or inappropriate' such that the development standard which is appropriate to that zoning is no longer reasonable or necessary for the area.	This test is not relied upon.

The variation to the MLS can be supported based on above results of the five-part test.

The 99.94% variation in MLS of the proposed dwelling with garage and storage shed is not anticipated to cause negative impacts on site or surrounds.

To allow a dwelling to be constructed on the land will influence workers or site owners to live in close proximity to farming operations in the immediate area and surrounding locality of Monak.

<u>Clause 5.16 Subdivision of, or Dwellings on, Land in Certain Rural, Residential or Conservation</u> <u>Zones</u>

- Land not proposed to be further subdivided,
- Land will not be impacted negative through development
- No land use or development conflict will be seen
- Reasonable grounds for dwelling to be on the site despite MLS not met

Clause 5.18 Intensive Livestock Agriculture

 Although site is zoned to RU1 – Primary Production, no intensive agricultural practices proposed in application, agricultural use already supported on the land.

### Clause 7.1 Earthworks

Any earthworks are to form part of the conditions if approved.

Clause 7.2 Essential Services

Services available to site, if not, are to be made available and manageable on site.

## Wentworth Development Control Plan (DCP) 2011

The proposed development is acceptable against the relevant provisions of the Wentworth Development Control Plan (DCP) 2011 as outlined in the table below.

Wentworth	Chapter 5	Acceptable	Not	N/A	Reason
DCP			Acceptable		
	Chapter 5 5.1 Intensive Agriculture	X			The proposed dwelling with garage is permitted with consent in the RU1 zone and will support residential use of land. No disturbance to agricultural land will be seen if development is approved. Dwelling on agricultural site will attribute to enhanced agricultural productivity and land security.
	5.2 Subdivision			Х	No subdivision proposed.
	5.3 Rural Dwellings a). General Controls b). Access	X			The proposed dwelling with garage will be classified as a rural dwelling. The lot is in a 10'000ha MLS with the requirement of a 50m front setback, this isn't met as the plans indicate a front setback of 20m from Keens Road. The surrounding area is eclectic in nature with farm buildings and dwellings with associated development, therefore the nature of the proposal will suit the area and not impede on the characteristics.

Γ		· · · · · ·		
				Legal access to the site
				exists and requirements of
				driveway meeting WSC
				standards will be imposed
				if necessary.
5.3.1	X			No rainwater tanks propose
Water	21			don plans, no water
vv ater				connection available to lot.
				Water connection /
				availability will need to be
				managed on site by owners.
5.3.2	Х			Effluent will be required to
Effluent				be connected and
Disposal				conditioned as such.
5.3.3			Х	Fencing not part of this
Fencing			-	application.
5.3.4			Х	Proposed development is
			Λ	
Dwelling				not in close proximity to
setback				river, no assessment
from river				against this part of DCP
				required.
5.3.5	Х			Land is assumed to be able
Land				to support residential use.
Capability				No concerns raised over
				potential issues burdening
				the site as none have been
				found during assessment.
5.4	Х			No shedding proposed
Rural Sheds	Λ			• • •
	V			through application.
5.5	Х			Conditions will mitigate
Rural				noise, access, and any other
industries				relevant concerns during
				construction. There is no
				realistic potential for
				expansion due to size of
				site and there being no
				current industry carried out
				on subject site.
5.6-5.6.10			Х	No boarding or breeding
			Λ	
Boarding				mentioned or expected, no
and/or				conditions required.
breeding				
kennels for				
dogs and				
cats in rural				
areas				
5.7 - 5.7.3	Х			Noted - minimal to nil
Hazardous				hazardous chemical use or
1102010003	1			nazaraous enemiear use of
chemical				storage anticipated.

F	5.8 Rural land ise conflict	X	Surrounding sites are used for agricultural and residential uses – no conflict of land use evident or expected. No submissions received from adjoining land holders during required public exhibition indicating no concerns raised over proposal for site.
E	5.8.1 Buffer listances	X	Noted – due to dwelling with garage supporting residential use of land, with clear and adequate setbacks from adjoining land, no detrimental impact anticipated or triggering the requirement of buffer distances. If distances do become required for any circumstance, it could be suggested that tress of a maturity height of 10m be planted along the impacted site boundary.
	5.8.2 Variations o buffers	Х	Noted – existing setbacks to adjoining sites structures/dwelling should mitigate need for any buffers in this area.
N	5.8.3 Vegetation puffers	Х	Noted – distances between developments in area mitigate need to impose vegetation buffer.

### (2) The provisions of any draft environmental planning instrument

There is no Division 3.4 draft environmental planning instrument that affect the proposed development. (Post 1 July 2009 LEP amendments).

### (3) Any matters prescribed by regulations

There are no further matters prescribed by regulations.

### (4) The likely impacts of the development

There are no likely impacts from the proposal as discussed in the table below.

Impact item				Comment
(Insert an ' $\mathbf{x}$ ' in the		le		
relevant section)	e	tab	Int	
	abl	cep	leva	
	ept	ac	rel	
	Acceptable	Not acceptable	Not relevant	
Context and setting	X			Placement and development of a dwelling at this location
Context and Setting				will not impact the use of agricultural land as land for
				agriculture will remain abundantly available, no impact
				to adjoining lands is anticipated. Context of proposal is
				to provide residential housing in area through appropriate
Public domain &	X			planning approvals. Required 50m as per DCP not achieved, 20m front
Streetscape	Λ			setback proposed. Not envisaged to lead to detrimental
Sheetseape				impacts on surrounding areas. No impact to streetscape
				as residential developments in surrounding area (across
				the road).
Landscaping			X	N/A
Stormwater	X			Stormwater to be managed onsite
Heritage	X			No heritage listings for this site
Soils & Soils Erosion	X			None expected from the proposed development,
				conditions of consent will apply for construction
Air and microclimate	Χ			None anticipated from this development, there is
				adequate open space between the proposed dwelling and
				any future development or existing structures as
				surrounding land is mostly general farmland with dwellings and sheds
Water Resources	X			None located on the site – not in close proximity to river
				or water body
Biodiversity (Flora &	Χ			No native vegetation to be cleared in preparation of the
Fauna)				development site
Land Resources	X			None on site expected to impact development
Utilities	X			Required utilities are to be appropriately made available
				to site for residential purposes.
Access & Parking	X			Direct access to the property exists via sealed roads, ample room for parking
Roads & Traffic	X			No new roads to be created & ample parking on site
				The new routes to be created at anpie parking on site
Solar Access and Energy	X			Application accompanied by a BASIX certificate
Efficiency				identifying compliance with requirements for energy and
Overshedowing	X			sustainability Overshadowing plans not required as rural zoning, on a
Overshadowing	Λ			lot large enough to not cause overshadowing impacts to
	L	1	I	tor tange enough to not eause overshadowing impacts to

			neighbouring land, and no dwellings close to development site
Privacy & overlooking		X	As above, large lot sizing with agricultural land surrounding equating to adequate distances between neighbouring buildings, reducing privacy implications
Flooding	X		Not on flood prone land
Bushfire Prone Area	Χ		Not in bushfire prone land
Noise	X		An increased noise level is anticipated during construction only
Technological hazards	X		None anticipated
Safety, Security & Crime Prevention	X		Development is not expected to impact crime, there is already dwellings and sheds in the area
Social and Economic Impacts	X		None anticipated

## (5) The suitability of the site for development

The site is suitable for the proposed development of a dwelling with garage as it will not lead to adverse impacts on the locality, adjoining land holders or the site itself. The proposed development is permitted with consent in the RU1 – Primary Production zone as per the Wentworth LEP 2011. The proposed dwelling will be legal in accordance with stipulated dwelling entitlements on the site. There is no proposed primary production association of the lot as the site is already agriculturally utilised, but it will support housing in an area where farming occurs. Surrounding lots are used for farming and rural living, with dwellings and ancillary development, seen in the immediate area.

## (6) Any submissions made in accordance with this Act or Regulation

The application was notified for 14 days as per the Wentworth Community Participation Plan. No submissions were received.

## (7) The public interest

The proposed development is consistent with public interest as it will have no detrimental effect on the surrounding area. Moreover, no objections were made by the surrounding neighbours.

Department	Referred Y/N	Comments
Building	N	
Subdivision Engineer	N	
Roads & Engineering	Ν	
Finance & Policy	Ν	
Heritage Advisor	N	
Environmental Health	Ν	
Local Laws	Ν	
Floodplain Mgt Committee	Ν	

### COMMENTS FROM COUNCIL INTERNAL DEPARTMENTS

Sustainable Infrastructure	Ν	

### CONCLUSIONS

- 1. General comments:
- The proposal satisfies the points for consideration listed under Section 4.15 part b, c, d and <u>e</u> of the *Environmental Planning and Assessment Act.*
- 3. The proposal occurs on land zoned RU1 Primary Production. The proposal is not considered to have detrimental impact on the site and surrounds. (*Sec 4.15 (a*))
- 4. The proposal is consistent with the Wentworth Shire Development Control Plan (Dec 2011). The proposal is consistent with Chapter 5 of the Wentworth Shire Development Control Plan 2011.
- The proposed dwelling with garage and storage shed accords with the relevant objectives and provisions of the State Environmental Planning Policy (Biodiversity & Conservation) 2021 and State Environmental Planning Policy (Sustainable Buildings) 2022.
- 6. There is no draft local environmental plan affecting the proposed development.

**Recommendation:** 

Approve the application subject to conditions

Delegate report author	Delegated approval and endorsement
Signature:	Signature:
CAMANUA	
Georgie Martin	
Cadet Planning Officer	
Date: 26/05/2025	Date:



Clause 4.6 Exceptions to Development Standards

Compliance with the development standard is unreasonable or unnecessary in the circumstances.

#### Table 3: Achievement of Objectives of Clause 4.6.

Objective	Discussion / Comment
To provide an appropriate	Site is not currently supporting any structural (physical)
degree of flexibility in applying	development. It would be unfair to not provide flexibility in
certain development standards	allowing for the development of a dwelling on the site. Site has
to particular development.	the capacity to support rural living while not compromising
	context of the productivity zoning. Non-compliance with the
	MLS is not detrimental in the area due to varying lot sizes.
To achieve better outcomes for	Development will lead to economic opportunities for immediate
and from development by	area as the dwelling will allow habitation on an agriculturally
allowing flexibility in particular	productive site – allows owner to manage crop efficiently.
circumstances.	Housing in the area has been identified as needed by the
	farming community to encourage workers to live in the area.

### Standard being varied – 4.6.

The proposed dwelling with garage is located on an RU1 – Primary Production zone, with the site sized at 5.14ha, below the minimum lot size of 10'000ha in the zone, with a variation of 99.94%.

### 4.6 VARIATION ASSESSMENT

### Approving 4.6 variations

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- There are sufficient environmental planning grounds to justify the contravention of the development standard.

The consent authority must keep a record of any assessment carried out.

The variation proposed is greater than 10% (99.94%). Due to changes made by the NSW Government, Clause 4.6 of the Standard Instrument LEP has been reformed to make the planning system faster, simpler, and more transparent.

The reform came into effect on 1 November 2023 and removes the requirement to obtain the Planning Secretary's concurrence for a variation with new reporting framework. As such, council has authority to approve or refuse 4.6 variation applications.

### 4.6 Exceptions to development standards

### Information provided by applicant:

Written request for consideration has been presented by the applicant, Roy Costa Planning & Development with reasons for justifying contravention of this standard and allow a dwelling with garage on a lot that is less than the 10'000ha minimum lot size (MLS) in the RU1 – Primary Production zone.

## (a) Compliance with the development standard is unreasonable or unnecessary in the circumstances

*Compliance with the MLS standard is both unreasonable and unnecessary for the following reasons: Historical Lot Creation:* 

- The subject lot was created prior to the WLEP 2011 and the introduction of the MLS requirement.
- The inability of the lot to meet the MLS is a result of historical subdivision, not actions of the current owner.

Alignment with Objectives of the Standard:

• The proposed development aligns with the objectives of the standard by supporting primary production on the land. The dwelling will facilitate agricultural operations and does not fragment or alienate resource lands.

# (b) There are sufficient environmental planning grounds to justify the contravention of the development standard

There are sufficient environmental planning grounds to justify the contravention of the Minimum Lot Size (MLS) development standard in this instance. The subject land is a lot created under an environmental planning instrument prior to the commencement of the current Plan, with the erection of a dwelling house permissible immediately before that commencement. The land has historically supported residential development in conjunction with the active management of productive rural land under the RU1 zoning.

Requiring strict compliance with the MLS standard would constrain the land's ability to fulfill its intended purpose of facilitating residential dwellings that support agricultural activities. The proposed development is consistent with the environmental planning objectives of the RU1 zone, which aim to promote the sustainable management of rural lands while allowing for dwellings that enable active land management. Furthermore, contravening the MLS requirement in this case will allow for the orderly and economic development of the land, supporting the continuation of residential and agricultural use in a manner that aligns with the zone's objectives.

There are no anticipated adverse environmental impacts arising from the proposed development, and the land will remain compatible with the rural character of the area. Given these factors, the environmental planning grounds, including the historical use of the land, the alignment with the RU1 zone objectives, and the allowance for the orderly and

economic development of the land, provide a clear and justifiable reason for the contravention of the MLS development standard.

The proposed development, despite the contravention of the Minimum Lot Size (MLS) standard, is in the public interest because it is consistent with the objectives of both the development standard and the relevant zone. The RU1 zoning, by its nature, is intended to accommodate rural and residential land uses that support active land management and agricultural production. The erection of a dwelling on the subject land, which has historically supported such use, aligns with these objectives by facilitating the ongoing management of productive land, promoting the sustainable use of rural areas, and preserving the rural character of the region.

In this case, the proposed development does not undermine the objectives of the MLS standard or the RU1 zone. The purpose of the MLS standard is primarily to control density and promote orderly land use. However, in this context, requiring strict adherence to the MLS standard would limit the ability to develop land that is already suited to residential use and land management. The contravention of the MLS requirement allows for the continuation of land use that is historically supported by the zone and directly contributes to the orderly and economic development of the land.

The public interest is further supported by the fact that the proposed development does not result in adverse environmental impacts or disrupt the character of the area. Rather, it enables the continued use of the land in a way that is both economically and environmentally sustainable. The development fosters the efficient management of the land while maintaining the principles of rural land use that benefit both the individual landholder and the broader community.

In conclusion, the development is consistent with the objectives of the relevant zoning and the underlying purpose of the MLS standard, and as such, it serves the public interest by enabling responsible land use and development within the RU1 zone.

The subject lot's pre-existing subdivision predates the WLEP 2011 and the current Minimum Lot Size (MLS) standards. As a result, the land was legally established for residential use prior to the introduction of these planning provisions. This historical context highlights that the lot's current configuration was permitted under previous environmental planning instruments, and its use for residential purposes is both lawful and consistent with the intended land use of the area.

The proposal aligns with the objectives of the RU1 zone, which seeks to support rural productivity and preserve the rural character of the area. By permitting a dwelling house on this land, the development facilitates the active management of the land, ensuring its productive use for agricultural and land management purposes. This approach ensures that the land remains consistent with the zoning's broader goal of promoting sustainable rural development.

*Furthermore, the proposal meets the relevant tests for variations as outlined in Wehbe v Pittwater Council [2007], specifically in that the contravention of the MLS standard is justified by the unique circumstances of the land. The development will ensure that the land*  is used effectively and appropriately, without causing adverse impacts on the environment or the surrounding area. Given these considerations, it is requested that Council approve this Clause 4.6 Variation, as it will allow for the land's continued productive and residential use, in line with both historical and planning objectives.

## **Consideration of the applicants written request – Clause 4.6(4) (a) (i) and (ii) (b)** <u>Does the written request adequately address those issues at **Clause 4.6(4)(a)(i)**:</u>

The applicant's written request has adequately demonstrated that compliance with the minimum lot size in the RU1 – Primary Production zone restriction is unreasonable and unnecessary in this case warranted by the aforementioned information.

The proposed development is adequately demonstrated to not lead to unplanned residential development in the area as dwelling rights are existing and dwellings are existing in the immediate area.

The dwelling is proposed in such a location that it will inadvertently support surrounding farming practices such as cropping and general agricultural practices, being associated with existing agricultural impacts to the site.

Other lots in the area are below the MLS as seen below:

- 1. 4887m<sup>2</sup> with dwelling
- 2. 1.77ha with dwelling
- 3. 1.27ha with dwelling
- 4.  $6760m^2$
- 5. 6760m<sup>2</sup> with dwelling
- 6. 6900m<sup>2</sup> with dwelling
- 7. 6960m<sup>2</sup> with dwelling



### Justification for Variation:

#### Five-Part Test

The Court has held that there are at least five different ways, and possibly more, through which an applicant might establish that compliance with a development standard is unreasonable or unnecessary (see Wehbe v Pittwater Council [2007] NSWLEC 827). The five ways of establishing that compliance is unreasonable or unnecessary are:

- 1. The objectives of the development standard are achieved notwithstanding noncompliance with the standard.
- 2. The underlying objective or purpose is not relevant to the development with the consequence that compliance is unnecessary.
- 3. The objective would be defeated, thwarted or undermined (Linfield Developments Pty Ltd v Cumberland Council [2019] NSWLEC 131 at [24]) if compliance was required with the consequence that compliance is unreasonable.
- 4. The development standard has been virtually abandoned or destroyed by the Council's own actions in granting consents departing from the standard and hence the standard is unreasonable and unnecessary; and
- 5. The zoning of the land is unreasonable or inappropriate.

The applicant has provided their own assessment against the five-part test, and as such, will be relied upon by Council for assessment purposes. Five-part test as follows:

TEST	RESPONSE
The objectives of the standard are achieved notwithstanding non-compliance with the development standard.	The subject land in question is a lot that was created under an environmental planning instrument prior to the commencement of this Plan. At the time of the creation of the lot, the erection of a dwelling house was permissible under the previous planning provisions, and it was lawfully established for such a purpose immediately before the commencement of the current planning regime. As such, the objectives of the relevant development standard have been satisfied, notwithstanding non-compliance with the current MLS requirements. This is because the land, as it existed prior to the commencement of this Plan, meets the core objectives of allowing for the construction of a dwelling, and the application of this standard would result in an unjust or unreasonable restriction on the land's use for residential purposes, which was already lawful prior to the introduction of the current zoning and MLS requirements.
The underlying objective or purpose is not relevant to the development, such that compliance is unnecessary.	In relation to the development proposed on the subject land, the underlying objective or purpose of the Minimum Lot Size (MLS) requirement is not relevant to the specific context of this development. The subject land, being a lot created under an environmental planning instrument prior to the commencement of this Plan, was

	nistorically established for residential use,
	-
W	with the erection of a dwelling house being
p	permissible at that time.
Т	The purpose of the MLS standard is primarily
t	o ensure appropriate land use, density, and
с	character in newly subdivided lands.
	However, in this case, the subject land is not
	a newly subdivided lot, but rather a pre-
	existing lot with a long-established right for
a	
-	adherence to the MLS requirement does not
	align with the underlying purpose of the
	standard, as the intent of the development
	n question is to use the land for residential
	ourposes, which has been lawfully
	permissible for the property even prior to
	he introduction of the current planning
	ramework.
	As such, compliance with the MLS standard
	s unnecessary, given that the development
	aligns with the objectives of residential use,
	maintaining the established character of the
	area and avoiding any adverse impacts.
	Requiring strict compliance with the
	Minimum Lot Size (MLS) standard in this
	case would defeat the underlying purpose of
	he RU1 zoning and the broader planning
	objectives. The subject land, created under
	an environmental planning instrument prior
	to the commencement of this Plan, has
	nistorically supported the erection of
	dwellings to enable onsite active
	management of productive land. This
	ongstanding practice has been fundamental
	to the land's use, particularly in rural areas
	where residential dwellings are integral to
	he efficient management of agricultural
	and rural land.
	mposing compliance with the MLS standard
	would hinder the land's ability to serve its
	ntended purpose — namely, supporting
	productive land uses and facilitating active
n	management of the property. This would
e	effectively thwart the purpose of the RU1
z	one, which is to accommodate rural
d	dwellings that are directly related to
	agricultural and land management activities.

Council itself has granted development consent that departs from the standard, and arguing from this that the development standard has been 'virtually abandoned or destroyed,' rendering it unnecessary and unreasonable.	As such, requiring compliance with the MLS standard would become unreasonable, as it would limit the land's ability to fulfill its historical and lawful use in a manner that aligns with the planning objectives of the RU1 zone. This test is not relied upon.
The zoning area of the proposed development was 'unreasonable or inappropriate' such that the development standard which is appropriate to that zoning is no longer reasonable or necessary for the area.	This test is not relied upon.

The variation to the MLS can be supported based on above results of the five-part test.

The 99.94% variation in MLS of the proposed dwelling with garage and storage shed is not anticipated to cause negative impacts on site or surrounds.

To allow a dwelling to be constructed on the land will influence workers or site owners to live in close proximity to farming operations in the immediate area and surrounding locality of Monak. r



Health & Planning Department 61 Darling Street PO Box 81 WENTWORTH NSW 2648 Tel: 03 5027 5027 council@wentworth.nsw.gov.au

**TEMPLATE CONDITIONS** 

#### DA2025/018 DWELLING WITH GARAGE KEENS ROAD LOT 24 DP 756971 MONAK

## **GENERAL CONDITIONS**

1.	Approved development
	Approval is for a dwelling with garage.
	<b>Condition reason:</b> To ensure all parties are aware of the approved development.
2.	Approved Plans and Documentation
	The development shall be in accordance with the following plans, documentation and recommendations made there in:
	• Site Plan (B) by 3 States Design; DRG No: 2024-112 D.A; Sheet No: 3 of 3; Date: November 2024; DP Np: AD 1200.
	• Site Plan (A) by 3 States Design; DRG No: 2024-112 D.A; Sheet No: 3 of 3; Date: November 2024; DP Np: AD 1200.
	• Floor Plan & Elevations by 3 States Design; DRG No: 2024-112 D.A; Sheet No: 1 of 3; Date: November 2024; DP Np: AD 1200.
	• Site Plan (Existing Plantings & Dwelling Location) – no further information.
	<ul> <li>BASIX; Certificate number: 1773733S; Date of issue: Tuesday, 19 November 2024; Pages: 1 – 9.</li> </ul>
	In the event of any inconsistency between the approved plans and the supporting documentation, the approved plans prevail. In the event of any inconsistency between the approved plans and a condition of this consent, the condition prevails.
	Note: an inconsistency occurs between an approved plan and supporting documentation or between an approved plan and a condition when it is not possible to comply with both at the relevant time.
	<b>Condition reason:</b> To ensure all parties are aware of the approved plans and supporting documentation that applies to the development.
3.	Compliance with Building Code of Australia and insurance requirements under Home Building Act 1989
	<ol> <li>It is a condition of a development consent for development that involves building work that the work must be carried out in accordance with the requirements of the Building Code of Australia.</li> <li>It is a condition of a development concent for development that involves residential</li> </ol>
	<ol> <li>It is a condition of a development consent for development that involves residential building work for which a contract of insurance is required under the Home Building Act 1989, Part 6 that a contract of insurance is in force before building work authorised to be carried out by the consent commences.</li> </ol>

<ul> <li>and Assessment (Development Certification and Fire Safety) Regulation 2021, or</li> <li>b. to the erection of a temporary building, other than a temporary structure to which subsection (3) applies.</li> <li><b>ndition reason:</b> Prescribed condition under section 69 of the Environmental Planning and sessment Regulation 2021.</li> <li><b>ection of signs</b></li> <li>This section applies to a development consent for development involving building work, subdivision work or demolition work.</li> <li>It is a condition of the development consent that a sign must be erected in a prominent position on a site on which building work, subdivision work or demolition work is being carried out: <ul> <li>a. showing the name, address and telephone number of the principal certifier for the work, and</li> </ul> </li> </ul>
This section applies to a development consent for development involving building work, subdivision work or demolition work. It is a condition of the development consent that a sign must be erected in a prominent position on a site on which building work, subdivision work or demolition work is being carried out: a. showing the name, address and telephone number of the principal certifier for the work, and
work, and
<ul> <li>b. showing the name of the principal contractor, if any, for the building work and a telephone number on which the principal contractor may be contacted outside working hours, and</li> <li>c. stating that unauthorised entry to the work site is prohibited.</li> </ul>
<ul> <li>The sign must be-</li> <li>a. maintained while the building work, subdivision work or demolition work is being carried out, and</li> <li>b. removed when the work has been completed.</li> <li>This section does not apply in relation to-</li> </ul>
<ul> <li>a. building work, subdivision work or demolition work carried out inside an existing building, if the work does not affect the external walls of the building, or</li> <li>b. Crown building work certified to comply with the Building Code of Australia under the Act, Part 6.</li> <li>indition reason: Prescribed condition under section 70 of the Environmental Planning and</li> </ul>
-

	relevant BASIX certificate is fulfilled
	<ol> <li>BASIX development,</li> <li>BASIX optional development, if the development application was accompanied by a BASIX certificate.</li> <li>Condition reason: Prescribed condition under section 75 of the Environmental Planning and</li> </ol>
	Assessment Regulation 2021.
6.	Lapsing of Approval
	Without the further consent of the Wentworth Shire Council, in writing, this permit shall laps
	and have no force or effect unless the use or development hereby permitted is physicall
	commenced within 5 years of the date of this permit.
	<b>Condition reason:</b> Ensure everyone is aware of the lapsing of the approval.
7.	Notification of Home Building Act 1989 requirements
	1. This section applies to a development consent for development involving residential buildin
	work if the principal certifier is not the council.
	2. It is a condition of the development consent that residential building work must not be carrie
	out unless the principal certifier for the development to which the work relates has given the
	council written notice of the following-
	a. for work that requires a principal contractor to be appointed
	i. the name and licence number of the principal contractor, and
	ii. the name of the insurer of the work under the Home Building Act 1989, Pa
	6,
	b. for work to be carried out by an owner-builder
	i. the name of the owner-builder, and
	<ul><li>ii. if the owner-builder is required to hold an owner-builder permit under th Home Building Act 1989 the number of the owner-builder permit.</li></ul>
	<ol> <li>If the information notified under subsection (2) is no longer correct, it is a condition of the development consent that further work must not be carried out unless the principal certified</li> </ol>
	has given the council written notice of the updated information.
	4. This section does not apply in relation to Crown building work certified to comply with the
	Building Code of Australia under the Act, Part 6. Condition reason: Prescribed condition under section 71 of the Environmental Planning an
	Assessment Regulation 2021.
8.	Works outside the property boundary
	This development consent does not authorise works outside the property boundaries on adjoining
	lands.
	<b>Condition reason:</b> To ensure all approved works occur within the property boundaries.

## **BUILDING WORK**

9.	Access Point
	Before the issue of a Construction Certificate, the beneficiary of this consent must build a driveway crossing for the subject land (if one doesn't exist) to Council standards.
	Access during construction shall only be through the driveway crossing of the subject land.
	Condition reason: To control vehicular movement on road crossings.
10.	Building Material
	The proposed building/s and structure/s shall be clad in an approved non-reflective material e.g. Colourbond.
	<b>Condition reason:</b> To ensure the materials of the building not impact the visual amenity of the surrounding character of the area.
11.	Construction Site Management Plan
	Before the issue of a construction certificate, the applicant must ensure a construction site management plan is prepared before it is provided to and approved by the certifier. The plan must include the following matters:
	location and materials for protective fencing and hoardings to the perimeter on the site
	provisions for public safety
	<ul> <li>pedestrian and vehicular site access points and construction activity zones</li> </ul>
	• details of construction traffic management, including proposed truck movements to and from the site and estimated frequency of those movements, and measures to preserve pedestrian safety in the vicinity of the site
	<ul> <li>protective measures for on-site tree preservation (including in accordance with AS 4970-2009 Protection of trees on development sites) and trees in adjoining public domain</li> </ul>
	details of any bulk earthworks to be carried out
	location of site storage areas and sheds
	<ul> <li>equipment used to carry out all works</li> </ul>
	a garbage container with a tight-fitting lid
	dust, noise and vibration control measures
	location of temporary toilets.
	The applicant must ensure a copy of the approved construction site management plan is kept on- site at all times during construction.
	<b>Condition reason:</b> To ensure construction works are adequately managed to protect the surrounding amenity.
12.	Erosion and Sediment Control
	Before the issue of a construction certificate, the beneficiary of this consent is to ensure that an erosion and sediment control plan is prepared in accordance with the following documents before

	it is provided to and approved by the certifier:
	<ol> <li>The guidelines set out in the NSW Department of Housing manual Managing Urbar Stormwater: Soils and Construction Certificate (the Blue Book), and</li> <li>the 'Do it Right On-Site, Soil and Water Management for the Construction Industry', (Southern Sydney Regional Organisation of Councils and the Natural Heritage Trust).</li> <li>The applicant must ensure the erosion and sediment control plan is kept onsite at all times during site works and construction.</li> </ol>
	<b>Condition reason:</b> To ensure no substance other than rainwater enters the stormwater system and waterways.
13.	Long Service Levy         Before the issue of a construction certificate, the beneficiary of this consent is to ensure that the person liable pays the long service levy as calculated at the operational date of this consent to the Long Service Corporation or Council under section 34 of the Building and Construction Industry Long Service Payments Act 1986 and provides proof of this payment to the certifier.

14.	Payment of Security Deposits		
	This condition applies to all construction works \$25,001 and above.		
	Before the commencement of any works on the site or the issue of a construction certificate,		
	the beneficiary of this consent must make all of the following payments to Council and provide		
	written evidence of these payments to the certifier:		
	Infrastructure Bond (Security Deposit): \$3,000.00		
	Infrastructure Protection Permit Fee (includes \$232.00 inspections)		
	<ul> <li>The payments will be used for the cost of:</li> <li>making good any damage caused to any council property (including street trees, kerb, road etc) as a consequence of carrying out the works to which the consent relates,</li> <li>completing any public work such as roadwork, kerbing and guttering, footway construction, stormwater drainage and environmental controls, required in connection with this consent, and</li> <li>any inspection carried out by Council in connection with the completion of public work or the making good any damage to council property.</li> <li>The Infrastructure Bond will be returned on completion of the construction of the proposed development, subject to no damage being done to any council property (including street trees, kerb, road etc) as a consequence of carrying out the works to which the consent relates. The owner / developer is to arrange an inspection with an Officer of Wentworth Shire Council</li> </ul>		

before any work commences on site. Any damage incurred to Council infrastructure will be repaired at the owners / developers expense and the balance of the Infrastructure Bond will be returned to the owner / developer on completion of the construction.
Note: The inspection fee includes Councils fees and charges and includes the Public Road and Footpath Infrastructure Inspection Fee (under the Roads Act 1993). The amount payable must be in accordance with councils fees and charges at the payment date.
<b>Condition reason:</b> To ensure any damage to public infrastructure is rectified and public works can be created.
Utilities and services
Reticulated water is not available at the site, as such the beneficiary of this consent must ensure that the proposed dwelling is provided access to portable water.
Note: Stock and domestic water entitlement may be attached to the proposed dwelling site.
<b>Reason:</b> To ensure the proposed dwelling is provided with appropriate servicing.
<b>Plumbing and Drainage - AWTS</b> Before issuance of the Construction Certificate, a Plumbing and Drainage Approval Application under Section 68 of the Local Government Act NSW 1993, for an onsite Aerated WasteWater Treatment system (AWTS) sewerage management system with a Land Capability Assessment (LCA), is to be submitted to and approved by Council before carrying out any plumbing and drainage work (stormwater, water and sewerage).
Note: All stormwater from the site is to be directed towards a legal point of discharge. A septic system will not be allowed on the property. All plumbing and drainage work is to be carried out by a plumber and drainer, or other authorised person, licensed with the New South Wales Department of Fair Trading.
Condition reason: To ensure plumbing and drainage works are carried out appropriately.
<b>Road reserve landscaping</b> Lawn must be used for landscaping within the road reserve. Any other form of landscaping in the road reserve must be approved by Council.
Condition reason: To ensure appropriate landscaping is used in road reserve.
<b>Stormwater Management Plan</b> Before the issue of a construction certificate the beneficiary of this consent is to design and submit to Council for approval a stormwater Management Plan for the development. The design is to be approved by Council before any work takes place on this site. All work detailed by the approved design is to be constructed by the beneficiary of this consent under supervision of the Principal Certifying Authority. All work is to be carried out at the beneficiary of this consent's expense.
The plan is to include treatment measures for the water if it is to be discharged into a waterway.

	<b>Condition reason:</b> To ensure stormwater run-off is appropriately managed.
19.	Waste management plan         Before the issue of a construction certificate, the applicant is to ensure that a wast         management plan is prepared in accordance with the EPA's Waste Classification Guideline         and the following requirements before it is provided to and approved by the certifier:         Details the following:
	<ul> <li>the contact details of the person(s) removing the waste</li> <li>an estimate of the waste (type and quantity) and whether the waste is expected to be</li> <li>reused, recycled or go to landfill</li> <li>the address of the disposal location(s) where the waste is to be taken</li> <li>The applicant must ensure the waste management plan is referred to in the construction simmanagement plan and kept on-site at all times during construction.</li> <li>Condition reason: To ensure resource recovery is promoted and local.</li> </ul>
20.	Works in Road Reserve         A Road Opening Permit is required from the Wentworth Shire Council prior to any works of excavation within the road reserve including but not limited to: water tapping, sewer, drivewater crossings, tree planting or removal etc.         Please contact Councils Roads & Engineering Department on Tel: (03) 5027 5027 to arrange permit.
	<b>Condition reason:</b> To control development in the road reserve.

### **BEFORE BUILDING WORK COMMENCES**

21.	<b>Construction Certificates and Appointment of Principal Certifier</b> Prior to the commencement of any building works, the following requirements must be complied with
	<ul> <li>A Construction Certificate must be obtained from the Council or an Accredited Certifier, in accordance with the provisions of the Environmental Planning &amp; amp; Assessment Act 1979,</li> <li>A Principal Certifier must be appointed, and Council must be notified in writing of the appointment irrespective of whether Council or a Registered Certifier is appointed; and notify Council in writing of their intention to commence work (at least two [2] days' notice is required).</li> <li>Condition reason: To ensure building works complies with relevant legislation and other codes.</li> </ul>
22.	Contractor details notification
	The certifying authority must advise Council, in writing of:
	1. The name and contractor licence number of the licensee who has been contracted to do or

	<ul> <li>intends to do the work, or</li> <li>2. The name and permit of the owner-builder who intends to do the work.</li> <li>If these arrangements are changed, or if a contract is entered into for the work to be done by a different licensee, Council must be immediately informed.</li> <li>Condition reason: To ensure building work is carried out by licensed contractor.</li> </ul>
23.	<b>Dial before you dig</b> Underground assets may exist in the area that is subject to your application. In the interest of health and safety and in order to protect damage to third party assets please contact Dial before you dig at www.1100.com.au or telephone 1100 before excavating or erecting structures (This is the law in NSW). If alterations are required to the configuration, size, form or design of the development upon contact the Dial before You Dig service, an amendment to the development consent (or a new development application) may be necessary.
	Individuals owe asset owners a duty of care that must be observed when working in the vicinity of plant or assets. It is the individuals responsibility to anticipate and request the nominal location of plant or assets on the relevant property via contacting the Dial before you dig service in advance of any construction or planning activities."
	<b>Condition reason:</b> To ensure existing infrastructure is identified.
24.	<ul> <li>Erosion and sediment controls in place</li> <li>Before the commencement of any site or building work, the developer must be satisfied the erosion and sediment controls in the erosion and sediment control plan, (as approved by Council) are in place until the site is rectified (at least 70% ground cover achieved over any bare ground on site).</li> <li>Condition reason: To ensure runoff and site debris do not impact local stormwater systems and</li> </ul>
	waterways.
25.	Notice of commencement of works Subject to approval to commence works two days before any site works, building or demolition begins, the beneficiary of this consent must:
	<ol> <li>Forward to Council notice of commencement of work and appointment of Principal Certifying Authority.</li> <li>Notify the adjoining owners that work will commence.</li> <li>Condition reason: To provide notification of works commencing.</li> </ol>
26.	<b>Rubbish/Waste Management</b> Throughout the construction period, from commencement of work, a suitable rubbish containment structure is to be located on site and utilised.
	<b>Condition reason:</b> To ensure the construction site is kept clean and safe at all times.
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27.	Storage of materials

	Throughout the construction period, from commencement of work, the storage of materials is not permitted on footpaths, roadways or in reserves. Rubbish and building materials must be contained on the site.
	Condition reason: To ensure the construction materials are stored on site in a tidy & safe manner.
28.	<b>Toilet facilities</b> Toilet facilities are to be provided on or in the vicinity of the building site. The toilet must be connected to a public sewer, or if connection to a public sewer is not practicable, an approved chemical closet. The toilet facility must be installed on-site prior to the commencement of any other work.
	<b>Condition reason:</b> To ensure workers and contractors have access to amenities on site.
29.	<b>Tree protection measures</b> Before the commencement of any site or building work, the principal certifier must ensure the measures for tree protection detailed in the construction site management plan are in place.
	Condition reason: To protect and retain trees.

# DURING BUILDING WORK

30.	Approved Plans
	A copy of the stamped approved and certified plans, specifications and documents incorporating
	conditions of approval and certification must be kept on site for the duration of site works and be
	made available upon request to either the Council or other Government Agencies.
	<b>Condition reason:</b> To ensure all parties are aware of the approved works to be conducted.

31.	<ul> <li>Construction noise</li> <li>While work is being carried out and where no noise and vibration management plan is approved under this consent, the applicant is to ensure that any noise caused by demolition, vegetation removal or construction does not exceed an LAeq (15 min) of 5dB(A) above background noise, when measured at any lot boundary of the property where the construction is being carried out.</li> <li>Condition reason: To protect the amenity of the neighbourhood.</li> </ul>
32.	<ul> <li>Contamination discovered during works         If during works on the land comprising the lot, the land is found to be contaminated, within the meaning of the Contaminated Land Management Act 1997:         <ul> <li>all works must stop immediately, and</li> <li>the Environment Protection Authority and the council must be notified of the contamination.</li> <li>Land is found to be contaminated for the purposes of this condition if the principal certifying authority knows or reasonably suspects the land is contaminated.</li> </ul> </li> <li>Note: Depending on the nature and level of the contamination, remediation of the land may be</li> </ul>

	required before further work can continue.
	Condition reason: To ensure contaminated land is managed appropriately.
33.	Cut and fill (if applicable)
	While building work is being carried out, the principal certifier must be satisfied all soil removed
	from or imported to the site is managed in accordance with the following requirements:
	• All excavated material removed from the site must be classified in accordance with the EPA
	Waste Classification Guidelines before it is disposed of at an approved waste management
	facility and the classification and the volume of material removed must be reported to the
	principal certifier.
	All fill material imported to the site must be Virgin Excavated Natural Material as defined in
	Schedule 1 of the Protection of the Environment Operations Act 1997 or a material identified
	as being subject to a resource recovery exemption by the NSW EPA.
	<b>Condition reason:</b> To ensure soil removal & replacement meets requirements.
34.	Encroachment of easements
	No works are to encroach over any easements.
	Condition reason: To ensure works are not carried out over easements.
35.	Hours of work
	The developer must ensure that building work, demolition or vegetation removal is only carried out between:
	out between.
	• 7.00am to 6.00pm on Monday to Friday
	8.00am to 1.00pm on Saturdays
	The developer must ensure building work, demolition or vegetation removal is not carried out or
	Sundays and public holidays, except where there is an emergency.
	Unless otherwise approved within a construction site management plan, construction vehicles
	machinery, goods or materials must not be delivered to the site outside the approved hours o
	site works.
	Note: Any variation to the hours of work requires Councils approval.
	<b>Condition reason:</b> To protect the amenity of the surrounding area.
36.	Implementation of BASIX commitments
	While building work is being carried out, the applicant must undertake the development strictl
	in accordance with the commitments listed in the BASIX certificate(s) approved by this consent
	for the development to which the consent applies.
	Condition reason: To ensure BASIX commitments are fulfilled in accordance with the BASIX
	certificate (prescribed condition under Section 75 EP&A Regulation).
37.	Implementation of site management plans
	While vegetation removal, demolition and/or building work is being carried out, the applican
	must ensure the measures required by the approved construction site management plan and the

erosion and sediment control plan are implemented at all times. The applicant must ensure a copy of these approved plans is kept on site at all times and made available to Council officers upon request.

**Condition reason:** To ensure the required site management measures are implemented during construction.

38.	Natural drainage
	Any works undertaken in the subject land including building and filling shall not cause alteration
	to the previous drainage in the subject land or adjacent land. Any remedies required to discharge
	drainage water caused to be accumulated by the works associated with this permit shall be the
	responsibility of the beneficiary of this consent.
	Condition reason: To ensure natural drainage is maintained where possible.

39.	Procedure for critical stage inspections
	While building work is being carried out, any such work must not continue after each critical stage
	inspection unless the principal certifier is satisfied the work may proceed in accordance with this
	consent and the relevant construction certificate.
	<b>Condition reason:</b> To require approval to proceed with building work following each critical stage inspection.
40.	Responsibility for changes to public infrastructure
	While building work is being carried out, the applicant must pay any costs incurred as a result of
	the approved removal, relocation or reconstruction of infrastructure (including ramps, footpaths,
	kerb and gutter, light poles, kerb inlet pits, service provider pits, street trees or any other
	infrastructure in the street footpath area).
	<b>Condition reason:</b> To ensure payment of approved changes to public infrastructure.
	condition reason. To ensure payment of approved changes to public infrastructure.
41.	Security fencing
	An adequate security fence is to be erected around the perimeter of the site prior to
	commencement of any excavation or construction works, and this fence is to be maintained in a
	state of good repair and condition until completion of the building project
	<b>Condition reason:</b> To ensure the site is secured during construction.
42.	Tree protection
	While site work is being carried out, all required tree protection measures must be maintained in
	good condition in accordance with:
	1. The construction site management plan
	2. The relevant requirements of any Australian Standard for the protection of trees on
	development sites
	This includes maintaining adequate soil grades and ensuring all machinery, builders refuse,
	spoil and materials remain outside tree protection zones.
	·

	<b>Condition reason:</b> To protect trees during site works.
43.	Uncovering relics or Aboriginal objects While demolition or building work is being carried out, all such works must cease immediately if a relic or Aboriginal object is unexpectedly discovered. The applicant must notify the Heritage Council of NSW in respect of a relic and notify the Secretary of the Department of Planning, Industry and Environment and the Heritage Council of NSW in respect of an Aboriginal object. Building work may recommence at a time confirmed by either the Heritage Council of NSW or the Secretary of the Department of Planning, Industry and Environment.
	<ul> <li>In this condition:</li> <li>"relic" means any deposit, artefact, object or material evidence that: (a) relates to the settlement of the area that comprises New South Wales, not being Aboriginal settlement, and <ul> <li>a) is of State or local heritage significance; and</li> </ul> </li> <li>"Aboriginal object" means any deposit, object or material evidence (not being a handicraft made for sale) relating to the Aboriginal habitation of the area that comprises New South Wales, being habitation before or concurrent with (or both) the occupation of that area by persons of non-Aboriginal extraction and includes Aboriginal remains.</li> <li>Condition reason: To ensure protection of objects of potential significance during works.</li> </ul>
44.	<ul> <li>Waste management While building work, demolition or vegetation removal is being carried out, the principal certifier must be satisfied all waste management is undertaken in accordance with the approved waste management plan. </li> <li>Upon disposal of waste, the applicant is to compile and provide records of the disposal to the principal certifier, detailing the following: <ul> <li>The contact details of the person(s) who removed the waste</li> <li>The waste carrier vehicle registration</li> <li>The date and time of waste collection</li> </ul> </li> </ul>
	<ul> <li>A description of the waste (type of waste and estimated quantity) and whether the waste is expected to be reused, recycled or go to landfill</li> <li>The address of the disposal location(s) where the waste was taken</li> <li>The corresponding tip docket/receipt from the site(s) to which the waste is transferred, noting date and time of delivery, description (type and quantity) of waste. Note: If waste has been removed from the site under an EPA Resource Recovery Order or Exemption, the applicant is to maintain all records in relation to that Order or Exemption and provide the records to the principal certifier and Council.</li> </ul>
	<b>Condition reason:</b> To require records to be provided, during construction, documenting that waste is appropriately handled.

## **BEFORE ISSUE OF AN OCCUPATION CERTIFICATE**

45.	<ul> <li>Completion of landscape and tree works</li> <li>Before the issue of an occupation certificate, the principal certifier must be satisfied that all landscape and tree-works, including pruning in accordance with AS 4373-2007 Pruning of amenity trees and the removal of all noxious weed species, have been completed in accordance with the approved plans and any relevant conditions of this consent.</li> <li>Condition reason: To ensure the approved landscaping works have been completed before occupation, in accordance with the approved landscaping plan(s).</li> </ul>
46.	<b>Completion of public utility services</b> Before the issue of the relevant occupation certificate, the principal certifier must ensure any adjustment or augmentation of any public utility services including gas, water, sewer, electricity, street lighting and telecommunications, required as a result of the development, is completed to the satisfaction of the relevant authority. Before the issue of the occupation certificate, the certifier must request written confirmation from the relevant authority that the relevant services have been completed.
	<b>Condition reason:</b> To ensure required changes to public utility services are completed, in accordance with the relevant agency requirements, before occupation.
47.	Occupation Certificate
	The building shall not be occupied or used until an Occupation Certificate is issued either by council or by an accredited certifier.
	Condition reason: To ensure development is accredited.
10	
48.	<b>Removal of waste upon completion</b> Before the issue of an occupation certificate, the principal certifier must ensure all refuse, spoil and material unsuitable for use on-site is removed from the site and disposed of in accordance with the approved waste management plan. Written evidence of the removal must be supplied to the satisfaction of the principal certifier.
	Before the issue of a partial occupation certificate, the applicant must ensure the temporary storage of any waste is carried out in accordance with the approved waste management plan to the principal certifier's satisfaction.
	Condition reason: To ensure waste material is appropriately disposed or satisfactorily stored.
49.	<b>Repair of infrastructure</b> Before the issue of an occupation certificate, the applicant must ensure any public infrastructure damaged as a result of the carrying out of building works (including damage caused by, but not limited to, delivery vehicles, waste collection, contractors, sub-contractors, concreting vehicles) is

Note: If the council is not satisfied, the whole or part of the bond submitted will be used to cover

fully repaired to the written satisfaction of Council, and at no cost to Council.

the rectification work.
<b>Condition reason:</b> To ensure any damage to public infrastructure is rectified.

# OCCUPATION AND ONGOING USE

tion reason: To ensure only approved work is carried out ity of the neighbourhood
ity of the neighbourhood
peration of this development shall not adversely affect the amenity of the neighbourhood erfere unreasonably with the comfort or repose of a person who is outside the premises by n of the emission or discharge of noise, fumes, vapour, odour, steam, soot, dust, waste , waste products, grit, oil or other harmful products. tion reason: To ensure the amenity of the neighbourhood is not compromised

52.	<ul> <li>Maintenance of wastewater and stormwater treatment device</li> <li>During occupation and ongoing use of the building, the beneficiary of this consent must ensure all wastewater and stormwater treatment devices (including drainage systems, sumps and traps, and on-site detention) are regularly maintained, to remain effective.</li> <li>Condition reason: To protect sewerage and stormwater systems.</li> </ul>
53.	Ongoing use - garage The proposed garage cannot be used for habitation. Condition reason: To ensure appropriate use as per approval.

54.	Release of securities / bonds
	When Council receives an occupation certificate from the principal certifier, the applicant may
	lodge an application to release the securities held. Council may use part, or all of the securities
	held to complete the works to its satisfaction if the works do not meet Councils requirements.
	<b>Condition reason:</b> To allow release of securities and authorise Council to use the security deposit to complete works to its satisfaction.

#### 9.12 PROJECT & WORKS REPORT JUNE 2025

File Number:	RPT/25/307
Responsible Officer: Responsible Division: Reporting Officer:	Geoff Gunn - Director Roads and Engineering Roads and Engineering Megan Jackson - Roads & Engineering Administration Officer
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.2 Ensure that community assets and public infrastructure are well maintained

#### <u>Summary</u>

This report provides a summary of the projects and major works undertaken by the Roads and Engineering Department which have been completed during the months of May 2025 and the planned activities for June 2025.

#### **Recommendation**

That Council receives and notes the major works undertaken in May 2025 and the scheduled works for the following month.

#### **Detailed Report**

Refer below for updates of the works completed in May 2025, and the planned activities for June 2025.

Projects and Works Completed in May 2025 and Scheduled for June 2025.	
Roads	<ul> <li><u>Maintenance Grading</u></li> <li>Works have been recently completed on the Ivanhoe, Dockerty, Garnpang and Gol Gol Roads.</li> <li>Works are currently being undertaken on the Arumpo and Petro Mail Roads.</li> </ul>
	<ul> <li><u>Arumpo Road 24.5km Upgrade</u></li> <li>Linemarking has been completed to finalise the project.</li> <li>Post completion report has been submitted for payment and the funding body have advised payment will be made in the month of July.</li> </ul>
	<ul> <li>Anabranch Mail Road and Wamberra Road Formation/Drainage Works</li> <li>The contractor has completed all works required on the Anabranch Mail Road. Council are extremely happy with the quality of completed works which will greatly improve road safety and significantly reduce road closure times following heavy rain events.</li> <li>Works have commenced on the 9km section of the Wamberra Road and are due to be completed by mid June.</li> <li>This project is 100% funded to the total of \$637,980 by a combination of the TfNSW Roads to Recovery and Regional Emergency Road Repair Funds (RERRF).</li> </ul>
	<ul> <li><u>Anabranch Mail Road and Wamberra Road Resheeting Works</u></li> <li>Contractors have commenced works on the Anabranch Mail Road with an anticipated completion date of early June.</li> <li>On completion of the Anabranch Mail Road, the contractor will move directly onto the Wamberra Road to be completed by the end of June or early July.</li> </ul>

Roads (continued)	<ul> <li>Alcheringa Drive, Pooncarie Road &amp; River Road - Stabilisation Works</li> <li>Bitumen surfacing has been completed on both Alcheringa Drive and River Road, with Pooncarie Road to be sealed on the 12th of June.</li> <li>Linemarking contractor is scheduled to be completed by the end of June.</li> <li>The Pooncarie and River Road projects are 100% funded to the total of \$1.28 million dollars by the Regional Emergency Road Repair Funds (RERRF).</li> <li>The Alcheringa Road project is funded by LRCIP Round 4 to the total of \$361,296.</li> <li>Loop Road Upgrade</li> <li>Funded by the Local Roads and Community Infrastructure Program Phase 4 to the value of \$200,000.00</li> <li>The project consists of upgrading 3.41km of the existing clay to formed and paved road. Works include re-aligning the road in sections containing substandard curves or sight distances issue, removal of vegetation contributing to road safety, 10 metre wide formed road with swale drains and 5.5 metre wide by 150mm thick limestone gravel pavement.</li> <li>On completion the project will provide a safe all weather road surface in readiness of the Light State Project.</li> </ul>
Parks and Gardens	<ul> <li>Pooncarie Pioneer Memorial Park</li> <li>New play equipment including an Emu and Kangaroo rockers, have been installed for locals and tourists to enjoy.</li> </ul>
Water and Sewer	<ul> <li>Buronga Pump Station No. 1 – Urgent Pump Repairs</li> <li>Installation works have been awarded to an experienced contractor, who has demonstrated other difficult and time constrained repairs.</li> <li>Connection items are currently being fabricated by the contractor.</li> <li>The repair work and outage of this main sewer pump station is scheduled for late June.</li> <li>Gol Gol Buronga Reticulation Modelling</li> <li>WSC have provided a significant amount of information including GIS and metering data for model creation.</li> <li>Models for both filtered and raw water are currently being established. It is expected that these should be undergoing calibration in July.</li> <li>Safe and Secure Water Program (4 activities) – Development</li> <li>Wentworth Water Treatment Plant</li> <li>Gol Gol Water Treatment Plant</li> <li>Gol Gol Water Treatment Plant</li> <li>Mentworth Raw Water Pump Station</li> <li>Draft Options Reports reviewed by WSC for both Wentworth Raw Water and Dareton Raw Water Pump Station. Documents to be finalised by end of June.</li> <li>Draft Options Report issued for both Wentworth and Gol Gol Water Treatment Plants. Review workshop planned for early June to enable these documents to be finalised by end June.</li> <li>Wentworth Raw Water Pipeline - Development</li> <li>Design and construction scope is currently out to tender, with four companies attending the site meeting.</li> <li>Tender to close in mid June.</li> </ul>

Water and Sewer <i>(continued)</i>	<ul> <li>Clean and view of Wentworth (west side only) sewers completed in May.</li> <li>Draft copy of conditions assessments issued to WSC for initial review. Variable sewer pipe conditions recorded, however many more house junctions with tree roots than originally considered.</li> <li>Condition assessments to be reviewed by WSC in June to enable sewer relining to commence from early July.</li> </ul>
	<ul> <li>District Bulk Metering</li> <li>Night outages of filtered water supply occurred for both Wentworth and Dareton to install bulk flow meters into the pipework.</li> <li>WSC Water Team worked with the Contractor to isolate and drain the pipework. When the installation works were complete WSC Water Team then had to refill (check for leaks) and then restore systems back to normal prior to the morning filtered water demands.</li> <li>This was the first known drain and refill of the main between Buronga and Dareton, WSC Team used this outage opportunity to install an additional isolation valve to assist in any future works on this main.</li> <li>The two remaining bulk meters (Midway and Dareton) were re-tendered back to a selected local market. Unfortunately, limited submissions were received, with pricing still considered high.</li> <li>A further public tender approach is currently underway for the two remaining bulk meters. This third tender approach will hopefully be successful and WSC can award this work in late June.</li> </ul>
	<ul> <li>Buronga EDS Smart Metering</li> <li>Electrical contractor engaged to install the metering and provision for future macerator.</li> <li>Fabricator engaged to undertake required modifications.</li> <li>Outage of the EDS is scheduled for late June to simultaneously complete both packages of works.</li> </ul>
	<ul> <li>Wentworth Water Treatment Plant SCADA</li> <li>Wentworth Water Treatment Plant is a critical asset that has limited alarming.</li> <li>WSC Water Team considered it important to have additional fault notifications, reporting and remote operational information. Both Gol Gol and Pooncarie Water Treatment Plant are connected to the SCADA system.</li> <li>A contractor has been engaged to develop a SCADA system that can be deployed at the Wentworth Water Treatment Plant but only requires a minimum upgrade of existing equipment.</li> </ul>
	<ul> <li>Sewer Pump Station SCADA (GSPS4 and GSPS11)</li> <li>The sewer pump station switchboard audit identified several sewer pump stations that had limited alarming.</li> <li>WSC Water Team has considered it important to progress two residential sewer pump stations to be upgraded and have pump station performance available on SCADA with associated fault notification.</li> <li>Contractor has been awarded to complete this work.</li> </ul>
Project	<ul> <li>Darling Street Wentworth Footpaths</li> <li>Plumbing contractor has completed the replacement of all raw water mains into each property, before the new concrete is formed and laid.</li> <li>The concrete contractor has completed the paths including placement of tree root barriers all the way down the Eastern side</li> <li>Works down the Western side will continue until the end of June.</li> <li>Council is investigating the option of new bins and path lighting to be installed</li> </ul>

Project	<ul> <li>as part of the upgrade.</li> <li>All businesses and locals have been consulted regarding the program and upgrade works.</li> </ul>
(continued)	<ul> <li>Wentworth Works Depot Fuel Pod</li> <li>A new Diesel fuel pod has been ordered, as the existing underground tanks were found non-compliant following recent inspections. The new pod will make Council compliant in line with EPA rules and regulations.</li> <li>The installation of the concrete slab is scheduled to be completed mid June with the delivery of the fuel pod to follow.</li> </ul>
	<ul> <li>Pooncarie Camp Kitchen</li> <li>Electrical connection to the existing kitchen was disconnected post the Gymkhana event in late May Pooncaire Sporting Reserve User Groups have undertaken the demolition of the existing kitchen on 31 May.</li> <li>Survey setout is to occur in early June and the concrete slab for the new kitchen to be poured later in June.</li> <li>After the concrete slab is cured, construction of the kitchen structure is expected to commence in July.</li> </ul>
	<ul> <li><u>Wentworth Camp Kitchen</u></li> <li>Electrical connection to the existing kitchen / bar was disconnected</li> <li>Demolition of existing kitchen / bar to be completed in early June</li> <li>Similar to Pooncarie Camp Kitchen, survey setout is to occur in early June and the concrete slab for the new kitchen to be poured later in June.</li> <li>After the concrete slab is cured, construction of the kitchen structure is expected to commence in July.</li> </ul>
	<ul> <li>Wentworth Rowing Club Upgrade</li> <li>Works have been award to a local contractor in May.</li> <li>On site works expected to commence in July following amendments to planning approval.</li> </ul>
	<ul> <li>Buronga Riverfront Toilet Block</li> <li>Sewer pump station wet well has unfortunately been further delayed by supplier until early June. WSC has raised its concern of unsatisfactory delivery with the supplier.</li> <li>Installation to commence as soon as the wet well arrives.</li> </ul>
	<ul> <li><u>Pooncarie Toilet Block</u></li> <li>Modifications to laundry cupboards to reduce vandalism still required.</li> <li>Required paperwork to activate the laundry washers / driers has been delayed. Anticipate getting the laundry operational in June to conclude the project.</li> </ul>
	<ul> <li>Buronga to Midway Shared way</li> <li>Shared way construction to be undertaken in two parts (materials delivery and installation).</li> <li>Quotes for materials and installation are currently being sought.</li> </ul>
	<ul> <li>Open Spaces - Dawn Ave Drainage Basin</li> <li>Engineering consultant report received. Report details that significant construction works are required in the basin area and on a neighboring basin to cater for future stormwater requirements.</li> <li>Project likely to become a construction project rather than a landscaping project.</li> </ul>
	<ul> <li>Levels of basin operation also need to work together with neighboring</li> </ul>

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Project	<ul><li>developments.</li><li>Request for funding extension being sought.</li></ul>
(continued)	<ul> <li><u>Wentworth Kerb Upgrades</u></li> <li>Design and quotation documentation being finalised, prior to going to tender.</li> <li>Consultation with community (Primary School) required in relation to potential tree impacts.</li> </ul>
	<ul> <li>Buronga Pump Track 2</li> <li>Asphalt installed and track unofficially available for public use in May</li> <li>Contractor to return in early June to complete linemarking and any final works</li> <li>Road and carpark foundation construction completed by WSC Roads team.</li> <li>Installation of irrigation system completed, with final landscaping and planting to completed by end June.</li> <li>Sealing of the road and carpark expected in mid June.</li> <li>All works still on schedule for end June completion.</li> </ul>
	<ul> <li>Junction Island Viewing Platform</li> <li>Expected for works to be award in June.</li> </ul>
	<ul> <li>Electric Vehicles (EV) Charging Stations (3 Locations)</li> <li>Contractors engaged to undertake the electrical installation and the provision of the charging units.</li> <li>Electrical installation to commence at Wentworth caravan park carpark and Midway centre carpark in early June.</li> <li>Still on track to complete the Wentworth caravan park carpark and Midway centre carpark by end June.</li> <li>The Wentworth Civic Centre carpark EV charger is still awaiting the approval from Essential Energy.</li> </ul>

#### **Attachments**

- 1. Alcheringa Drive
- 2. Anabranch Mail Road Resheet
- 3. Loop Road & Wamberra Road Formation Drainage
- 4. River Road
- 5. Buronga Boost Pump Station Flow Meter Replacement
- 6. Wentworth Boost Pump Station Flow Meter Replacement
- 7. Buronga Riverfront Toilet Block & Pump Track J.
- 8. Pump Track



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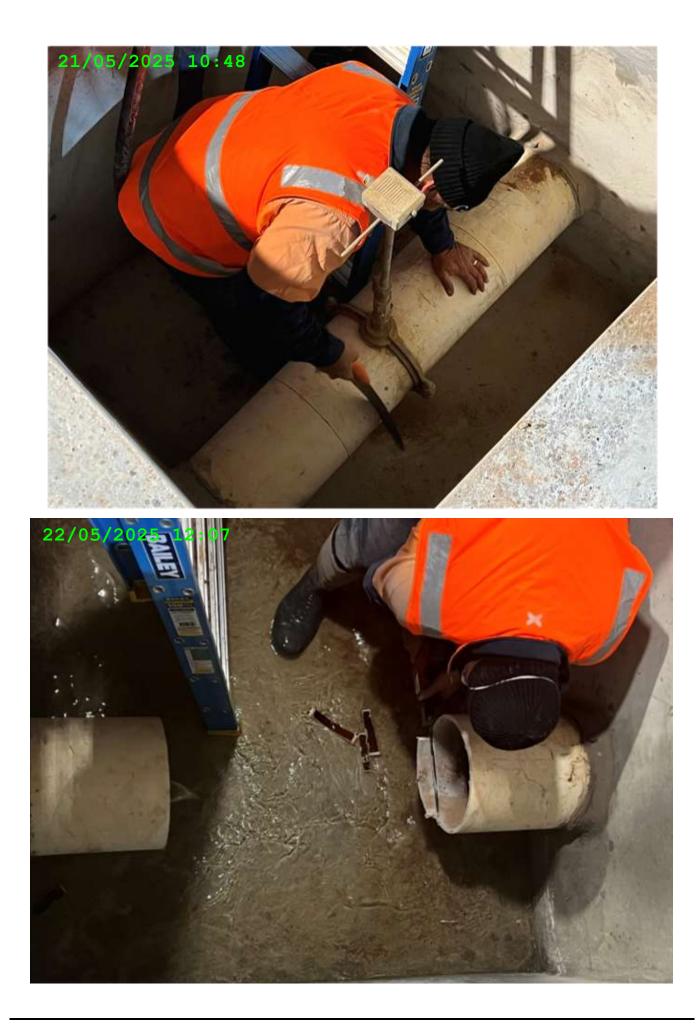


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# 10 NOTICES OF MOTIONS / QUESTIONS WITH NOTICE

# 10.1 NOTICE OF MOTION - AUDIT OF PLAYGROUND EQUIPMENT WITHIN WENTWORTH SHIRE COUNCIL

File Number: RPT/25/314

Councillor Cr Rodda has indicated her intention to move the following motion:

#### <u>Motion</u>

That Council undertake an audit of playground equipment in the shire and actively seek grant funding to upgrade facilities as identified in said audit as required

#### Information

Wentworth Shire Council have engaged a cleaning contractor to undertake cleaning of all Gol Gol & Buronga playgrounds including high pressure cleaning by week ending 13 June 2025.

Works will be undertaken at James King Park, Wilkinson Park, Police Park and Buronga Wetlands.

Further to these current cleaning works, Council will seek quotations for regular scheduled annual cleaning to be undertaken on all WSC playgrounds to commence in the new financial year.

Council engages specialist playground audit services to be undertaken on all playgrounds every 18 months.

All other repairs and maintenance works are currently undertaken on an as required basis following intermittent condition inspections by Council's Parks & Gardens staff or upon receipt of customer requests.

Currently no specific replacement schedule is in place for existing playground equipment.

This will be formulated following the completion of the next scheduled external audit due in the first quarter of 25/26.

#### Attachments

Nil

## 11 CONFIDENTIAL BUSINESS – ADJOURNMENT INTO CLOSED SESSION

Despite the right of members of the public to attend meetings of a council, the council may choose to close to the public, parts of the meeting that involve the discussion or receipt of certain matters as prescribed under section 10A(2) of the Local Government Act.

With the exception of matters concerning particular individuals (other than councillors) (10A(2)(a)), matters involving the personal hardship of a resident or ratepayer (10A(2)(b)) or matters that would disclose a trade secret (10A(2)(d)(iii)), council must be satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

The Act requires council to close the meeting for only so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security being protected. (section 10B(1)(a))

Section 10A(4) of the Act provides that a council may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Section 10B(4) of the Act stipulates that for the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:-

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may -
  - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the council or committee.

#### **Recommendation**

That Council adjourns into Closed Session, the recording of the meeting be suspended, and members of the press and public be excluded from the Closed Session, and that access to the correspondence and reports relating to the items considered during the course of the Closed Session be withheld unless declassified by separate resolution.

This action is taken in accordance with Section 10A(2) of the Local Government Act, 1993 as the items listed come within the following provisions:-:

#### 12.1 Compensation Notices for Compulsory Land Acquisitions. (RPT/25/308)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege. On balance, the public interest in preserving the confidentiality of information about the item outweighs the public interest in maintaining openness and transparency in council decision-making.

#### 12.2 PT 2425/07 Junction Island Viewing Platform. (RPT/25/312)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business. On balance, the public interest in preserving the confidentiality of information about the tender outweighs the public interest in maintaining openness and

transparency in council decision-making because disclosure of this information would reveal pricing and confidential information submitted via the tender process which if disclosed would prevent council from achieving its 'value for money' objectives.

#### 12.3 PT 2425/15 - Bulk Flow Meter Installation. (RPT/25/334)

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business. On balance, the public interest in preserving the confidentiality of information about the tender outweighs the public interest in maintaining openness and transparency in council decision-making because disclosure of this information would reveal pricing and confidential information submitted via the tender process which if disclosed would prevent council from achieving its 'value for money' objectives.

#### 12.4 PT 2425/18 Head Contractor Construction of Fibre Optic Symphonic Orchestra (FOSO) Infrastructure. (RPT/25/341)

# 12 OPEN COUNCIL - REPORT FROM CLOSED COUNCIL

#### 12.1 COMPENSATION NOTICES FOR COMPULSORY LAND ACQUISITIONS

File Number:	RPT/25/308
Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Allan Graham - Property Officer
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.2 Ensure that community assets and public infrastructure are well maintained

#### **REASON FOR CONFIDENTIALITY**

This item is classified CONFIDENTIAL under the provisions of Section 10A(2) of the Local Government Act 1993, which permits the meeting to be closed to the public for business relating to (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege. On balance, the public interest in preserving the confidentiality of information about the item outweighs the public interest in maintaining openness and transparency in council decision-making.

#### 12.2 PT 2425/07 JUNCTION ISLAND VIEWING PLATFORM

File Number:

RPT/25/312

Responsible Officer:	Geoff Gunn - Director Roads and Engineering
Responsible Division:	Roads and Engineering
Reporting Officer:	Michael Hilliard
Objective: Strategy:	1.0 Wentworth Shire is a vibrant, growing and thriving Region 1.2 Promote the Wentworth Region as a desirable visitor and tourism destination

#### REASON FOR CONFIDENTIALITY

#### 12.3 PT 2425/15 - BULK FLOW METER INSTALLATION

File Number: RPT/25/334

Responsible Officer: Responsible Division: Reporting Officer:	Geoff Gunn - Director Roads and Engineering Roads and Engineering Scott Barnes - Manager Engineering Services
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.2 Ensure that community assets and public infrastructure are well maintained

#### REASON FOR CONFIDENTIALITY

#### 12.4 PT2425/18 HEAD CONTRACTOR CONSTRUCTION OF FIBRE OPTIC SYMPHONIC ORCHESTRA (FOSO) INFRASTRUCTURE

File Number: RPT/2	5/341
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Responsible Officer: Responsible Division: Reporting Officer:	Ken Ross - General Manager Office of the General Manager Ken Ross - General Manager
Objective:	3.0 Wentworth Shire is a community that works to enhance and protect its physical and natural environment
Strategy:	3.1 Ensure our planning decisions and controls enable the community to benefit from development

#### **REASON FOR CONFIDENTIALITY**

# 13 CONCLUSION OF THE MEETING

# **NEXT MEETING**

16 July 2025