



**LEETON**  
SHIRE COUNCIL

**ORDINARY COUNCIL MEETING**  
**AGENDA**

**20 SEPTEMBER 2023**  
**7:00 PM**

TO BE HELD IN THE  
COUNCIL CHAMBERS  
23-25 CHELMSFORD PLACE  
LEETON NSW 2705

Authorised for release: Jackie Kruger General Manager

**LEETON SHIRE COUNCIL  
AGENDA  
ORDINARY COUNCIL MEETING  
20 September 2023  
7:00 PM**

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1. CIVIC PRAYER
2. ACKNOWLEDGEMENT OF COUNTRY
3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS
4. CONFIRMATION OF MINUTES AND ANY MATTERS ARISING

**RECOMMENDATION**

THAT the Minutes of the Ordinary Council Meeting held on Wednesday 23 August 2023, as circulated, be taken as read and CONFIRMED.

5. DISCLOSURES OF INTERESTS
6. MAYORAL MINUTES
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## **VIDEO RECORDING**

Council meetings are now video recorded. Members of the public are advised that their voice and/or image may form part of that recording.

## **PUBLIC REPRESENTATION – ADDRESSING COUNCIL**

If any member of the public wishes to formally address the Council in relation to a matter in this agenda they are to register to speak for a maximum of three (3) minutes by Tuesday 12 noon preceding the meeting.

Contact Governance Department – 6953 0911 or email [council@leeton.nsw.gov.au](mailto:council@leeton.nsw.gov.au)

## **OATH OF OFFICE**

Councillors' obligations under the Oath or Affirmation of Office are as follows:

I swear that I will undertake the duties of the office of Councillor in the best interests of the people of Leeton and the Leeton Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

## **AFFIRMATION OF OFFICE**

I solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of Leeton Shire and the Leeton Shire Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

# ETHICAL DECISION MAKING AND CONFLICTS OF INTEREST

A GUIDING CHECKLIST FOR COUNCILLORS,  
OFFICERS AND COMMUNITY COMMITTEES

## ETHICAL DECISION MAKING

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Could your possible conflict of interest lead to private gain or loss at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

## CONFLICT OF INTEREST

- A conflict of interest is a clash between private interest and public duty. There are two types of conflict: Pecuniary – regulated by the Local Government Act and Division of Local Government and, Non-pecuniary – regulated by Codes of Conduct and policy. ICAC, Ombudsman, Division of Local Government (advice only).

## THE TEST FOR CONFLICT OF INTEREST

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of "corruption" – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest

## IDENTIFYING PROBLEMS

- 1<sup>st</sup> Do I have private interest affected by a matter I am officially involved in?
- 2<sup>nd</sup> Is my official role one of influence or perceived influence over the matter?
- 3<sup>rd</sup> Do my private interest conflict with my official role?

Whilst seeking advice is generally useful, the ultimate decision rests with the person concerned.

## AGENCY ADVICE

Officers of the following agencies are available during office hours to discuss the obligations placed on Councillors, Officers and Community Committee members by various pieces of legislation, regulation and Codes.

Contact	Phone	Email	Website
Leeton Shire Council	6953 0911	<a href="mailto:council@leeton.nsw.gov.au">council@leeton.nsw.gov.au</a>	<a href="http://www.leeton.nsw.gov.au">www.leeton.nsw.gov.au</a>
ICAC	8281 5999 Toll Free 1800 463 909	<a href="mailto:icac@icac.nsw.gov.au">icac@icac.nsw.gov.au</a>	<a href="http://www.icac.nsw.gov.au">www.icac.nsw.gov.au</a>
Office of Local Government	4428 4100	<a href="mailto:olg@olg.nsw.gov.au">olg@olg.nsw.gov.au</a>	<a href="http://www.olg.nsw.gov.au">www.olg.nsw.gov.au</a>
NSW Ombudsman	9286 1000 Toll Free 1800 451 524	<a href="mailto:nswombo@ombo.nsw.gov.au">nswombo@ombo.nsw.gov.au</a>	<a href="http://www.ombo.nsw.gov.au">www.ombo.nsw.gov.au</a>

## **GENERAL MANAGER'S MATTERS**

### **ITEM 7.1 ELECTION OF THE MAYOR**

<b>RECORD NUMBER</b>	23/207
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Governance & Customer Service Coordinator
<b>APPROVER/S</b>	Director Corporate

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### **SUMMARY/PURPOSE**

The purpose of this report is to elect a Mayor for the period September 2023 to 14 September 2024.

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### **RECOMMENDATION**

THAT:

1. The Returning Officer proceeds with the election of the Mayor in accordance with the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2021* for a term of office from September 2023 to 14 September 2024.
  2. The method of electing the Mayor be by the Ordinary Ballot Voting Method.
  3. The Returning Officer reads out publicly the final vote count.
- 

### **REPORT**

#### **(a) Background**

Section 282 (2) of the *Local Government Act 1993* (the Act) requires Council to elect one of its members to be the Mayor.

Councils that elect their Mayors are required under section 290(1) of the Act, to hold mid-term Mayoral elections in September 2023.

Due to the postponement of the last ordinary Council elections to 4 December 2021, Mayors elected by Councillors during this term will have a shorter term than the usual 2 years.

The General Manager has nominated the Governance and Customer Service Coordinator to be the Returning Officer for the election of the Mayor.

The Returning Officer will conduct the election of the Mayor in accordance with the requirements of the Act and the *Local Government (General) Regulation 2021*.

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**(b) Discussion**

**Role of the Mayor**

Section 226 of the Act sets out the role of the Mayor as follows:

- a. to be the leader of the council and a leader in the local community
- b. to advance community cohesion and promote civic awareness
- c. to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities
- d. to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council
- e. to preside at meetings of the council
- f. to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act
- g. to ensure the timely development and adoption of the strategic plans, programs and policies of the council
- h. to promote the effective and consistent implementation of the strategic plans, programs and policies of the council
- i. to promote partnerships between the council and key stakeholders
- j. to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council
- k. in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community
- l. to carry out the civic and ceremonial functions of the mayoral office
- m. to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level
- n. in consultation with the councillors, to lead performance appraisals of the general manager
- o. to exercise any other functions of the council that the council determines.

**Conduct of Election**

The election of the Mayor of Leeton Shire Council must be conducted in accordance with schedule 7 of the Local Government (General) Regulation 2021 – Election of Mayor by Councillors and Council's Code of Meeting Practice.

In accordance with section 227(a) of the Act the Mayor of Leeton Shire Council is elected by the Councillors from among their number.

Schedule 7 of the Local Government (General) Regulation 2021 outlines the following procedures for the election of the Mayor:

1. The Returning Officer will invite nominations. These nominations are to be announced and elections are to be conducted at the same Council meeting.
2. A Councillor may be nominated without notice for election as the Mayor. The nomination is to be made in writing by 2 or more Councillors 1 of whom may be the nominee).  
However, to assist the election process, Councillors are requested to endeavour to have completed nominations into the Returning Officer by 12 noon on Wednesday 20 September 2023 where possible.
3. Nomination forms have been circulated prior to this meeting and will also be available at the Ordinary Council Meeting.
4. The nomination is to be delivered or sent to the Returning Officer, who is the Governance and Customer Service Coordinator (which has been nominated by the General Manager).
5. The nomination is not valid unless the nominee has indicated their consent to the nomination in writing.
6. The Returning Officer is to announce the names of the nominees at the Ordinary Council Meeting.
7. If there is only 1 nomination or if all the Councillor candidates nominated except 1 decline, then the Returning Officer shall declare the nominee elected to the position of Mayor for the specified period.
8. If more than 1 Councillor is nominated, the Council is to resolve whether the election is to proceed by either:
  - a. Ordinary (secret) Ballot,
  - b. Preferential (secret) Ballot,
  - c. Open Voting (voting by show of hands or similar means).

**Note:** The elections of Mayor and Deputy Mayor are the only times that Council can choose to vote by way of a secret ballot. In all other matters open voting must be used.

### **Ordinary Ballot**

#### **Part 2 – Ordinary Ballot or Open Voting**

#### **This Part applies if the election proceeds by Ordinary Ballot or by Open Voting**

Section 5, Schedule 7 of the Local Government (General) Regulation 2021 deals with the marking of ballot-papers and provides:

- i. If the election proceeds by Ordinary Ballot, the Returning Officer is to decide the manner in which votes are to be marked on ballot papers.



- ii. The formality of a ballot-paper under this Part must be determined in accordance with clause 345 (1) (b) and (c) and (6) of this Regulation if it were a ballot-paper referred to in that clause.
- iii. An informal ballot-paper must be rejected at the count.

Section 6, Schedule 7 of the Local Government (General) Regulation 2021 deals with an election involving 2 candidates and provides:

- i. If there are only 2 candidates, the candidate with the higher number of votes is elected.
- ii. If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

Section 7, Schedule 7 of the Local Government (General) Regulation 2021 deals with an election involving 3 or more candidates and provides:

- I. If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- II. If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- III. If after that 3 or more candidates still remain, the procedure set out in subsection (ii) is to be repeated until only 2 candidates remain.
- IV. A further vote is to be taken of the 2 remaining candidates.
- V. Section 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- VI. If at any stage during a count under subsection (i) or (ii), 2 or more candidates are tied on the lowest *number of votes*, *the 1 excluded is to be chosen by lot*.

## **Preferential Ballot**

### **Part 3 – Preferential Ballot**

#### **This Part applies if the election proceeds by Preferential Ballot**

Section 9, Schedule 7 of the Local Government (General) Regulation 2021 deals with ballot-papers and voting and provides:

- i. The ballot-papers are to contain the names of all of the candidates. The councillors are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all of the candidates.

- ii. The formality of a ballot-paper under this Part is to be determined in accordance with Section 345 (1) (b) and (c) and (5) of this Regulation as if it were a ballot-paper referred to in that Section.
- iii. An informal ballot-paper must be rejected at the count.

Section 10, Schedule 7 of the Local Government (General) Regulation 2021 deals with the count and provides:

- i. If a candidate has an absolute majority of first preference votes, that candidate is elected.
- ii. If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- iii. A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.
- iv. In this Section "absolute majority" in relation to votes means a number which is more than one-half of the number of unexhausted formal ballot-papers.

Section 11, Schedule 7 of the Local Government (General) Regulation 2021 deals with tied candidates and provides:

- I. If, on any count of votes, there are 2 candidates in, or remaining in, the election and the number of votes cast for the 2 candidates are equal, the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- II. If on any count of votes, there are 3 or more candidates in, or remaining in, the election and the number of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of votes – the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

### **Open Voting**

Follows the same procedures as for Ordinary Ballot excepting it is by a show of hands or similar means.

### **Choosing by Lot**

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the Returning Officer, the slips are folded by the Returning Officer so as to prevent the names being seen, the slips are mixed, and 1 is drawn at random by the Returning Officer and the candidate whose name is on the drawn slip is chosen.

### **Result**

The result of the election (including name of the candidate elected as Mayor) is:

- a. to be declared to the Councillors at the Council Meeting at which the election is held by the Returning Officer, and
- b. to be delivered or sent to the Departmental Chief Executive and the Chief Executive of Local Government New South Wales.

At the conclusion of the Ballot (if necessary) and the declaration of the result, the Returning Officer will invite the incoming Mayor to assume the Chair.

### **(c) Options**

THAT Council's method of electing the Mayor be by:

1. Ordinary Ballot ***This is the recommended option.***
2. Preferential Ballot
3. Open Voting Method

### **IMPLICATIONS TO BE ADDRESSED**

#### **(a) Financial**

Nil

#### **(b) Policy**

Leeton Shire Council Code of Meeting Practice

#### **(c) Legislative/Statutory**

*Local Government Act 1993*

#### **226 Role of Mayor**

#### **227 Who elects the Mayor?**

The Mayor of an area is the person elected to the office of mayor by:

- a. the Councillors from among their number, unless there is a decision in force

under this Division which provides for the election of the mayor by the electors.

**230 For what period is a mayor elected?**

1. A mayor elected by the Councillors generally holds the office of mayor for 2 years, subject to this Act. Due to the postponement of the last ordinary Council elections to 4 December 2021, the term will be from September 2023 to 14 September 2024.

**282 Election of Mayor**

2. The Mayor of an area who is to be elected by the Councillors for the area is to be elected by the Councillors from among their number.
3. A Mayor elected for an area is one of the Councillors of the council for the area.

Local Government (General) Regulation 2021, Schedule 7 – Election of Mayor by Councillors.

**(d) Risk**

Nil

**CONSULTATION**

**(a) External**

Nil

**(b) Internal**

Nil

**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 5 - Strong leadership and civic participation within Council's adopted Delivery Program/Operational Plan – 9.3 Provide respected and effective representation, leadership and advocacy.

**ATTACHMENTS**

There are no attachments for this report

**ITEM 7.2 ELECTION OF THE DEPUTY MAYOR**

<b>RECORD NUMBER</b>	23/208
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Governance & Customer Service Coordinator
<b>APPROVER/S</b>	Director Corporate

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**SUMMARY/PURPOSE**

The purpose of this report is to elect a Deputy Mayor for a term of office from September 2023 to 14 September 2024.

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**RECOMMENDATION**

THAT:

1. The Returning Officer proceeds with the election of the Deputy Mayor in accordance with the provisions of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005* for the term of office from September 2023 to 14 September 2024.
  2. The method of electing the Deputy Mayor be by the Ordinary Ballot Voting Method.
  3. The Returning Officer reads out publicly the final vote count.
  4. No fees be paid to the Deputy Mayor.
- 

**REPORT**

**(a) Background**

Under the *Local Government Act 1993* (the Act), Council can determine to elect a Deputy Mayor from within the elected Council to exercise any function of the Mayor at the request of the Mayor or if the Mayor is prevented by illness, absence of otherwise from the function or if there is a casual vacancy in the Office of the Mayor.

If no Deputy Mayor is elected or if the Deputy Mayor is unable to act, Councillors may elect one of their number to act as the Deputy Mayor.

Section 231(2) of the Act allows the person elected to be the Deputy Mayor to be elected for the Mayoral Term (2 years) or a shorter term (1 year).

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Deputy Mayors elected by Councillors normally hold their office for 2 years (unless a casual vacancy occurs). However, due to the postponement of the last ordinary Council elections to 4 December 2021, there is only 1 year to run in this Council term.

The General Manager has nominated the Governance and Customer Service Coordinator to be the Returning Officer for the election of the Deputy Mayor.

Further, as per Section 249(5) of the *Local Government Act 1993*:

A Council may pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the Office of the Mayor. The amount of the fee so paid must be deducted from the Mayor's annual fee.

This Council has traditionally resolved to:

- conduct the election of the Deputy Mayor by Ordinary Ballot,
- pay no fees to the Deputy Mayor,

### **(b) Discussion**

The recommendation, as written, reflects Council's past decisions regarding the conduct of the election, the length of term of office and the fees applicable to the Deputy Mayor. Options for Councillors to consider are listed below:

#### **Conduct of Election**

The election of the Mayor and Deputy Mayor of Leeton Shire Council must be conducted in accordance with Schedule 7 of the Local Government (General) Regulation 2021 – Election of Mayor by Councillors and Council's Code of Meeting Practice.

In line with Schedule 7 of the Local Government (General) Regulation 2021 the following the following steps will take place:

1. The Returning Officer will invite nominations. These nominations are to be announced and elections are to be conducted at the same Council meeting.
2. A Councillor may be nominated without notice for election as the Deputy Mayor. The nomination is to be made in writing by 2 or more councillors, 1 of whom may be the nominee.

However, to assist the election process, Councillors are requested to endeavour to have completed nominations in by 12 noon on Wednesday 20 September 2023 where possible.

3. Nomination forms have been circulated prior to this meeting and will also be available at the Ordinary Council Meeting.

4. The nomination is to be delivered or sent to the Returning Officer, who is the Governance and Customer Service Coordinator (who has been nominated by the General Manager).
5. The nomination is not valid unless the nominee has indicated their consent to the nomination in writing.
6. The Returning Officer is to announce the names of the nominees at the Ordinary Council Meeting.
7. If there is only 1 nomination or if all the Councillor candidates nominated except 1 decline, then the Returning Officer shall declare the nominee elected to the position of Deputy Mayor for the specified period.
8. If more than 1 Councillor is nominated, the Council is to resolve whether the election is to proceed by:
  - a. Ordinary (secret) ballot,
  - b. Preferential (secret) ballot,
  - c. Open Voting (voting by show of hands or similar means).

**Note:** The elections of Mayor and Deputy Mayor are the only times that Council can choose to vote by way of a secret ballot. In all other matters open voting must be used.

### **Ordinary Ballot**

#### **Part 2 – Ordinary Ballot or Open Voting**

#### **This Part applies if the election proceeds by Ordinary Ballot or by Open Voting**

Section 5, Schedule 7 of the Local Government (General) Regulation 2021 deals with the marking of ballot-papers and provides:

- i. If the election proceeds by Ordinary Ballot, the Returning Officer is to decide the manner in which votes are to be marked on ballot papers.
- ii. The formality of a ballot-paper under this Part must be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- iii. An informal ballot-paper must be rejected at the count.

Section 6, Schedule 7 of the Local Government (General) Regulation 2021 deals with an election involving 2 candidates and provides that:

- i. If there are only 2 candidates, the candidate with the higher number of votes is elected.
- ii. If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

Clause 7, Schedule 7 of the Local Government (General) Regulation 2005 deals with an election involving 3 or more candidates and provides:

- i. If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- ii. If three or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- iii. If after that, 3 or more candidates still remain, the procedure set out in subsection (2) is to be repeated until only two candidates remain.
- iv. A further vote is to be taken of the two remaining candidates.
- v. Section 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- vi. If at any stage during a count under subsection (1) or (2), two or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

### **Preferential Ballot**

#### **Part 3 – Preferential Ballot**

#### **This Part applies if the election proceeds by Preferential Ballot**

Section 9, Schedule 7 of the Local Government (General) Regulation 2021 deals with ballot-papers and voting and provides:

- I. The ballot-papers are to contain the names of all of the candidates. The councillors are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all of the candidates.
- II. The formality of a ballot-paper under this Part is to be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- III. An informal ballot-paper must be rejected at the count.

Section 10, Schedule 7 of the Local Government (General) Regulation 2021 deals with the count and provides:

- I. If a candidate has an absolute majority of first preference votes, that candidate is elected.
- II. If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- III. A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.



- IV. In this section “absolute majority” in relation to votes means a number which is more than one-half of the number of unexhausted formal ballot-papers.

Section 11, Schedule 7 of the Local Government (General) Regulation 2021 deals with tied candidates and provides:

- I. If, on any count of votes, there are 2 candidates in, or remaining in, the election and the number of votes cast for the 2 candidates are equal, the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- II. If on any count of votes, there are 3 or more candidates in, or remaining in, the election and the number of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of votes – the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

### **Open Voting**

Follows the same procedures as for Ordinary Ballot excepting it is by a show of hands or similar means.

### **Choosing by Lot**

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the Returning Officer, the slips are folded by the Returning Officer so as to prevent the names being seen, the slips are mixed and 1 is drawn at random by the Returning Officer and the candidate whose name is on the drawn slip is chosen.

### **Result**

The result of the election (including the name of the candidate elected as Deputy Mayor) is:

- a. to be declared to the Councillors at the Council Meeting at which the election is held by the Returning Officer, and
- b. to be delivered or sent to the Departmental Chief Executive and the Chief Executive of Local Government New South Wales.

### **(c) Options**

THAT Council:

#### **Deputy Mayor**

1. Elects a Deputy Mayor for term of office from September 2023 to 14 September 2024. ***This is the recommendation option.***
2. Not elect a Deputy Mayor.

### **Conducts the election**

1. Ordinary Ballot ***This is the recommendation option.***
2. Preferential Ballot
3. Open Voting Method.

### **Announcement of results**

1. The Returning Officer reads out publicly the name of the candidate with the most votes. ***This is the recommendation option.***
2. The Returning Officer reads out publicly the name of the candidate with the most votes and the final vote count.

### **Fee**

1. Elect to pay a fee to the Deputy Mayor (deducted from the fee payable to the Mayor).
2. Elect not to pay a fee to the Deputy Mayor. ***This is the recommendation option.***

## **IMPLICATIONS TO BE ADDRESSED**

### **(a) Financial**

Nil

### **(b) Policy**

Code of Meeting Practice

### **(c) Legislative/Statutory**

Schedule 7, Local Government (General) Regulation 2021

*Local Government Act 1993*

### **231 Deputy Mayor**

1. The councillors may elect a person from among their number to be the deputy mayor.
2. The person may be elected for the mayoral term or a shorter term.
3. The deputy mayor may exercise any function of the mayor at the request of the mayor or if the mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the office of mayor.
4. The councillors may elect a person from among their number to act as deputy mayor if the deputy mayor is prevented by illness, absence or

otherwise from exercising a function under this section, or if no deputy mayor has been elected.

#### **249 Fixing and payment of annual fees for the Mayor**

5. A Council may pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the Office of the Mayor. The amount of the fee so paid must be deducted from the Mayor's annual fee.

#### **(d) Risk**

Not electing a Deputy Mayor could leave the Council without someone to step-in if the Mayor became indisposed.

#### **CONSULTATION**

##### **(a) External**

Nil

##### **(b) Internal**

Nil

#### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 5 - Strong leadership and civic participation within Council's adopted Delivery Program/Operational Plan – 9.3 Provide respected and effective representation, leadership and advocacy.

#### **ATTACHMENTS**

There are no attachments for this report

**ITEM 7.3 ROXY COMMUNITY THEATRE - BUILD AND BUDGET UPDATE**

<b>RECORD NUMBER</b>	23/250
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Roxy Project Manager
<b>APPROVER/S</b>	General Manager

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**SUMMARY/PURPOSE**

Council is provided an update on the Roxy Build Project since assuming the role of the Principal as determined in May 2023.

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**RECOMMENDATION**

THAT Council:

1. Receives and notes the update on the Roxy Project.
  2. Agrees to amend all references to Head Builder in the May minutes to Principal to better reflect Council's role for insurance purposes.
  3. Notes that an Expression of Interest has been lodged with Growing Better Regions to enable the return of most value managed items and, if invited to the next round which closes in November 2023, this may have implications for the project's completion date.
- 

**REPORT**

**(a) Background**

At the May 2023 Extraordinary Council meeting, Council determined to complete the Roxy Project as Head Builder following the demise of the Lloyd Group. At that meeting Council confirmed a build project budget of \$6.4M (a value managed figure) and funding strategy that includes grants (54%), fund raising (2%) and Council investment (44%). The budget included the cost of the build, the Project Management Office, defect remediation and a contingency of \$430K.

The full Council decision is at (**Attachment 1**). The adopted budget and Roxy Redevelopment financial report as at 14 September 2023 is at (**Attachment 2**).

**(b) Discussion**

**Project Summary - Status**

- Project Management Office in place, including the Site Manager. CAT project management system implemented
-

- WHS – nil incidents. WHS Plan developed. Independent WHS Audit completed
- Insurance confirmed with Statewide – having regard to Council's role, the term Principal is more suitable than Head Builder. Council's May resolution refers to Head Builder and needs to be adjusted
- HME Specialist Equipment has entered voluntary liquidation. PKF are the liquidators. Council has paid HME \$300K. PKF has agreed to release completed shop drawings and related intellectual property to Council. However, this remains outstanding as at 13 September 2023. The second creditors' meeting is on 15 September 2023 where it is planned to raise the shop drawings again with the liquidator
- Budget is on track, pending HME liquidation outcome. Council is in discussion with funders and insurer – outcomes to be advised in due course with potential risk of a \$300K shortfall due to HME. An expression of interest has also been submitted to Growing Better Regions for \$2.2M which, if successful, will also assist with returning items that have been value managed out at various stages since 2021
- 60% of 46 trade package contracts have been let, including steel fabrication and installation. Trades have commenced on site following full induction
- 80% of quotes confirmed as fixed prices
- Final demolition works have commenced under supervision / inspection of temporary works structural engineer
- Further defects identified from Lloyd Group contract period – block work will require demolition. Remediation works will be covered under contingency. Price is being sought to complete roofing
- Works Program is 3 weeks behind schedule due to delays with steel contracting. However, to mitigate the delay, carpentry and concreting works were moved forward. The next-door property has been leased to accommodate a crane for steel installation purposes, which will accelerate the works and reduce the costs of undertaking works on a public road. Practical Completion (PC) target date remains 31 May 2023 however if Growing Better Regions is successful, this PC date will have to be extended to accommodate Growing Better Regions contract obligations / timeframes
- Heritage advisor has done monthly walk of site and determined works to be satisfactory
- Roxy 2 Seating has been delivered and is in storage in Leeton. Retractable seating due in September. Dress circle seating due in October. Old seating from dress circle to be sold after discussion with Roxy Redevelopment Committee, with income to be applied to the Roxy project
- Associated works in progress and will be timed to complement Roxy build program: Power upgrade design complete; fire waterline due for submission to NSW Fire and Building Surveyor; Roxy forecourt integrated into Chelmsford /

CBD upgrade; Roxy Laneway including intersection with Wade Ave planning underway

- Communication with community is happening fortnightly via social media and media releases. Press / media report is at (**Attachment 3**)

### Construction Progress

- Demolition of Forestage, Boiler Room Slab & Loading Dock (Roxy Lane) completed.
- Ground floor concrete (adjacent Roxy Lane & Sub-stage) completed.
- Edge beam in café / bar completed.
- Fabrication of Structural Steel 80% completed.
- Needle and propping on west wall completed satisfactorily with inspection by temporary structural engineer.
- Sewer services rectification works commenced.



Figure 1 – Sub-stage concrete floor



Figure 2 - Southwest external slab for propping



Figure 3 - New edge beam in box office



Figure 4 - Sewer rectification works





Figure 5 - First steel shipment to site

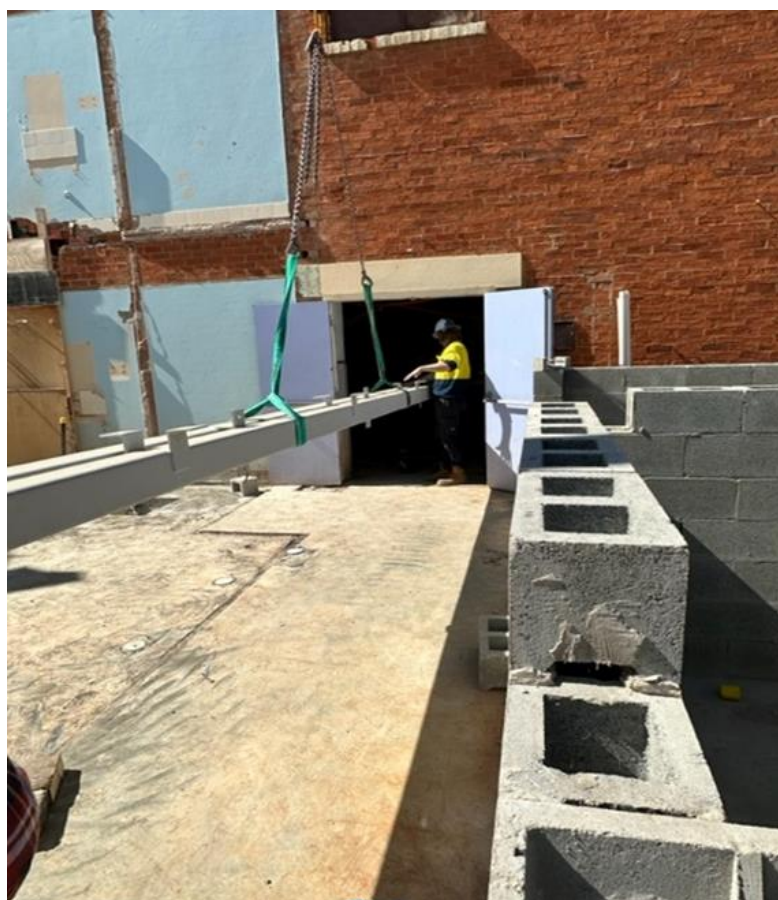


Figure 6 - Steelwork entering the Roxy

### Lloyd Group liquidation update

The administrator (Deloitte) has now completed their assessment and claimants have been awarded 2 % of outstanding claims.

### IMPLICATIONS TO BE ADDRESSED

#### (a) Financial

Total redevelopment payments for first reporting period as Principal (June to 14 September 2023) is \$288,472.

Summary below is of the Roxy Redevelopment payments as at 14 September 2023.

	Council Feb 2023		Approved Council Budget May 2023		Construction Phase Payments as at 14 September 2023	
Roxy Redevelopment Expenses	Approved Budget		Value Managed - Reduced Scope 2023			
	Voted to complete	Paid to date (Up to Feb 2023)	Forecast to Complete	Approved Total Project Cost	Paid since 2 June 2023	Total Paid to Date
Consultants Various	\$ 1,522,094	\$ 1,399,374	\$ 250,000	\$ 1,772,094	\$ 70,000	\$ 1,469,374
Build / Construction (Includes Prelims)	\$ 7,136,495	\$ 2,257,316	\$ 6,040,997	\$ 8,298,313	\$ 200,000	\$ 2,457,316
Power - Additional Supply Required	\$ 146,000	\$ 78,884	\$ 67,116	\$ 146,000	\$ -	\$ 78,884
Seating	\$ 650,000	\$ 390,000	\$ 260,000	\$ 650,000	\$ 18,472	\$ 408,472
Specialist Equipment	\$ 886,000	\$ 300,000	\$ 586,000	\$ 886,000	\$ -	\$ 300,000
Contingency	\$ 1,034,059	\$ -	\$ 430,000	\$ 430,000	\$ -	\$ -
Internal Project Management	\$ 62,500			Incl in prelims		
Return items value managed out in 2021						
<b>TOTAL EXPENSES</b>	<b>\$ 11,437,148</b>	<b>\$ 4,425,574</b>	<b>\$ 7,634,113</b>	<b>\$ 12,182,407</b>	<b>\$ 288,472</b>	<b>\$ 4,714,046</b>

## **(b) Policy**

Procurement Policy  
Work Health and Safety Policy

## **(c) Legislative/Statutory**

*Local Government Act 1993*  
*Environmental Planning and Assessment Act 1979*  
*Work Health and Safety Act 2011*

## **(d) Risk**

- Critical path delays
  - Provide crane access on adjoining property for steel installation.
  - Ensure Council operations led tasks (forecourt, laneway and fire line) are aligned to Roxy works program as critical for achieving occupation certificate.
  - Source alternative suppliers to replace HME services.
  
- Financial
  - For deposits for goods, will need transfer of ownership from supplier to mitigate some of the risk.
  - For contingency management, expose all latent and defect work as soon as possible to enable pricing and any further value management, if required.
  - Undertake further value management if necessary.
  - Keep a tight watch on financials using CAT system to audit expenditure to budget.
  - Seek further grant funding.
  
- Reputational – delivering in full and on time
  - Project Team meet twice weekly and report to Project Control Group monthly and Council bi-monthly.
  - Keep up fortnightly communications. Commence Monthly Tours once site is safe.

## **CONSULTATION**

### **(a) External**

Fortnightly media releases (including social media) to keep community up to date.

### **(b) Internal**

Project Control Group – includes General Manager (Chairperson), Katherine Herrmann (Project Director), Gideon Vos (Roxy Project Manager), Peter Salisbury (Contract / Construction Manager), Andrew Valenta (Manager WHS, QA & Risk), Lawrence Amato (Manager Finance) and Simon Bridges (Superintendent).

Director Operations  
Manager Road and Drainage

**[LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN \(DPOP\)](#)**

Under the Key Priority Area CSP FOCUS AREA 1 - A connected, inclusive and enriched community within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 2 - Museum, Arts and Cultural Services - DELIVERY PROGRAM ACTIVITY 2.5 - Operate the Roxy Theatre, including: Completing the facility redevelopment; Setting up RIPA (Roxy Institute of Performing Arts); Collaborating with NIDA (National Institute of Dramatic Arts) - OPERATIONAL PLAN ACTIVITY 2.5.1 - Complete the refurbishment of the Roxy Theatre both internally and externally".

**ATTACHMENTS**

- 1** Roxy Meeting Minutes - May Extraordinary Meeting 2023
- 2** Roxy Redevelopment Adopted Budget and Financial Report - As at 14 September 2023
- 3** Roxy Media Report - August 2023



**LEETON**  
SHIRE COUNCIL

**MINUTES OF THE CONFIDENTIAL EXTRAORDINARY  
COUNCIL MEETING  
MONDAY 29 MAY 2023  
COMMENCING AT 7:00PM  
AT THE COUNCIL CHAMBERS**

**Present:**

**Councillors:**

Cr. Tony Reneker (Mayor), Cr. Michael Kidd (Deputy Mayor), Cr. Paul Smith,  
Cr. Krystal Maytom, Cr. Tony Ciccia, Cr. Matt Holt, Cr. Sandra Nardi,  
Cr. Tracey Morris and Cr. George Weston.

**Staff:**

Jackie Kruger (General Manager), Mandy Rogers (Director Corporate), Tom Steele (Director Operations), Michelle Evans (Executive Manager Economic and Community Development), Tracy Pearce-Brambley (Executive Manager People and Culture), Sarah Graham (Governance and Customer Service Coordinator), Gideon Vos (Building Services Coordinator and Roxy Project Manager) and Katherine Hermann (Roxy Project Director).

**Press:** Nil

**LEETON SHIRE COUNCIL**

T. (02) 6953 0911 F. (02) 6953 0977  
council@leeton.nsw.gov.au  
23-25 Chelmsford Place Leeton NSW 2703  
www.leeton.nsw.gov.au

**1. APOLOGIES AND APPLICATIONS FOR A LEAVE OF ABSENCE**

Nil

**2. DISCLOSURES OF INTERESTS**

Nil

**3. NOTICES OF MOTION**

Nil

**4. CONFIDENTIAL MATTERS**

In accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*, in the opinion of the General Manager, the following business is of a kind as referred to in Section 10A(2) of the Act, and should be dealt with in a part of the meeting closed to the media and public.

**23/069**

**Resolved**

1. That Council moves into Closed Council to consider business identified.
2. That in accordance with Section 10A(2) of the *Local Government Act 1993*, the Public and Press be excluded from the meeting to enable Council to determine items listed in Confidential Matters for the reasons indicated.
3. That the report relevant to the subject business be withheld from access to the media and public as required by Section 11(2) of the *Local Government Act 1993*.

**(Moved Cr. Morris, seconded Cr. Weston)**

Cr. Ciccia, Cr. Holt and Cr. Maytom recorded their vote against.

Council closed its meeting at 07:27 pm.

**Item 4.1 ROXY COMMUNITY THEATRE - NEXT STEPS TO COMPLETE BUILD**

This report is considered confidential in accordance with the *Local Government Act 1993*, as the report contains commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret (Section 10A(2)d).

**CLOSED COUNCIL - CONFIDENTIAL ITEMS**

Executive Manager People and Culture left the meeting, the time being 07:47pm.

Executive Manager People and Culture returned to the meeting, the time being 07:50pm.

Director Operations left the meeting, the time being 08:54pm.

Director Operations returned to the meeting, the time being 08:56pm.

Director Corporate left the meeting, the time being 09:00pm.

Director Corporate returned to the meeting, the time being 09:05pm.

**Item 4.1 ROXY COMMUNITY THEATRE - NEXT STEPS TO COMPLETE BUILD**

**23/070**

**Resolved**

THAT Council:

1. Notes that the Lloyd Group, Head Contractor for the Roxy Community Theatre build, entered into voluntary liquidation on 17 May 2023, and authorises the General Manager to resolve associated outstanding matters to a maximum value of \$200K, inclusive of operating and capital expenditure. Where this expenditure relates to capital, that expenditure is approved over and above the total Roxy Redevelopment Project Budget.
2. Agrees that Council undertakes the Roxy capital works as Head Builder at a value managed budget-to-complete of \$6.4M across multiple phases, which includes an internal Project Management Office and defect remediation, plus a contingency of \$430K, bringing the total Roxy Redevelopment Project to a revised approved budget of \$12.2M.
3. Agrees that Council staff should continue to seek further external funding for the full original project, with a focus on phases 2 and 3, provided that Council's voted investment overall of \$5.284M is not increased.
4. Agrees that if latent conditions and variations exceed the voted contingency, the General Manager will be authorised to implement further value management in consultation with the Roxy Redevelopment Committee.
5. Confirms as per Section 55(3)(i) of the *Local Government Act 1993* full exemption from tendering for the completion of the Roxy project, with direct negotiations / contracting of trades to occur for reasons of Works Under Contract being substantially advanced and conducting a tender would materially delay progress resulting in increased costs, legal and reputational risk to Council; substantial cost and timing benefits from engaging existing subcontractors to complete the works

they have started; reduced risk of commercial loss for existing contractors (most of whom are local trades); and the known difficulty of securing trades in rural NSW, especially for complex, risky builds and sensitive heritage projects.

6. Notes the draft works program, with an indicative completion date of 31 May 2024.
7. Agrees that the Consultant cost-to-complete budget be increased to \$250K to recognise a further 12 months of their service.
8. Authorises the General Manager to finalise negotiations and contracts with all required trades and consultants provided that any contracts in excess of \$250K are reviewed and co-signed by the Mayor (or, in his absence, the Deputy Mayor).
9. Requests the General Manager to provide to Council every second month reports on the Roxy Project build progress including a comparison to budget.

**(Moved Cr. Kidd, seconded Cr. Morris)**

Cr. Ciccia recorded his vote against.

#### **REVERSION TO OPEN COUNCIL**

**23/071**

#### **Resolved**

That this meeting of the Closed Council revert to an open meeting of the Council, the time being 09:42 pm.

**(Moved Cr. Weston, seconded Cr. Smith)**

The Mayor advised that during the Closed Council resolutions were passed. The General Manager read out the resolutions made in Closed Council for Item 4.1.

#### **5. CONCLUSION OF THE MEETING**

There being no further business the meeting closed at 09:45 pm.

..... signed by  
the Chairman of the meeting held on  
28 Jun 2023 at which meeting the  
signature hereon was subscribed.

**Roxy Redevelopment - Financial Report as at 14 September 2023**

	Council Feb 2023	OPTION 1 June 2023	Approved Council Budget May 2023	OPTION 3 June 2023	Construction Phase Payments as at 14 September 2023			
Roxy Redevelopment Expenses	Approved Budget	Full Scope 2023	Value Managed - Reduced Scope 2023	Full Scope Plus Return VM 2023 + 2021				
	Paid to date (Up to Feb 2023)	Forecast to Complete	Total Project Cost	Forecast to Complete	Approved Total Project Cost	Total Project Cost	Paid since 2 June 2023	Total Paid to Date
Consultants Various	\$ 1,522,094	\$ 1,399,374	\$ 250,000	\$ 1,772,094	\$ 250,000	\$ 1,772,094	\$ 70,000	\$ 1,469,374
Build / Construction (Includes Prelims)	\$ 7,136,495	\$ 2,257,316	\$ 6,791,997	\$ 9,049,313	\$ 6,040,997	\$ 8,298,313	\$ 200,000	\$ 2,457,316
Power - Additional Supply Required	\$ 146,000	\$ 78,884	\$ 67,116	\$ 146,000	\$ 67,116	\$ 146,000	\$ -	\$ 78,884
Seating	\$ 650,000	\$ 390,000	\$ 260,000	\$ 650,000	\$ 260,000	\$ 650,000	\$ 18,472	\$ 408,472
Specialist Equipment	\$ 886,000	\$ 300,000	\$ 586,000	\$ 886,000	\$ 586,000	\$ 886,000	\$ -	\$ 300,000
Contingency	\$ 1,034,059	\$ -	\$ 430,000	\$ 430,000	\$ 430,000	\$ 430,000	\$ -	\$ -
Internal Project Management	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Return items value managed out in 2021</b>			Incl in prelims		Incl in prelims	Incl in prelims		
<b>TOTAL EXPENSES</b>	\$ 11,437,148	\$ 4,425,574	\$ 8,385,113	\$ 12,933,407	\$ 7,634,113	\$ 12,182,407	\$ 288,472	\$ 4,714,046
Total Project cost difference compared to resolved Feb 2023 expenses only			-\$ 1,496,259			-\$ 745,259		-\$ 1,966,259
Total Project cost difference incorporating resolved Feb 2023 surplus of \$438,138 (incl RRC \$300K reimbursement)			-\$ 1,058,121			-\$ 307,121		-\$ 1,528,121
Total Project cost difference after new bank guarantees and additional ops wages (\$12,500) added						\$ 57,204		\$ 1,163,796
Total cost difference after bank guarantees, additional ops wages and new grant funds (100%) added						\$ 57,204		\$ 57,204
<b>Roxy Redevelopment Income</b>			Confirmed		Confirmed	Subject to additional grant		
Create NSW for Build	\$ 3,945,000		\$ 3,945,000		\$ 3,945,000	\$ 3,945,000		
Create NSW for Specialist Equipment	\$ 168,806		\$ 168,806		\$ 168,806	\$ 168,806		
Murray Darling Econ Dev Fund	\$ 999,999		\$ 999,999		\$ 999,999	\$ 999,999		
SCCF Round 5	\$ 981,981		\$ 981,981		\$ 981,981	\$ 981,981		
Office of Responsible Gambling	\$ 133,000		\$ 133,000		\$ 133,000	\$ 133,000		
Council	\$ 4,634,000		\$ 4,634,000		\$ 4,634,000	\$ 4,634,000		
Council for retractable seating	\$ 321,000		\$ 321,000		\$ 321,000	\$ 321,000		
Council for seating dress circle added (\$300K underw)	\$ 329,000		\$ 329,000		\$ 329,000	\$ 329,000		
Council Roxy Operations (for PMO, details of whether	\$ 62,500		\$ 75,000		\$ 75,000	\$ 75,000		
Bank Guarantees			\$ 351,825		\$ 351,825	\$ 351,825		
<b>Additional Grant Funding - eg Regional Growth (Fed)</b>		to return VM items 2021 and 2023				\$ 1,221,000		
<b>TOTAL INCOME</b>	\$ 11,575,286		\$ 11,939,611		\$ 11,939,611	\$ 13,160,611		
Deficit / Surplus (Expenses - Income)	\$ 138,138		-\$ 993,796		-\$ 242,796	-\$ 242,796		
Deficit / Surplus after RRC seat re-imbursement of \$3	\$ 438,138		-\$ 693,796		\$ 57,204	\$ 57,204		


Option 2 - Value Management Items 2023 - Already taken out of Build Cost	
Roxy 2 disabled lift mechanism	\$ 53,000.00
Kitchen Equipment	\$ 69,000.00
Upstairs - Dressing Room Fitout	\$ 30,000.00
Security	\$ 63,000.00
Light fittings / lighting	\$ 211,000.00
Roxy 2 Fit out / Equip	\$ 250,000.00
Prelims / PMO	\$ 75,000.00
<b>Subtotal</b>	<b>\$ 751,000.00</b>

Option 3 - full scope plus return VM elements, subject to successful grant funding	Return VM Items from 2023	Return VM Items from 2021
Kitchen Equipment	\$ 69,000	\$ 20,000
Security	\$ 63,000	\$ -
Light fittings / lighting	\$ 211,000	\$ -
Roxy 2 disabled lift mechanism	\$ 53,000	\$ -
Joinery & Soft Furniture (incl upstairs dressing room fitout)	\$ 450,000	\$ 420,000
Roxy 2 Fit out / Equip	\$ 250,000	\$ -
Prelims / PMO	\$ 75,000	\$ 15,000
Contingency	\$ 30,000	\$ 15,000
<b>Total</b>	<b>\$ 1,221,000</b>	<b>\$ 470,000</b>



**ROXY MEDIA REPORT – AUGUST 2023**

Facebook:



**Leeton Shire Council is at Leeton Roxy Community Theatre.**

Published by Thore Schmidt · 29 August at 19:01 · Leeton · 🌐


⋮


**PROJECT UPDATE | BEHIND THE SCENES AT THE ROXY - 29 AUGUST 2023**

👉 Click through the slides to read our latest update on the works taking place at the [Leeton Roxy Community Theatre](#).

📅 Every fortnight Council will be sharing an update on the Roxy with site tours set to recommence as soon as it is deemed safe.

#leetonshirecouncil #councilupdate #roxycommunity... See more





**PROJECT UPDATE**

Behind the Scenes at the Roxy – 29 August 2023

➡ Swipe left to read on


leeton.nsw.gov.au

The Roxy continues to be a hive of activity with the last fortnight seeing the completion of internal concreting works in the stage area, further demolition works in preparation for steel construction, and a heritage review.


The stage area will be one of the first locations to see steel installed. Therefore, the existing concrete slab was extended to the back of the stage by Brendan Horton and his local team.

For the concreting works undertaken in the old storage room, located opposite to the stage.

The space, upon completion, will provide new access from the extended foyer/entrance area to the front door of the Roxy.




Noel Thomson, the Roxy's Heritage Consultant, also visited the site to ensure all heritage aspects were covered. Noel has been consulting on the Roxy for a long time, having first given advice in 2010. He has advised on everything from consulting on the original timber flooring, radiators, paint colour selections, light fittings, ceiling fans, and more.



"We're ongoing review and input into the site and the construction as it continues to evolve. On Council's behalf I provide reporting that can then be used by Heritage NSW as a record later on," said Noel.

Every fortnight Council will be sharing an update on the Roxy with site tours set to recommence as soon as it's deemed safe.



See Insights and Ads

Boost post

👍 37

💬 2 comments · 📄 5 shares

**Leeton Shire Council** is at **Leeton Roxy Community Theatre**.  
 Published by Thore Schmidt · 14 August at 15:29 · Leeton ·

**COUNCIL UPDATE | BEHIND THE SCENES AT THE ROXY - 14 AUGUST 2023**

Click through the slides to read our latest update on the works taking place at the Roxy Community Theatre.

Every fortnight Council will be sharing an update on the Roxy with site tours set to recommence as soon as it is deemed safe.

#leetonshirecouncil #councilupdate #roxycommunity... See more

Council is now well underway with the Roxy build. The site office has been established and trade packages are in the process of being set.

Recent activities include the completion of demolition works in preparation for steel fabrication, such as in a new loading dock area located at the back of the Roxy (pictured). This is a very delicate part of the project which, upon completion, will allow the Roxy to welcome touring shows from all over the country.

**COUNCIL UPDATE**  
 Behind the Scenes at the Roxy – 14 August 2023  
 >> Swipe left to read on  
 leeton.nsw.gov.au

Additional demolition from behind the scenes. Council has had to local firms engaged to site internal concrete walls. With the stage area being one of the first sections to be demolished, specific focus will be placed on ensuring the complete safety of the site.

Another significant development is the building of the steel structure which will be located in the back of the Roxy. This is a very delicate part of the project which, upon completion, will allow the Roxy to welcome touring shows from all over the country.

Roxy Project Director, Matthew McInnes, said: "Council is well pleased to announce the project, with the Local Council members and community members, they are excited to see the site with steel structure in place. This has allowed us to start on local trade to complete the steel work on site."

Local Project Director, Chris O'Neil, said: "The steel work is well on its way with the local steel fabricator working on site to complete the steel work on site."

See Insights and Ads Boost post

45 likes 10 comments 3 shares

- Robert Austin** (Top fan)

Good to see the Old Girl is finally getting the upgrade she deserves. Can't wait to read the next update! 😊

Love Reply Hide 3 w
- Tim Killen**

Great to see local tradies doing the work!

Love Reply Hide 3 w 13 likes
- David Lord**

Tim Killen imagine if it had of been like that to start with

Like Reply Hide 3 w 4 likes
- Rosanna Sherlock** (Top fan)

Wonderful news!

Love Reply Hide 3 w
- Megan Martin**

Thanks for the update 🥰 great to see things progressing

Love Reply Hide 3 w 4 likes
- Grace Capaldi**

Great to see looking forward to the progress

Love Reply Hide 3 w 2 likes
- Robyn Nielsen** (Top fan)

I should have been local trades the first place it would have been finished

Like Reply Hide 3 w 4 likes



Leeton Shire Council

Published by Thore Schmidt · 7 August · 🌐



**COUNCIL NEWS | LEETON / RIPA SELECTED FOR ANOTHER NATIONAL PARTNERSHIP**

Leeton Shire Council is thrilled to announce the launch of an exciting additional, new NIDA Connect course in Digital Storytelling, coming to Leeton on 18, 19 & 20 August 2023. 🎬📺

Facilitated by Leeton's budding Roxy Institute of Performing Arts (RIPA), on behalf of Leeton Shire Council, and in partnership with the prestigious National Institute of Dramatic Art (NIDA), the NIDA Connect Digital Storytelli... See more



**COUNCIL NEWS**

Leeton / RIPA Selected for Another National Partnership

[leeton.nsw.gov.au](http://leeton.nsw.gov.au)



[See Insights and Ads](#)

[Boost post](#)

👍❤️ 11

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leetonshirecouncil

leetonshirecouncil PROJECT UPDATE | BEHIND THE SCENES AT THE ROXY - 29 AUGUST 2023

Click through the slides to read our latest update on the works taking place at the @roxyleeton.

Every fortnight Council will be sharing an update on the Roxy with site tours set to recommence as soon as it is deemed safe.

#leetonshirecouncil #councilupdate #roxycommunitytheatre

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Liked by roxyleeton and 7 others

AUGUST 29

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leetonshirecouncil COUNCIL UPDATE | BEHIND THE SCENES AT THE ROXY - 14 AUGUST 2023

Click through the slides to read our latest update on the works taking place at the Roxy Community Theatre.

Every fortnight Council will be sharing an update on the Roxy with site tours set to recommence as soon as it is deemed safe.

#leetonshirecouncil #councilupdate #roxycommunitytheatre


From left to right: Brendan Harton, Peter Salisbury, Cor Gilbert, Katherine Heitmann and Mick Stoneman

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Liked by roxyleeton and 18 others

AUGUST 14

Add a comment... Post



**COUNCIL NEWS**

## Leeton / RIPA Selected for Another National Partnership

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**COUNCIL NEWS | LEETON / RIPA SELECTED FOR ANOTHER NATIONAL PARTNERSHIP**

Leeton Shire Council is thrilled to announce the launch of an exciting additional, new NIDA Connect course in Digital Storytelling, coming to Leeton on 18, 19 & 20 August 2023.

Facilitated by Leeton's budding Roxy Institute of Performing Arts (RIPA), on behalf of Leeton Shire Council, and in partnership with the prestigious National Institute of Dramatic Art (NIDA), the NIDA Connect Digital Storytelling course will provide 15-18-year-old students with an introduction to the principles of visual storytelling through a digital lens.

Participants will be able to explore techniques to develop a concept, work with source materials and write and storyboard their own unique multimedia stories, as well as developing hands-on shooting, editing and postproduction skills in a practical digital storytelling context.

The forthcoming Digital Storytelling course will be held on 18, 19 & 20 August 2023 at the @leetonmag and will be taught by none other than Leeton born and bred Jake Speer known for his work in "Home and Away" and the Netflix limited series "Clickbait" as well as playing the leading role in the local stage production "Henry V".

🔥 Participation for the NIDA Connect Digital Storytelling course is free but places are limited. Those wanting to attend are encouraged to secure their place as soon as possible. Go to <https://www.open.nida.edu.au/class/RNCDS-23NRX1> to enrol.


View insights Boost post

👍 Liked by roxyleeton and 8 others

AUGUST 7


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 **Leeton Shire Council**  
839 followers  
1w • 🌐

**PROJECT UPDATE | BEHIND THE SCENES AT THE ROXY - 29 AUGUST 2023**

👉 Click through the slides to read our latest update on the works taking place at the Roxy. ...see more



**PROJECT UPDATE**  
Behind the Scenes at the Roxy –  
29 August 2023  
➤ Swipe left to read on  
leeton.nsw.gov.au

Roxy continues to be a hive of activity with the last night seeing the completion of internal concreting works in the stage area, further demolition works in preparation for steel construction, and a heritage review.

The stage area will be one of the first locations to see steel installed. Therefore, the existing concrete slab was moved to the back of the stage by Brendan Horton and his local team.

Other concreting works were completed in the site storage area, located opposite to the stage.

Upon completion, this area will provide new access from the rear of the building, providing a more direct access to the front of the Roxy.

Michael Thomson, the Roxy's Heritage Consultant, also visited the site to ensure all heritage aspects were covered. He has been consulting on the Roxy for a long time, having given advice in 2016. His involvement has been limited to consulting on the original timber flooring, radiators, paint, door selections, light fittings, cooling fans, and more.

Heritage NSW is currently conducting an ongoing review and will be moving into the site and the building as it continues to provide reporting that can be used by Heritage NSW as a record later on in the project.

The Leeton Shire Council will be providing an update on the Roxy with the team set to commence as soon as it is good to go.

👍 5



Leeton Shire Council

839 followers

3w • 🌐

### COUNCIL UPDATE | BEHIND THE SCENES AT THE ROXY - 14 AUGUST 2023

👉 Click through the slides to read our latest update on the works taking place at the Roxy ...see more



Photo credit to Clint, Brendon, Nathan, Peter, Keith, and Gillian. Full-time Technicians and Area Staff

Construction is now well underway at the Roxy build. The site has been established and trade packages are in process of being let.

Key activities include the completion of demolition works in preparation for steel fabrication, such as in the new loading dock area located at the back of the Roxy (pictured). This is a very intricate part of the project which, upon completion, will allow the Roxy to welcome touring shows from all over the country.



#### COUNCIL UPDATE

### Behind the Scenes at the Roxy - 14 August 2023

➤ Swipe left to read on

leeton.nsw.gov.au



Another significant development was the letting of the final contract which was awarded to Nananda-based Chris and his team.

The Council is delighted to have them onboard to complete complex steel construction works that are integral to strengthening the building structure for the next 100 years.

Locally, Brian and Nathan from Honan Building Contractors and his local team were engaged to start initial concrete works. With the stage area being one of the first locations to see steel installed, specific focus will be placed on an extension of the concrete slab in front of the stage.



Project Director, Dennis Hermann said, "The Council is well pleased to complete this project. Whilst the Lloyd Group demise was unforeseen and beyond Council's control, they provided a clean slate with excellent conditions imposed. This has allowed us to step up and get trades to complete the project with confidence."

The Leeton Shire Council will be starting on a whole new chapter with the Roxy with the aim to set a benchmark to such as it's a brand new start.



👍 Emily Goodall and 12 others



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**COUNCIL NEWS | LEETON / RIPA SELECTED FOR ANOTHER NATIONAL PARTNERSHIP**

...see more



**COUNCIL NEWS**

Leeton / RIPA Selected for  
Another National Partnership

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👍 1

1 repost



Media Outlets:

Mirage News

The screenshot shows the Mirage News website interface. At the top, there is a navigation bar with categories: National, World, Local, Business, Technology, Science, Life, and Timeline. Below this is a 'LATEST' section with headlines such as 'Urgent Redesign Needed for WA's Fashion Industry: Report' and 'VicScreen Debuts First People Writers' Workshop in Shepparton'. On the left side, there is a 'Poll' titled 'How will you vote in the Voice referendum?' with options for 'Yes', 'No', and 'Undecided'. The main article is titled 'Leeton / RIPA Selected for Another National Partnership' and is dated 07 AUG 2023 4:42 PM AEST. The article text states: 'Leeton Shire Council is thrilled to announce the launch of an exciting additional, new NIDA Connect course in Digital Storytelling, coming to Leeton on 18, 19 & 20 August 2023. Facilitated by Leeton's budding Roxy Institute of Performing Arts (RIPA), on behalf of Leeton Shire Council, and in partnership with the prestigious National Institute of Dramatic Art (NIDA), the NIDA Connect Digital Storytelling course will provide 15-18-year-old students with an introduction to the principles of visual storytelling through a digital lens. Applications close soon - see bottom of this article for details. Participants will be able to explore techniques to develop a concept, work with source materials and write and storyboard their own unique multimedia stories, as well as developing hands-on shooting, editing and postproduction skills in a practical digital storytelling context. NIDA and RIPA's fruitful partnership has already'.

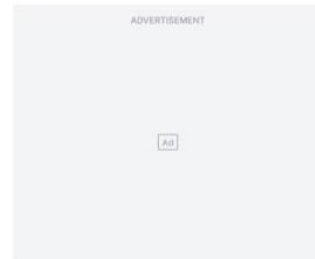
Irrigator:

## Leeton's connection with the National Institute of Dramatic Arts strengthened with new course added

By Talia Pattison  
Updated August 11 2023 - 11:17am, first published August 10 2023 - 4:00pm



Teaching artist Oumi Karenga-Hewitt (left) with some of the course participants working on their projects. Pictures supplied



WIN News Riverina:



The image shows a Facebook post from the page 'WIN News Riverina', dated 10 August. The post features a video report by Hayley Wilkinson. The video frame shows the exterior of the Roxy Theatre at night, with its iconic neon sign and 'ROXY' signage. A news banner at the bottom of the video reads 'HAYLEY WILKINSON REPORTING' and 'WINNEWS'. The video title is 'The odds have been against the Roxy Theatre Redevelopment, first put on pause due to COVID-19, then its future was thrown in the air when its lead contractor filed for...'. The post includes a 'Following' button, 'Overview' and 'Comments' tabs, and a 'Write a comment...' input field. Engagement icons for Like, Comment, and Share are visible at the bottom left, and a view count of 'you and 3 others · 812 views' is shown at the bottom center.

WIN News Riverina  
10 August

Following

Overview Comments

The odds have been against the Roxy Theatre Redevelopment, first put on pause due to COVID-19, then its future was thrown in the air when its lead contractor filed for administration.  
#WINNews | Channel 8 & 80 (HD)  
Weeknights from 5:30pm

Most relevant

Be the first to leave a comment.  
"Most relevant" is selected, so some comments may have been filtered out.

Write a comment...

Like Comment Share

you and 3 others · 812 views

## CORPORATE MATTERS

### **ITEM 7.4      QUARTERLY CAPITAL WORKS UPDATE REPORT - MAJOR PROJECTS - SEPTEMBER 2023**

<b>RECORD NUMBER</b>	23/243
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Director Corporate
<b>APPROVER/S</b>	General Manager

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## SUMMARY/PURPOSE

The purpose of this report is to provide Council with an update on the progress of the major capital works projects that Leeton Shire Council is currently undertaking.

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## RECOMMENDATION

THAT Council notes for information the Quarterly Capital Works Update Report – Major Projects as of the 8 September 2023.

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## REPORT

### **(a) Background**

Leeton Shire Council continues to have an extensive program of capital works.

The projects are helping to build or renew critical infrastructure in our towns, upgrade facilities to provide a better standard of living, boost local jobs creation, revitalise the economy and increase the liveability of Leeton Shire.

### **(b) Discussion**

Refer to (**Attachment 1**) – Project Status Report Update as of the 8 September 2023.

## IMPLICATIONS TO BE ADDRESSED

### **(a) Financial**

All financials are included in the attachment for each project.

### **(b) Policy**

Procurement Policy

### **(c) Legislative/Statutory**

*Local Government Act 1993*

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*Environmental Planning and Assessment Act 1979*

**(d) Risk**

Risks for each project are outlined in the attached Quarterly Capital Works Update Report "Risk Management" section. Detailed risk assessments form part of the project management process for each project.

**CONSULTATION**

**(a) External**

Each capital work report addresses stakeholder engagement.

**(b) Internal**












Director Operations  
Executive Manager Economic & Community Development  
Manager Roads & Drainage  
Manager Business Services  
Manager Water & Wastewater  
Manager Open Spaces & Recreation












**LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**









Under the Key Priority Area CSP FOCUS AREA 5 - Strong leadership and civic participation within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 9 - Governance and Administration – DELIVERY PROGRAM ACTIVITY 9.6 - Deploy reliable and efficient corporate and project governance including audit, risk and improvement – OPERATIONAL PLAN ACTIVITY 9.6.3 - Operate a project management office to support asset managers with major projects.










**ATTACHMENTS**

- 1 Quaterly Capital Works Update Report - Major Projects as at 8 September 2023








	<b>Project Name</b>	Vance Industrial Estate Expansion				<b>Current Phase</b>	Definition	<b>Report Date</b>	June 2023	
							Approval			X
							Delivery			<b>Estimated Completion</b>
							Completion			
<b>Key Project Team Members</b>	<b>PCG (Chair)</b>	Michelle Evans (Executive Manager)	<b>Project Manager / Author</b>	Michelle Evans Tom Steele	<b>Asset Owner</b>	Tom Steele (Director Operations)				
<b>Key Project Aspects</b>	<b>Comments</b>									
<b>Project Scope</b>	Council has acquired 20ha of land through a land swap and partial purchase. The goal is to develop an expanded industrial estate with roads, services, and energy supply (electricity and possibly gas). The available Council owned area will see 22 lots delivered. The land swap / subdivision was to deliver a useable site for the previous landowner by October 2022 by formal agreement, which has now been extended to October 2023. The project aim is to generate economic activity and aims to break even.									
<b>Milestones Achieved / Upcoming</b>	<ul style="list-style-type: none"> <li>DA has been approved in October 2022.</li> <li>Application for Subdivision Certificate has been lodged.</li> <li>SKM completed tender documentation. LSC has drafted an AS4000 contract for the project. Project is currently out to tender.</li> <li>To date 10 lots have been 'sold' off the plans (pending subdivision approval). Enquires about a further 2 lots have been received.</li> <li>Budget estimate has been tested by a Quantity Surveyor and adjusted by Council in Feb 2023.</li> </ul>									
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>Project planning is complete. Finalisation of the AS4000 construction contract by Council's solicitors received and reviewed by Council staff prior to approval for tender.</li> <li>A schedule of works will be developed by the successful contractor once the work is awarded.</li> </ul>						<b>Current Status</b>	<b>Previous Status</b>		
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>Original part landowner has been kept up to date and they have agreed to an extension to October 2024.</li> <li>Real Estate Agent (QPL) is attending to enquiries for lots.</li> <li>MI has approved new drainage plans for the development.</li> </ul>									
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Risk management plan completed and up to date. Risks include: <ul style="list-style-type: none"> <li>Delivery timeframe of electrical infrastructure for estate (could risk delivery program timeframe).</li> <li>Costs for development may impact business case.</li> <li>Project management will be undertaken by Tom Steele.</li> </ul> </li> </ul>									
<b>Budget</b>	<b>Project Budget</b>	<b>LSC Contribution</b>	<b>Actual Costs</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>				
	\$7.83M	\$5.59M (Loan)	\$338,097	\$42,293	Nil	\$7.83M				
	Funding has been approved from Local Roads Community Infrastructure funding (\$1.243M). Funding has been granted by the Office of Local Government Economic Recovery Fund (\$1M), approval for project still pending.									
<b>Procurement</b>	Tender has been called with a closing date of 12 October 2023.									
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>								
										
	<b>Legend</b>	On Track		At Risk		Major Concern				







	<b>Project Name</b>	Leeton Aquatic Centre – Water Slide				<b>Current Phase</b>	Definition		<b>Report Date</b>	August 2023
							Approval			
							Delivery	x	<b>Estimated Completion</b>	September 2023
							Completion			
<b>Key Project Team Members</b>	<b>PCG (Chair)</b>	Tom Steele (Director Operations)	<b>Project Manager / Author</b>	Adrian Edgemo-Lucas (Special Projects Manager) Josh Clyne		<b>Asset Owner</b>	Josh Clyne (Manager Open Space & Recreation)			
<b>Key Project Aspects</b>	<b>Comments</b>									
<b>Project Scope</b>	The scope of the works includes procurement and installation of a 9m high dual water slide, one slide to be fully enclosed the other open.									
<b>Milestones Achieved / Upcoming</b>	<ul style="list-style-type: none"> <li>Tender awarded to Swimplex for the slide.</li> <li>Slide footings complete.</li> <li>Tower and flumes erected in preparation for commissioning.</li> </ul>									
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>Project is on schedule for delivery as per project schedule submitted by Swimplex.</li> <li>September 30 completion as per contract.</li> </ul>						<b>Current Status</b>	<b>Previous Status</b>		
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>Community will be kept abreast of progress with the slide installation via media releases and social media posts.</li> </ul>									
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Risks identified: <ul style="list-style-type: none"> <li>Material Availability – low (Swimplex has in hand).</li> <li>Weather – unknown.</li> </ul> </li> <li>These risks will be managed by having regular project meetings to ensure early warning of any prolongation or Extensions of Time (EOT's) and plans can be put into place to minimise any costs associated.</li> <li>New PM source to direct the project for LSC post June 2023 - Manager Open Space &amp; Recreation.</li> </ul>									
<b>Budget</b>	<b>Project Budget</b>	<b>LSC Contribution</b>	<b>Actual Costs</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>				
	\$937,079	\$937,079	\$684,965	\$239,001	-	\$937,079				
	The new slide is being funded from LSC Pool Reserve. Council now processing second progress claim.									
<b>Procurement</b>	Complete – Design and Construct Contract issued.									
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>								
										
<b>Legend</b>	On Track		At Risk		Major Concern					











	<b>Project Name</b>	Chelmsford Town Square (Formally CBD Phase 3) including Sycamore Carpark Toilet			<b>Current Phase</b>	Definition		<b>Report Date</b>	Sept 2023
						Approval	X		
						Delivery		<b>Estimated Completion</b>	Mar 2024
						Completion			
<b>Key Project Team Members</b>	<b>PCG (Chair)</b>	Tom Steele (Director Operations)	<b>Project Manager / Author</b>	Josh Clyne (Manager Open Space & Recreation) with Tom Steele	<b>Asset Owner</b>	Josh Clyne (Manager Open Space & Recreation)			
<b>Key Project Aspects</b>	<b>Comments</b>								
<b>Project Scope</b>	<ul style="list-style-type: none"> <li>Create an open, continuous, vibrant, and inclusive parkland setting that restores Sir Walter Burley Griffin's vision of a central town square with bold features. Widen park islands into adjoining traffic lanes and replace a little used traffic crossing. Install a raised pedestrian walkway to provide a safe crossing point and a strong visual connection.</li> <li>Incorporate mature Canary Island palms into concept design and undertake further linear tree plantings up to the historic water towers that will draw pedestrians along the lines of the entire open space. Install inground linear lighting to highlight central axis and provide a safe environment.</li> <li>Refurbish existing historic bandstand and introduce a central sloping lawn area will face the bandstand.</li> </ul>								
<b>Milestones Achieved / Upcoming since last update</b>	<ul style="list-style-type: none"> <li>Application to redirect Local Roads and Community Infrastructure grant funding towards this project has been made. If successful, this will fully fund the shortfall</li> <li>The original funders (Public Spaces Legacy Program and Stronger Country Communities R3) have agreed to extend the funding to June 2024.</li> <li>Draft contract has been issued to contractor to commence negotiations and prepare for execution.</li> <li>Final design revision of value managed electrical and audio infrastructure is complete.</li> <li>Awaiting revised project schedule from contractor.</li> </ul>								
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>Project is behind original schedule. Value management has taken significant time to work through and negotiate with contractor. Alternative sources of funding to cover the remaining shortfall have taken time to acquire.</li> </ul>					<b>Current Status</b>	<b>Previous Status</b>		
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>The community will be kept informed via Facebook and The Irrigator, commencing end February 2023.</li> </ul>								
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Important risks being managed: <ul style="list-style-type: none"> <li>Contractor availability to complete works.</li> <li>Costs exceeding budget risk to complete the works.</li> </ul> </li> <li>These risks will be mitigated by having regular project meetings to ensure communication lines are kept open and PCG is updated with important information that may affect the scope of the project.</li> </ul>								
<b>Budget</b>	<b>Project Budget</b>	<b>LSC Contribution</b>	<b>Actual Costs (To Date)</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>			
	\$2,262,617	-	\$445,597	-	-	\$2,890,347			
	Budget of <b>\$2,262,617</b> all grant funded (NSW Open Spaces Legacy Fund and NSW Stronger Country Communities) Costs incurred of <b>\$445,597</b> are for design, preliminaries, and ongoing project management. Council removed their contribution by Resolution at the December 2022 ordinary meeting. There is a current budget deficit of <b>\$627,730</b> including Sycamore St toilet, external superintendent, and Roxy forecourt (CBD Stage 1).								
<b>Procurement</b>	Council is awaiting contract review and project schedule from contractor. Once this is complete the final price can be incorporated into the contract and executed.								
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>							
		Significant progress towards execution of the project has been made in the previous month. It is anticipated contract will be executed mid-September with works to commence end September/start October.							

	<b>Project Name</b>	W2410 - Canal Street Rehabilitation			<b>Current Phase</b>	Definition		<b>Report Date</b>	September 2023
						Approval			
						Delivery	X	<b>Estimated Completion</b>	May 2024
						Completion			
<b>Key Project Team Members</b>	<b>PCG (Chair)</b>	Tom Steele (Director Operations)	<b>Project Manager / Author</b>	Chris Lashbrook (Manager Roads & Drainage)	<b>Asset Owner</b>		Chris Lashbrook (Manager Roads and Drainage)		
<b>Key Project Aspects</b>	<b>Comments</b>								
<b>Project Scope</b>	<ul style="list-style-type: none"> <li>The scope of the project is to rehabilitate the current Canal Street from Market Road to Whitton Road.</li> <li>Project Scope has reduced following initial concept plans: removal of Concrete Median Barrier, required drainage augmentation, and reduction of vegetation plantings. Following feedback from TfNSW additional intersection treatments were requested and allowed for in updated designs.</li> <li>This has reduced estimated costs and brings the project back on budget within available funding.</li> <li>Official change of Scope document completed and approved with Fixing Local Roads Program funding.</li> </ul>								
<b>Milestones Achieved / Upcoming</b>	<ul style="list-style-type: none"> <li>Social Media materials developed ahead of construction start and distributed via Council's comms team.</li> <li>Stage 2 Works commenced as planned, works moving ahead as expected, good weather allowing longer days and greater areas of works completed.</li> <li>Asphalt Tender awarded to Complete Road Seal. Discussions underway for commencement of Asphalt works Dates and Logistics of Traffic control Works.</li> </ul>								
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>First stage of roadworks to completed up to Calrose Street, with Prime Seal Completed Mid June 2023. This provides waterproofing in preparation for asphalt and potential wet weather during winter.</li> <li>Works recommenced August 2023 with anticipation Pavement construction works will continue past Elberta Street to Brady Way Intersection – Stage 2.</li> </ul>					<b>Current Status</b>	<b>Previous Status</b>		
<b>Stakeholder Management</b>						<ul style="list-style-type: none"> <li>Stakeholder and communication with residents ongoing. Residents will be kept updated as build progresses.</li> <li>TfNSW being continuously engaged and updated with the potential road swap options tabled with LSC.</li> </ul>			
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Key project risks being managed are: <ul style="list-style-type: none"> <li>Budget constraints and shortfall to complete project. Unlikely/Extremely Low.</li> <li>95% of gravel materials delivered. Material availability risk for gravel supply can be removed from register.</li> <li>Asphalt Tenders come in slightly below estimated budgeted amount, contract approved by Council and locked in.</li> <li>Identified 2 errors in Existing survey supplied to designer – location of existing Streetlight poles require movement. Can be covered in overall project costs.</li> </ul> </li> </ul>								
<b>Budget</b>	<b>Project Budget</b>	<b>LSC Contribution</b>	<b>Actual Costs (To Date)</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>	 		
	\$2.070M	\$307,000	\$484,007.06	\$696,222.45		\$2.070M			
	<ul style="list-style-type: none"> <li>Funding (\$1.7M) from fixing Local Roads has been secured and an extension has been offered which LSC has committed to taking up.</li> </ul>								
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Procurement Tender for Asphalt has been tabled and approved at Council. CRS awarded and notified.</li> </ul>								
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>							
		<ul style="list-style-type: none"> <li>Project generally on track. Stage 1 Pavement is constructed. Stage 2 construction commenced Mid August, with potential to be completed Mid September.</li> <li>First asphalt overlay works programmed for Early October – Based of Pavement Staging.</li> </ul>							
	<b>Legend</b>	On Track 	At Risk 	Major Concern 					



	<b>Project Name</b> LELC Extension		<b>Current Phase</b>		Definition	<b>Report Date</b>	31 August 2023
					Approval		
					Delivery	<b>Estimated Completion</b>	<del>24 March 2023</del>
					Completion		<del>26 May 2023</del> 25 August 2023
<b>Key Project Team Members</b>	<b>PCG (Chair)</b>	Mandy Rogers (Director Corporate)	<b>Project Manager / Author</b>	Brent Lawrence (Manager Business Services)	<b>Asset Owner</b>	Kylie Knight (LELC Manager / Nominated Supervisor)	
<b>Key Project Aspects</b>	<b>Comments</b>						
<b>Project Scope</b>	To produce an additional classroom to allow the Leeton Early Learning Centre (LELC) to take a further 20 children per day as well as to install a new storage shed, boundary fence and secure additional land for the purpose of a required additional play area. This will increase the daily operating capacity of the LELC and allow access to the facility for more local families who are currently on a waiting list. The project is currently in its final stages of delivery.						
<b>Milestones Achieved / Upcoming</b>	<ul style="list-style-type: none"> <li>Demountable building as per original scope delivered to site <b>(Completed)</b></li> <li>Stormwater connection and internal/external plumbing requirements for new classroom and shed <b>(Completed)</b></li> <li>Slab for new storage shed <b>(Completed)</b></li> <li>New Storage shed construction and installation <b>(Completed)</b></li> <li>New boundary fence construction and installation <b>(Completed)</b></li> <li>Electrical works for new classroom and storage shed <b>(Completed)</b></li> <li>New sewerage pit and sewer connection tanks to finalise remaining plumbing works for new classroom <b>(Completed)</b></li> <li>Additional access ramp, verandah balustrade and concreting to provide access from the existing service to the new building <b>(Completed)</b></li> <li>New COLA structure to be erected where old storage shed was previously <b>(Completed)</b></li> <li>New playground shade structures <b>(Completed)</b></li> <li>Leeton Shire Council planning team to issue Occupation Certificate once demountable building installed and associated works completed to allow Council to formally apply to the NSW Department of Education for an increase to the LELC daily operating capacity. <b>(Completed- full Occupation Certificate for this development was issued on 25 August 2023 and the formal application lodged with the NSW Department of Education on 1 September 2023 to apply for an increase in the service daily operating capacity from a 68 to 88 place per day service. This approval process will take up to 90 days.)</b></li> </ul>						
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>Associated works ran 8-10 weeks behind schedule due to material delays and other projects our local contractors had scheduled for completion prior to commencing works they were awarded at LELC.</li> <li>Additional funds were requested and approved by Council via a report that went to the March Ordinary Council Meeting on Wednesday 22 March, mainly to allow for the provision of new playground equipment for the expanded playground area.</li> </ul>					<b>Current Status</b>	<b>Previous Status</b>
							
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>Community enquiries about capacity increases are being responded to by the LELC Manager and Administration Officer.</li> <li>Manager Business Services liaising with the local contractors engaged in the project to ensure that associated works keep progressing towards completion.</li> </ul>						
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Overall build risks are all very low and each item has been reviewed and approved by Council's Manager WHS &amp; Risk via a project risk assessment that was completed by the Manager Business Services.</li> <li>Risk of finding suitably trained staff is being addressed with growing our own staff from within. Currently we have 3 x Diploma level staff studying towards their Early Childhood degrees.</li> <li>Recruitment is underway.</li> </ul>						

<b>Budget</b>	<b>Original Project Budget</b>	<b>Original LSC Contribution</b>	<b>Actual Costs</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>		
	\$500,000	\$500K	\$571,000	0	Additional Council funding up to \$73k (approved)	\$573,000		
	<ul style="list-style-type: none"> <li>Council is taking out a loan to fund the project which will be paid back over a period of 5 years generated from LELC user fees and charges. <b>Update: The loan has not yet been put in place, as the Finance team is working on Year End and interest rates are trending down. Will be further progressed in September once the Year End Accounts are finalised for the August Council Meeting.</b></li> </ul>							
<b>Procurement</b>	<ul style="list-style-type: none"> <li>A formal tender process was conducted for the new demountable classroom and quotations were obtained for the associated works as per Council's Procurement Policy.</li> </ul>							
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>						
		As advised above, associated works ran behind schedule due to material delays and other projects our local contractors had scheduled for completion prior to commencing works they were awarded at LELC. As stated above, full Occupation Certificate for this development was issued by the Principal Certifier (Leeton Shire Council) on 25 August 2023 and the formal application lodged with the NSW Department of Education on 1 September 2023 to apply for an increase in the service daily operating capacity from a 68 to 88 place per day service. This approval process will take up to 90 days.						
	<b>Legend</b>	On Track		At Risk		Major Concern		

	<b>Project Name</b> Wamoon Sewer Project		<b>Current Phase</b>		Definition	<b>Report Date</b> June 2023	
					Approval		
					Delivery	<b>Completion</b> Aug 2023	
					Completion		x
<b>Key Project Team Members</b>	<b>PCG (Chair)</b> Tom Steele (Director Operations)	<b>Project Manager / Author</b> John Pearson (Manager Water & Wastewater), assisted by PWA	<b>Asset Owner</b> John Pearson (Manager Water & Wastewater)				
<b>Key Project Aspects</b>	<b>Comments</b>						
<b>Project Scope</b>	<ul style="list-style-type: none"> <li>Install low pressure sewer units on individual properties.</li> <li>Construct pressure sewer reticulation network in Wamoon and pumping line back to Blackwood St sewer pump station (SPS7).</li> </ul>						
<b>Milestones Achieved / Upcoming</b>	<ul style="list-style-type: none"> <li>Contract has been executed and completed for the project.</li> <li>Construction commenced at the end January 2023.</li> <li>Rising main installation along Henry Lawson Dr is complete.</li> <li>The Low-Pressure Sewer Policy has been endorsed by Council.</li> <li>61 of the original 63 properties identified are now connected to the system. Two properties were identified that were either abandoned or not occupied. These properties can be connected at a later date if required. Note that the Wamoon Public School has also been connected and commissioned.</li> <li>Training on the system for LSC W&amp;WW was completed</li> <li>The Project was complete as of 8 August 2023</li> <li>The official opening of the scheme will be held on 12 September 2023</li> </ul>						
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>Project was completed 8 August 2023.</li> <li>The final contract meeting was held on 8 August 2023.</li> <li>The official opening of the scheme will be held on 12 September .</li> </ul>				<b>Current Status</b>	<b>Previous Status</b>	
<b>Stakeholder Management</b>	<ul style="list-style-type: none"> <li>Wamoon resident sessions occurred in mid-December 2022 <b>(Completed)</b>.</li> <li>Letter was sent preparing residents for on-site appointments with H2H to discuss individual house drainage designs were sent and discussions <b>(Completed)</b>.</li> <li>External PCG meetings were held monthly to ensure DPIE and PWA are kept informed of project status.</li> <li>All properties were connected where possible, two not connected were to be demolished or run down</li> </ul>						
<b>Risk Management</b>	All construction and public risks were managed to an acceptable level. No residual risk of environmental contamination and health hazards remain from sewage discharge in Wamoon. Residents have been educated on appropriate use and waste to dispose of in the new sewer system.						
<b>Budget</b>	<b>Project Budget</b>	<b>LSC Contribution</b>	<b>Actual Costs (To Date)</b>	<b>Committed Costs</b>	<b>Variations</b>	<b>Forecast Cost</b>	
	\$4.1M	\$2.933M	\$3,067,106	-		\$3.8M	
	Budget of <b>\$4.1M</b> with \$1.1675M remaining from the Restart NSW funding and \$2.9325M the LSC contribution. Wamoon residents are not paying for the installation of the scheme but will contribute to ongoing running costs. Note: Actual costs include full cost of school installation. Dept Education have been invoiced for the additional works done and have paid Council.						
<b>Procurement</b>	No additional procurement activity required. Project is being delivered under contract.						
<b>Total Project Status</b>	<b>Status</b>	<b>Comments</b>					
	Complete	Whilst the original project was years behind schedule, in terms of the revised, contracted project, this project was completed on track and within budget.					
	<b>Legend</b>	On Track		At Risk		Major Concern	

**ITEM 7.5 INVESTMENTS REPORT FOR AUGUST 2023**

<b>RECORD NUMBER</b>	23/242
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Accountant
<b>APPROVER/S</b>	Manager Finance Director Corporate

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**SUMMARY/PURPOSE**

This report provides details of the performance of Council's investment portfolio for the period ending 31 August 2023.

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**RECOMMENDATION**

THAT Council notes the information contained in the Investments Report for August 2023.

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**REPORT**

**(a) Background**

This report is required to be prepared monthly and presented at the next available Ordinary Council meeting in accordance with Clause 212 of the Local Government (General) Regulation 2021.

**(b) Discussion**

Council's cash and investment holdings total \$52,782,385.

As at 31 August 2023, Leeton Shire Council has \$49,917,105 invested in Approved Deposit Institutions (ADIs) of which \$6,158,902 (12.34%) is invested with local bank branches.

Attached to this report is a Statement of Bank Reconciliation (**Attachment 1**) and a Summary of Investments (**Attachment 2**) as at 31 August 2023.

The Statement of Bank Reconciliation reconciles the Bank Statement balances to the General Ledger at 31 August 2023 by taking into account unrepresented cheques, unrepresented deposits, and unrepresented debits.

The Summary of Investments details all the investments held by Leeton Shire Council as at 31 August 2023.

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The following table details the total Cash, Cash Equivalents and Investment holdings:

Cash in Transaction Account	\$ 2,865,280
Deposits At Call Accounts	\$15,617,105
Investments	\$34,300,000
<b>TOTAL</b>	<b>\$52,782,385</b>

The table below details the monthly movements of investments for August 2023.

<b>Opening Investments Balance</b>	<b>\$ 51,351,345</b>
<b>Less:</b>	
Maturities (3)	\$ 2,500,000
Transfer to CBA Current Account	\$ 1,500,000
<b>Subtotal</b>	<b>\$ 47,351,345</b>
<b>Plus:</b>	
Roll-overs	\$ 2,500,000
New Investments	\$
CBA Business Online Saver (BOS) movements	\$ 28,592
AMP Business Saver Account	\$ 1
AMP 31 Day Notice Account	\$ 26,506
Macquarie Cash Management Accelerator Account	\$ 10,661
<b>Closing Investments Balance</b>	<b>\$ 49,917,105</b>
Add back Cash in Transaction accounts	2,865,280
<b>Total Cash and Investments</b>	<b>\$ 52,782,385</b>

The following table details the break-up of investments according to the restrictions which are placed on them based on the Notes to the Financial Statements (Draft) 30 June 2023.

<b>Total Cash and Investments</b>	<b>\$ 52,782,385</b>
<b>Less restrictions</b>	
Water Supply (Excl. Unfinished Works)	\$ 18,005,000
Sewerage Services (Excl. Unfinished Works)	\$ 8,936,000
Domestic Waste Management	\$ 5,545,000
*Other external restrictions	\$ 2,496,000
<b>External Restrictions (Excl. Unfinished Works) - Sub Total</b>	<b>\$ 34,982,000</b>
<b>Internal restrictions</b>	<b>\$ 12,879,000</b>
<b>Total restrictions</b>	<b>\$ 47,861,000</b>
Operating Capital & Unfinished Works	\$ 4,921,385

\*Includes - Unspent Grants Restrictions, Stormwater Levy Restriction, Deposits, Retentions and Bonds

**Externally restricted funds** can only be used for the purposes for which they were raised. These include water, sewer, domestic waste operations and unexpended specific purpose grants.

**Internally restricted funds** are set aside through Council resolution for specific purposes such as plant replacement, infrastructure renewal or funded provisions. Internal restrictions are considered as part of the Budget adoption or the Quarterly Budget Review process.

**Operating Capital** is used to provide working capital for Council to fund short-term operations, current Capital works program, and fluctuations in payables and receivables.

### Water Investments Summary

In accordance with Murrumbidgee Irrigation (MI) records, the total Water Licenses currently held are 5,584 ML. As of the 15 August 2023 Water Allocation update, Murrumbidgee General Security has a 39% allocation, High Security has 95% allocation.

**(Attachment 3)** is the August 2023 Marsden Jacob report for the information of Councillors.

Council currently has an estimated 1,780 ML of allocation available for trade. Temporary prices are currently at about \$160/ML. Council did not undertake a temporary trade by 31 August 2023.

Water Entitlements	Entitlement	Allocation (%)	Total Allocation (ML)	F'cast + Usage (ML)	Sales this month	Total Volume Sold (ML)	Safety Margin (ML)	Remaining Allocation (Saleable) (1)	Market rate 15.8.23	Potential Income from Sales
Town Water High Security (C7)	4,097	100%	4,097	2,400	-	-	-	500	\$160.00	\$80,000
<b>Investment Water</b>										
High Security (C3)	971	95%	922		-	-		922	\$160.00	\$147,520
*General Security (C1)	516	39%	201		-	-		201	\$160.00	\$32,160
Carryover		100%	155		-	-		155	\$160.00	\$24,800
Unmetered Usage		100%	(40)							
<b>Total</b>	<b>5,584</b>		<b>5,335</b>	<b>2,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,778</b>		<b>\$284,480</b>

Source: Marsden Jacob Water Market Update 15th August 2023

(1) In accordance with the Temporary Sale of Water Allocation Policy, Council can sell up to 500ML of Town Water up until 31 October. From 1 November, a 10% safety margin in remaining expected water demand is used.

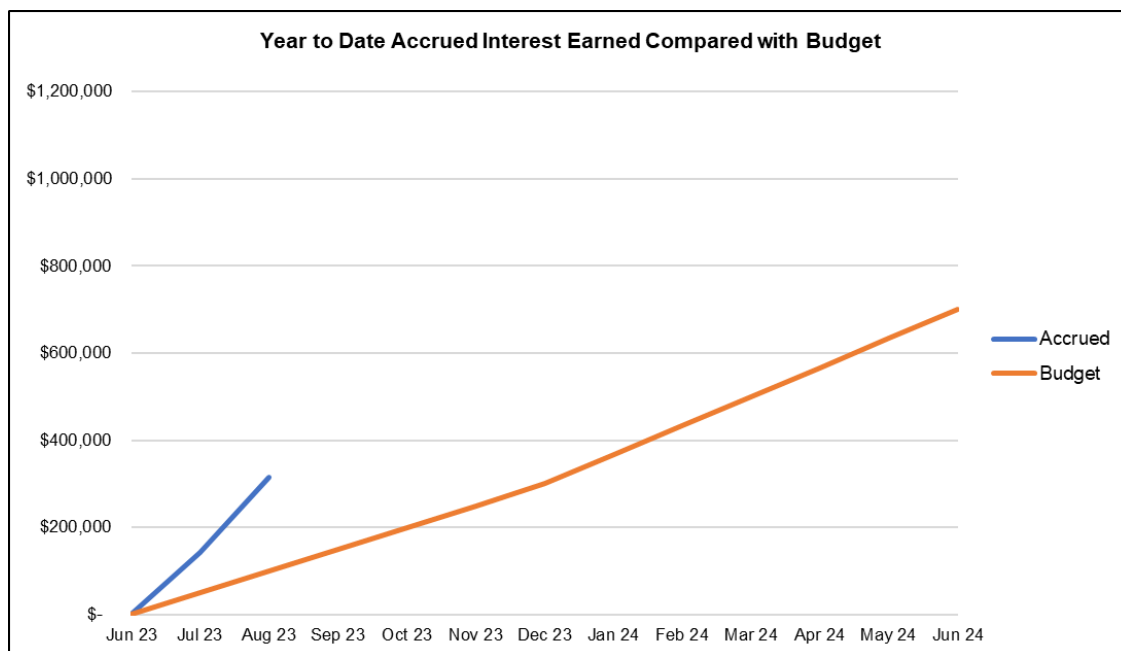
## IMPLICATIONS TO BE ADDRESSED

### (a) Financial

The annualised rate of return across the portfolio is 4.24% for August 2023.

The actual \$172,367 in interest earned for August 2023 is higher than the original budgeted amount of \$58,333 by \$114,034.

The following graph compares year-to-date interest with the budgeted interest for the period.



The Budgeted Interest for FY23/24 is \$700K. The consolidated actual investment income from 1 July 2023 to 31 August 2023 compared to the original budgeted investment interest is detailed below.

Actual versus budgeted interest and earnings	Aug-23	Year To Date
Investments - Interest earned	\$ 101,827	\$ 187,133
Deposits at call	\$ 69,260	\$ 125,886
Rebates and Other earnings	\$ 1,280	\$ 1,280
<b>Total Earnings</b>	<b>\$ 172,367</b>	<b>\$ 314,299</b>
Budgeted Interest	\$ 58,333	\$ 116,666
<b>Variance – Positive</b>	<b>\$ 114,034</b>	<b>\$197,633</b>

Total investment income allocation by fund is detailed below:

Interest Apportionment	Aug-23	Year to Date
General Fund	\$ 75,880	\$ 127,817
Water Fund	\$ 63,577	\$ 123,026
Sewer Fund	\$ 32,910	\$ 63,456
<b>Total Interest Earned</b>	<b>\$ 172,367</b>	<b>\$ 314,299</b>

The following tables provide information on investment rates this year compared to last year, as well as a comparison of investment balances from this year to last year.

Performance Measures	Year to Date	Last Year (Aug)
Portfolio Average Interest Rate (YTD inc. Cash)	4.17%	2.04%
Investment Balances	Year to Date	Last Year
Opening Balance as at 1 Aug	\$51,351,345	\$46,232,672
Current Balance as at 31 Aug	\$49,917,105	\$47,251,829

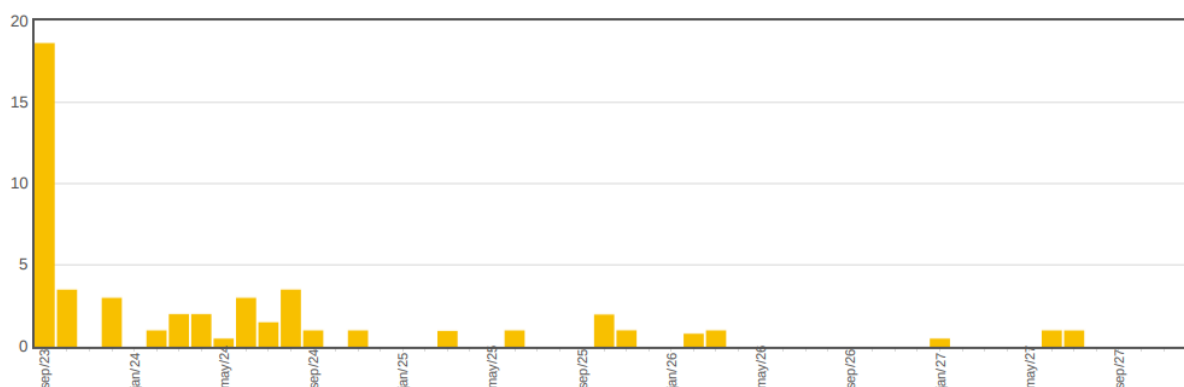
### RBA Board Meeting

The RBA kept official interest rates unchanged at 4.10% in its meeting in August but maintained its hawkish bias. Importantly, extended inflation forecasts have CPI inflation within 2-3% by late 2025. The final paragraph was little changed, with “some further tightening of monetary policy may be required to ensure that inflation returns to target in a reasonable timeframe, but that will depend upon the data and the evolving assessment of risks”.

### Council Portfolio Compliance

#### Investment Maturing Profile

The portfolio remains lightly diversified from a maturity perspective with deposits maturing out to 5 years. The graph below shows when Council's current investments mature and the related values.



### Financial Asset Allocation

Council's financial assets are invested as per the table below:

Investment Type	Risk Assessment		Investment Face Value	% of Portfolio
	Capital	Interest		
Term Deposits	Low	Low	25,000,000	50.08%
Cash/At Call Deposits	Low	Low	15,617,105	31.29%
Floating Rate Notes	Low	Low	5,800,000	11.62%
Bonds	Low	Low	3,500,000	7.01%
<b>TOTAL</b>			<b>49,917,105</b>	<b>100%</b>

### Counterparty



As at the end of August 2023, Council did not have an overweight position to any single Authorised Deposit Taking Institution. The portfolio is well-diversified across the investment grade spectrum (all are rated BBB or higher).

All aggregate ratings categories are within the Investment Policy limits.

Compliant	Issuer	Rating	Invested (\$) ^	Invested (%)	Max. Limit (%)	Available (\$)
✓	RBC Covered	AAA	\$996,722	2.00%	45%	\$21,443,818
✓	Suncorp Covered	AAA	\$501,412	1.01%	45%	\$21,939,128
✓	ANZ Bank	AA-	\$1,002,772	2.01%	45%	\$21,437,769
✓	CBA	AA-	\$8,657,657	17.36%	45%	\$13,782,883
✓	NAB	AA-	\$5,500,000	11.03%	45%	\$16,940,540
✓	NTTC	AA-	\$1,000,000	2.01%	45%	\$21,440,540
✓	WBC	AA-	\$5,000,000	10.03%	45%	\$17,440,540
✓	Macquarie	A+	\$4,126,518	8.27%	35%	\$13,327,236
✓	Aus. Military	BBB+	\$1,000,000	2.01%	30%	\$13,960,360
✓	Bendigo (Rural)	BBB+	\$969,569	1.94%	30%	\$13,990,791
✓	BoQ	BBB+	\$3,976,458	7.97%	30%	\$10,983,902
✓	QBank	BBB+	\$799,665	1.60%	30%	\$14,160,695
✓	AMP Bank	BBB	\$11,831,685	23.73%	30%	\$3,128,675
✓	Auswide Bank	BBB	\$1,000,891	2.01%	30%	\$13,959,469
✓	Bank Australia	BBB	\$1,004,825	2.01%	30%	\$13,955,536
✓	MyState Bank	BBB	\$2,499,695	5.01%	30%	\$12,460,665
			<b>\$49,867,867</b>	<b>100.00%</b>		

### Credit Quality

The following table details the credit rating of each of the categories in which Council has money invested. All investments are compliant with Council's Investment Policy.

Compliant	Credit Rating	Invested (\$)	Invested %	Max. Limit (%)
Yes	AAA Category	\$1,498,134	3.00%	100.00%
Yes	AA Category	\$21,160,428	42.43%	100.00%
Yes	A Category	\$4,126,518	8.27%	80.00%
Yes	BBB Category	\$23,082,787	46.29%	70.00%
Yes	Unrated ADI's	\$0	0.00%	30.00%
		<b>\$49,867,867</b>	<b>100.00%</b>	

*\*Note: Valuations of Council's senior Floating Rate Notes on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third-party provider. Council has recorded its FRNs internally at the purchase price or face value. As such, the total portfolio's balance is likely to differ as at the reporting date. (Imperium Markets)*

Maximum Limit Percentage is based on the Revised Investment Policy for 2022.

### (b) Legislative/Statutory

All funds are invested in accordance with section 625 of the Local Government Act 1993 and the Ministerial Investment Order.

## **CONSULTATION**

### **(a) External**

Council's investment advisors are Imperium Markets (for financial investment advice) and Marsden Jacobs (for water trading advice).

Advisors were contacted by staff for financial investment advice during the month of August 2023.

### **(b) Internal**

Director Operations

#### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN**

CSP FOCUS AREA 5 - Strong leadership and civic participation – DELIVERY PROGRAM  
FUNCTIONAL AREA 9 - Governance and Administration - DELIVERY PROGRAM  
ACTIVITY 9.7 - Deploy reliable and efficient corporate management - financial, asset, property, records, information technology, buildings and plant/fleet - OPERATIONAL PLAN  
ACTIVITY 9.7.3 - Foster Council's financial sustainability through maximising investment returns, including cash and water sales".

## **ATTACHMENTS**

- 1 Bank Reconciliation August 2023
- 2 Summary of Investments August 2023
- 3 Marsden Jacob August 2023

## MONTH END BANK RECONCILIATION REPORT

Prepared by the Accountant

### INTRODUCTION

The purpose of this report is to inform Council of its position in respect of bank balances.

### BACKGROUND

This report is prepared monthly and presents movements in the Council's bank account.

### BANK RECONCILIATION STATEMENT

as at 31 August 2023

#### BALANCE AS PER GENERAL LEDGER

Opening Balance:	1/08/2023	\$	1,138,202.86
August Movements:		\$	1,723,298.14
Closing Balance:	31/08/2023	\$	2,861,501.00
Less Unprocessed Bank Statement Transactions:		\$	3,779.12
Total:		\$	<u>2,865,280.12</u>

#### BALANCE AS PER BANK STATEMENTS

		\$	<u>2,797,743.06</u>
Less Unpresented Cheques		-\$	213.05
Less Unpresented Debits		-	
Plus Unpresented Deposits		\$	67,750.11
Total		\$	<u>2,865,280.12</u>



Responsible Accounting Officer  
04 September 2023

# Leeton Shire Council

## Summary of Term Investments as at: 31/08/2023

		BBSW 90:		4.13%		Average Yield: 4.24%					
Inv No	Financial Institution/Broker	Investment	Note	Ref No	Investment Date	Investment Term (months)	Remaining Term (months)	Principal	Yield %	Maturity	Type
10-00	Commonwealth Bank L	CBA Business Online Saver - Cash	AMP Business Saver Account	10206481	12/10/09	166	0	6,158,902.31	4.10%	04/09/23	DAC
20-00	AMP Bank	AMP 31 Day Notice Account		437864762	10/07/20	37	0	520.71	2.85%	04/09/23	DAC
21-00	AMP Bank	Macquarie Cash Management		971165956	17/07/20	37	0	6,331,163.93	5.15%	04/09/23	DAC
22-00	Macquarie Bank	Accelerator Account		940367790	07/11/20	33	0	3,126,517.70	4.10%	04/09/23	DAC
20-11	ANZ Bank	ANZ Bank		AU3FN00497	29/08/19	60	11	1,000,000.00	4.72%	29/08/24	FRN
23-15	Curve Securities Pty Ltd	Members Banking Group Ltd		AU3FN00754	24/02/23	36	29	800,000.00	5.63%	24/02/26	FRN
23-16	Laminar Capital	Auswide Bank		AU3FN00761	17/03/23	36	30	1,000,000.00	5.82%	17/03/26	FRN
22-21	Commonwealth Bank L	Commonwealth Bank		AU3FN00651	14/01/22	60	40	500,000.00	4.99%	14/01/27	FRN
23-01	Commonwealth Bank L	Royal Bank of Canada		AU3FN00700	13/07/22	60	46	500,000.00	4.69%	13/07/27	FRN
23-10	Laminar Capital	MyState Bank Ltd		AU3FN00721	13/10/22	36	25	500,000.00	4.94%	13/10/25	FRN
23-11	Commonwealth Bank L	Suncorp-Metway Ltd		AU3FN00724	17/10/22	36	25	500,000.00	4.54%	17/10/25	FRN
23-13	Curve Securities Pty Ltd	Bank Australia		AU3FN00737	24/11/22	36	26	1,000,000.00	5.73%	24/11/25	FRN
22-23	Commonwealth Bank L	Bendigo and Adelaide Bank		8156149	17/03/22	36	18	1,000,000.00	3.00%	17/03/25	Bond
22-27	Commonwealth Bank L	Bank of Queensland		AU3CB02881	29/04/22	42	25	1,000,000.00	4.00%	29/04/25	Bond
21-10	Northern Territory Treasury	Territory Bond		AA-109-38	14/09/20	38	3	1,000,000.00	1.25%	15/12/23	Bond
23-02	Commonwealth Bank L	Royal Bank of Canada		AU3CB02901	13/07/22	60	46	500,000.00	4.50%	13/07/27	Bond
21-26	Australian Military Bank	Australian Military Bank		301037038	13/04/21	36	7	1,000,000.00	0.76%	15/04/24	LTD
22-15	Westpac Bank	Westpac Bank		9514165	21/10/21	24	1	1,000,000.00	0.87%	23/10/23	LTD
22-17	Westpac Bank	Westpac Bank		9563400	11/11/21	36	14	1,000,000.00	1.60%	11/11/24	LTD
22-19	Westpac Bank	Westpac Bank		9620456	09/12/21	24	3	1,000,000.00	1.21%	11/12/23	LTD
22-20	AMP Bank	AMP Bank		TD34064791	21/12/21	24	3	1,000,000.00	1.55%	21/12/23	LTD
22-22	National Aust Bank	National Aust Bank		88-293-8040	23/02/22	24	5	1,000,000.00	1.80%	24/02/24	LTD
22-24	Westpac Bank	Westpac Bank		9806557	22/03/22	24	6	1,000,000.00	2.21%	22/03/24	LTD
22-31	Bank of Queensland	Bank of Queensland		508507	23/06/22	24	9	1,000,000.00	4.40%	24/06/24	LTD
22-32	Macquarie Bank	Macquarie Bank		232613257	24/06/22	24	9	1,000,000.00	4.43%	24/06/24	LTD
23-05	National Aust Bank	National Aust Bank		88-085-5591	09/09/22	12	0	1,000,000.00	4.10%	11/09/23	LTD
23-06	AMP Bank	AMP Bank		TD06515165	14/09/22	12	0	1,000,000.00	4.65%	14/09/23	LTD
23-07	National Aust Bank	National Aust Bank		97-327-3005	27/09/22	24	12	1,000,000.00	4.90%	27/09/24	LTD
23-08	Westpac Bank	Westpac Bank		9929030	30/09/22	11	0	1,000,000.00	4.59%	27/09/23	LTD
23-09	AMP Bank	AMP Bank		TD35113463	06/10/22	12	1	500,000.00	4.55%	06/10/23	LTD
23-12	AMP Bank	AMP Bank		TD11296728	27/10/22	12	1	1,000,000.00	5.00%	27/10/23	LTD
23-17	AMP Bank	AMP Bank		TD22644030	23/03/23	11	6	1,000,000.00	5.05%	22/03/24	LTD
23-18	Bank of Queensland	Bank of Queensland		724391	11/04/23	12	7	1,000,000.00	4.75%	11/04/24	LTD
23-19	AMP Bank	AMP Bank		TD56942364	01/05/23	12	8	500,000.00	5.10%	01/05/24	LTD
23-20	Curve Securities Pty Ltd	MyState Bank Ltd		CN064569	03/05/23	5	2	1,000,000.00	4.80%	31/10/23	LTD
23-21	National Aust Bank	National Aust Bank		36-359-9876	08/06/23	24	21	1,000,000.00	5.17%	08/06/25	LTD

# Leeton Shire Council

<b>Summary of Term Investments as at: 31/08/2023</b>		<b>BBSW 90:</b>	<b>4.13%</b>	<b>Average Yield:</b>	<b>4.24%</b>	
23-22	Bank of Queensland	772448	48	1,000,000.00	5.40%	21/06/27 LTD
23-23	MyState Bank	30271520	12	1,000,000.00	5.65%	28/06/24 LTD
24-01	National Aust Bank	26-415-8864	12	1,500,000.00	5.55%	11/07/24 LTD
24-02	AMP Bank	TD52801630	12	500,000.00	5.65%	08/08/24 LTD
24-03	Commonwealth Bank	38344709	11	2,000,000.00	5.57%	15/08/24 LTD
			<b>Total Investments:</b>	<b>\$ 49,917,104.65</b>		

# Leeton Shire Council

## Summary of Term Investments as at: 31/08/2023

BBSW 90: 4.13%      Average Yield: 4.24%

Investment by Type		
Investment	Amount	%
AMP Bank	5,500,000	11.0%
Auswide Bank	1,000,000	2.0%
National Aust Bank	5,500,000	11.0%
Australian Military Bank	1,000,000	2.0%
ANZ Bank	1,000,000	2.0%
Territory Bond	1,000,000	2.0%
CBA Business Online Sa	6,158,902	12.3%
AMP 31 Day Notice Acc	6,331,164	12.7%
Macquarie Cash Mand	3,126,518	6.3%
Commonwealth Bank	2,500,000	5.0%
Westpac Bank	5,000,000	10.0%
Bendigo and Adelaide	1,000,000	2.0%
Bank of Queensland	4,000,000	8.0%
Macquarie Bank	1,000,000	2.0%
AMP Business Saver Acc	521	0.0%
Royal Bank of Canada	1,000,000	2.0%
MyState Bank Ltd	1,500,000	3.0%
Suncorp-Metway Ltd	500,000	1.0%
Bank Australia	1,000,000	2.0%
Members Banking Grou	800,000	1.6%
MyState Bank	1,000,000	2.0%
<b>TOTAL</b>	<b>49,917,105</b>	<b>100.0%</b>
Local	6,158,902	12.34%
Non Local	43,758,202	87.66%

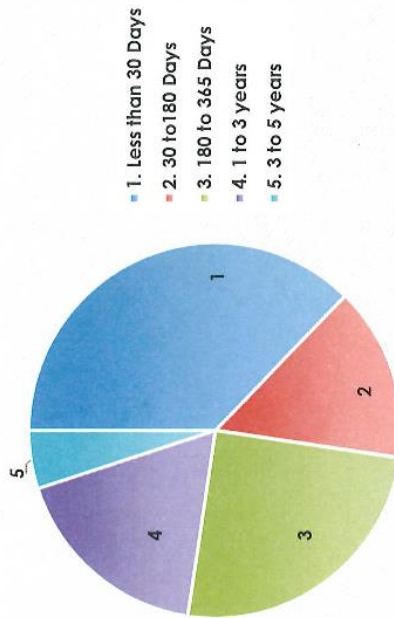
Investments by Age		
Age	Amount	%
1. Less than 30 Days	18,617,105	37%
2. 30 to 180 Days	7,500,000	15%
3. 180 to 365 Days	12,500,000	25%
4. 1 to 3 years	8,800,000	18%
5. 3 to 5 years	2,500,000	5%
<b>TOTAL</b>	<b>49,917,105</b>	<b>100%</b>

Investments by Age and Type		
Sum of Principal		Total
Current	DAC	15,617,105
	LTD	17,000,000
	FRN	1,000,000
	Bond	1,000,000
<b>Current Total</b>		<b>34,617,105</b>
Non Current	LTD	4,000,000
	FRN	4,800,000
	Bond	2,500,000
<b>Non Current Total</b>		<b>11,300,000</b>
<b>Grand Total</b>		<b>45,917,105</b>
LTD	Long Term Deposit	
FRN	Floating Rate Notes	
Bond	Long Term Bond	

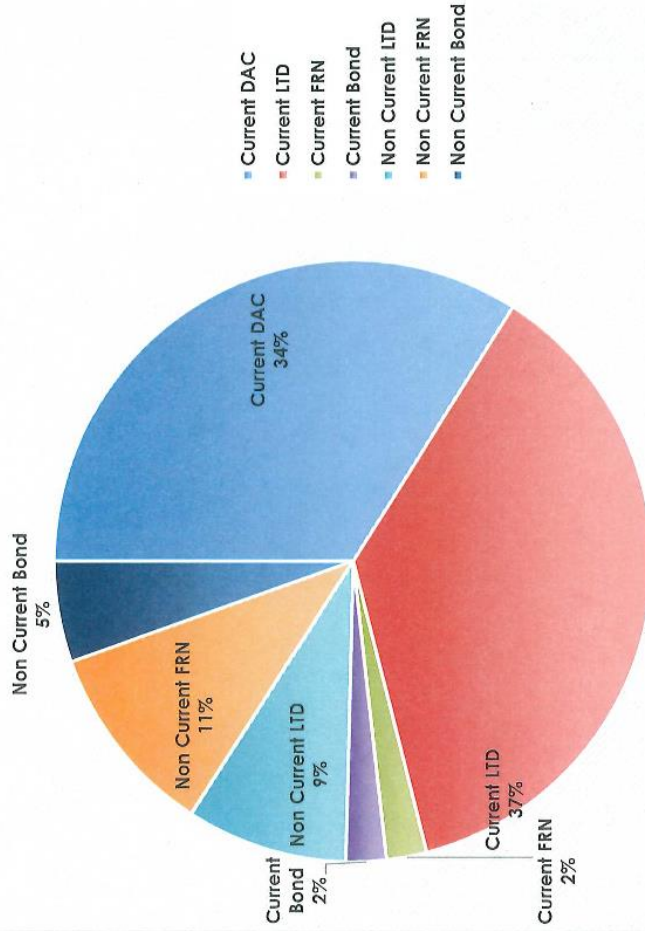
# Leeton Shire Council

Summary of Term Investments as at: 31/08/2023	BBSW 90: 4.13%	Average Yield: 4.24%
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**Investments by Age**



**Investments by Type and Term**



Explanatory notes:

All investments noted above were made in accordance with the Act, the regulations and Council's Investment Policy

Responsible Accounting Officer  
4 September, 2023

## Water Market Update – 15<sup>th</sup> August 2023

### Market Summary

- Leeton Shire Council currently has an estimated **1,780 ML** of temporary allocation available for trade. See water balance on last page. The surplus can be either sold now or held until later in the year (Nov-Jan) when demand increases due to summer irrigation.
- Recent conversation with water brokers indicates the Murrumbidgee Irrigation region is being fully planted with summer crops, potentially indicating a strong demand for water during summer irrigation.
- Temporary prices are currently at about **\$160/ML** (see chart below).
- As of the 15<sup>th</sup> August water market update, Murrumbidgee General Security has a 39% allocation, High Security has 95% allocation.
- Storages have been full and spilling, and with negligible demand it means there has been little opportunity to capture and allocate new water. However, as forecast drier conditions eventuate and demand for water increases, drawing down storages, the potential for increased allocations rises.
- The Bureau’s El Niño-Southern Oscillation (ENSO) index outlook indicator is on El Niño Alert. Models indicate that El Niño conditions may develop in the coming weeks. Furthermore, negative Indian Ocean Dipole (IOD) conditions may develop in the coming weeks also.
- Should El Niño or negative IOD conditions develop, rainfall will likely be drier than median conditions and temporary market prices are likely to increase.

### Forecast general security allocations (%)

(Any carryover water can be added to these indicative allocations)

Repeat of historical inflow conditions	1 Oct 2023	1 Feb 2024
99 chances in 100 (extreme dry) (99%)	39%	39%
9 chances in 10 (very dry) (90%)	40%	40%
3 chances in 4 (dry) (75%)	44%*	44%*
1 chance in 2 (median) (50%)	48%*	62%*
1 chance in 4 (wet) (25%)	48%*	100%*

Note 1: Estimated values indicative only, not guaranteed and subject to change based on actual events unfolding.

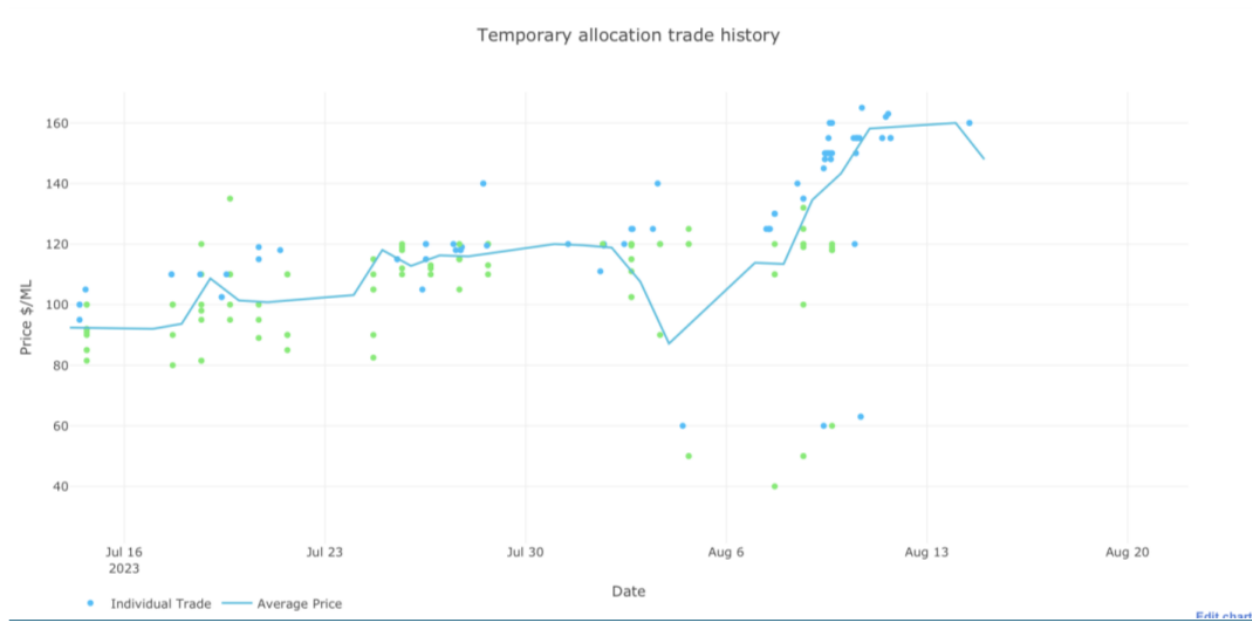
Note 2: Forecast assumes 28% carryover on average.

\* Model indicates potential storage spills, limited capacity for resource improvement and constrained delivery from Blowering. High uncertainty exists and further allocation improvements in median and wet scenarios may be driven by water usage rather than inflows. Should demand not set in early in the 2023/24 water year, general security allocation improvements over the 75% inflow case will be very limited, and potentially lower than those shown in the table above.



Murrumbidgee market prices as of 19<sup>th</sup> July 2023, Temporary Market

Trade type	Current spot price	Chart description
Temporary Allocation	\$160/ML	Price trending up from \$100/ML on 18 July 2023 to \$160/ML on 14 August 2023.



Source: [www.waterflow.io](http://www.waterflow.io)

Last 5 Temporary Trades

Last traded 15th Aug

[^ Hide last 5 Trades](#)

Date	Price / ML	Volume	Broker
15th Aug 2023	\$148	80 ML	Ruralco Water
14th Aug 2023	\$160	20 ML	Ruralco Water
14th Aug 2023	\$160	14 ML	Ruralco Water
11th Aug 2023	\$155	200 ML	Ruralco Water
11th Aug 2023	\$155	72 ML	Ruralco Water

[www.marsdenjacob.com.au](http://www.marsdenjacob.com.au)

[www.waterflow.io](http://www.waterflow.io)

Water Availability	Volumes (ML)	
General Security	201	A
Carryover	155	B
High Security	922	C
Town Water	4097	
MI deduction	40	
<b>Total available allocation</b>	<b>5336</b>	

Town Water	Volumes (ML)	
Usage to date	279	
Estimated remaining usage	2121	
Town Water Available for Sale*	500	D

Water Sales	Volumes (ML)
Sales to date	0

<b>Estimated Water available for sale (ML) A+B+C+D</b>	<b>1,780</b>
--	--------------

Source: MI Statements and LSC

\*The council trade policy states that up to 500 ML of Town Water can be sold at any time after the commencement of the water year up until 31 October. From 1 November, a 10% safety margin on remaining expected water demand is used.

**Statement of Confidentiality**

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**ITEM 7.6          MINUTES AND CHAIRMAN'S REPORT - AUDIT, RISK AND IMPROVEMENT  
COMMITTEE MEETING - 21 AUGUST 2023**

<b>RECORD NUMBER</b>	23/241
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Director Corporate
<b>APPROVER/S</b>	General Manager

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**SUMMARY/PURPOSE**

The purpose of this report is to submit the minutes (**Attachment 1**) and the Chairman's Report (**Attachment 2**) of the Audit, Risk and Improvement Committee (ARIC) meeting held on Monday 21 August 2023.

---

**RECOMMENDATION**

THAT Council:

1. Notes the Minutes of the Audit, Risk and Improvement Committee meeting held on Monday 21 August 2023.
  2. Notes the Chairman's Report to the Mayor and Councillors from the Audit, Risk and Improvement Committee meeting held on Monday 21 August 2023.
- 

**REPORT**

**(a) Background**

Leeton Shire Council's ARIC met on Monday 21 August 2023. The minutes of the meeting (**Attachment 1**) are now presented for Council's information. The ARIC agenda and attachments are confidential to Councillors only and are available for review via the "Hub".

The ARIC is charged with providing independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities, as well as for the purposes of quality assurance and quality improvement.

**(b) Discussion**

At the meeting on Monday 21 August 2023, the ARIC reviewed the following:

- Draft Annual Financial Statements for the year ending 30 June 2023,
  - NSW Audit Office Forum for ARIC Chairs,
  - Information on Council's Service Reviews,
  - Committee Annual Work Plan.
-

### **(c) Options**

Nil – this report is for information purposes only.

### **(a) Financial**

There are no financial implications arising from this report. Internal Audits and Improvement Plans are funded from the voted budget.

### **(b) Policy**

There are no policy implications arising from this report.

### **(c) Legislative/Statutory**

The Audit, Risk and Improvement Committee is established under the *Local Government Act 1993*.

The ARIC is bound by Council's Code of Conduct and Code of Meeting Practice.

Under the new Integrated Planning and Reporting Guidelines, the ARIC is required to oversee the Integrated Planning and Reporting Process.

### **(d) Risk**

The ARIC supports Council by assisting with risk management frameworks and internal audit functions.

## **CONSULTATION**

### **(a) External**

Nil

### **(b) Internal**

Governance and Customer Service Coordinator  
Manager Finance  
Manager WHS, QA and Risk

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

CSP FOCUS AREA 5 - Strong leadership and civic participation – DELIVERY PROGRAM FUNCTIONAL AREA 9 - Governance and Administration - DELIVERY PROGRAM ACTIVITY 9.6 - Deploy reliable and efficient corporate and project governance including audit, risk and improvement - OPERATIONAL PLAN ACTIVITY 9.6.8 - Continue to hold Audit, Risk and Improvement Committee meetings".

## **ATTACHMENTS**

- 1 Minutes - Audit, Risk and Improvement Committee Meeting - Monday 21 August 2023
- 2 ARIC Chairman's Report - 21 August 2023



**MINUTES OF THE  
AUDIT, RISK AND IMPROVEMENT COMMITTEE  
LEETON SHIRE COUNCIL  
MONDAY 21 AUGUST 2023  
COMMENCING AT 6.00PM  
COUNCIL CHAMBERS**

---

1. **PRESENT (Voting Members):** Mr. Graham Bradley (Chairman), Cr. Tracey Morris, Mr. Bill Robertson, Mr. Emerson Doig

**(Non-Voting Attendees):** Ms. Bobbie Pannowitz, Cr. Matthew Holt, Jackie Kruger (General Manager), Mandy Rogers (Director Corporate), Lawrence Amato (Manager Finance), Francesco Rombola (Contract Accountant), Sarah Graham (Governance & Customer Service Coordinator), Courtney Anderson (Business Support Officer – Corporate).

## 2. APOLOGIES

Manager WHS, QA & Risk, Ms. Bobbie Pannowitz.

### 2.1 ABSENT

Cr. Matthew Holt.

## 3. CONFIRMATION OF THE MINUTES

### Resolved

THAT the Minutes of the Audit, Risk and Improvement Committee held on Monday 26 June 2023, as circulated, be taken as read and CONFIRMED.

**(Moved Mr. Doig, seconded Cr. Morris)**

## 4. DECLARATION OF INTEREST

Mr. Robertson declared a conflict of interest as Manager ICT is a family member.

## 5. OFFICER'S REPORT

### Item 5.1 MATTERS ARISING FROM PREVIOUS MINUTES

#### Resolved

THAT ARIC receive and note for information the details surrounding matters arising from the previous meeting held on Monday 26 June 2023.

**(Moved Cr. Morris, seconded Mr. Doig)**

Mr. Robertson entered the meeting at 6:20pm.

### Item 5.2 ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2023

#### Resolved

THAT The Audit, Risk and Improvement Committee:

1. Notes the Draft Annual Financial Statements for the 2022/23 Financial Year as presented and comments have been passed onto management for consideration prior to finalization statements.
2. Notes that the Chairman will prepare his response to the Draft Financial Statements and will forward to Council.

**(Moved Mr. Bradley, seconded Cr. Morris)**

Contract Accountant left the meeting, the time being 6:44pm.

**Item 5.3 NSW AUDIT OFFICE FORUM FOR ARIC CHAIRS**

**Resolved**

THAT the Committee notes the presentation materials from the NSW Audit Office online Forum for ARIC Chairs from local governments across NSW.

**(Moved Mr. Robertson, seconded Mr. Doig)**

The Chairman declared the meeting adjourned at 7:02pm, and resumed the meeting at 7:03pm.

**Item 5.4 INFORMATION ON COUNCIL'S SERVICE REVIEWS**

**Resolved**

That the Audit, Risk and Improvement Committee notes this report for information purposes only.

**(Moved Mr. Doig, seconded Mr. Robertson)**

Mr. Robertson left the meeting, the time being 7:27pm.

Mr. Robertson returned to the meeting, the time being 7:28pm.

**Item 5.5 COMMITTEE ANNUAL WORK PLAN**

**Resolved**

THAT the Committee notes the Committee's Annual Work Plan.

**(Moved Cr. Morris, seconded Mr. Bradley)**

There being no further business the meeting closed at 7:30pm.

..... signed by  
the Chairman of the meeting held on  
07 Nov 2023 at which meeting the  
signature hereon was subscribed.

**AUDIT, RISK AND IMPROVEMENT COMMITTEE**  
**CHAIRMAN'S REPORT TO COUNCIL**

**August, 2023**

**Attention Tony Reneker - Mayor**

I advise that the Leeton Shire Council Audit, Risk and Improvement Committee met on Monday 21<sup>st</sup> August, 2023. All Committee members were present together with Council representatives including Jackie Kruger, Mandy Rogers, Lawrence Amato, Courtney Anderson and Sharron Dean.

I am again pleased to report that the agenda and accompanying reports were delivered/forwarded to the Committee members in the week prior to our meeting which enabled considered and informed discussions.

Our principal items of business were to receive and review the:

1. Draft Financial Statements for y/e 30<sup>th</sup> June 2023
2. Presentation from NSW Audit Office for ARIC Chairs
3. Information on Council's Service Reviews
4. Committee Annual Work Plan

The Committee resolved to note Items 2, 3 and 4 without further action whilst the following matter were resolved as follows:

**Item 1 Review of Council's Draft Financial Statements**

As Chairman of the ARIC I volunteered to make the following comments:

The financial statements as presented were **very much in draft mode** with a number of Notes and Schedules yet to be completed. As such my review was conducted at very high level and changes are anticipated in both the Income Statement and Statement of Financial Position. It is my expectation that the anticipated amendments will not materially impact on the financial position as presented.

Council has reported an operating surplus **before** capital grants and contributions of \$763,000 for the year ended 30 June, 2023 (2022 – deficit \$1,116,000).

**Excluding** capital grants and contributions, operating revenues (\$35.25 million) have increased approx.6.4% (2022 \$33.14 million) whilst during the same period operating expenses have increased approx.0.67% to \$34.49 million.

In addition to operating revenues, Council received capital grants and contributions of \$5.25 million (2022 \$4.98 million).



I do however emphasise that when comparing the operating results over the past two years it must be noted that:

- Council received further advance payments of the of the FAG in 2022/23. This action has resulted in FAG grants of \$7.13 million being brought to account in the current year compared with \$6.3 million in 2021/22.

I again wish to emphasise the significance of the FAG's received in advance. Leeton Shire Council has now received \$5.66 million or 100% of the anticipated FAG for 2023/24. This time last year Council had received 75% of the FAG in advance.

These grant advance payments have been brought as operating income over the past few years and have therefore "artificially" inflated the reported operating results. It is my expectation that the government may seek to reduce future FAG's instalments to offset these advance payments. Consequently, LSC must be cognisant of this situation and develop budgets accordingly. It is also my recommendation that the advanced FAG's be held has an internally restricted assets in Note C1-3(b).

- In the current year Council has reported a net gain from the disposal of assets amounting to \$219,000. This is a considerable variance from the previous year where the write off of assets including the old Swimming Pool and Landfill resulted in a book loss of disposal of \$1.12 million.
- Council has also achieved a significant increase in investment income in 2022/23. Interest on investments has amounted to \$1.52 million in the current year compared with \$446,000 in 2021/22.
- User charges have decreased with charges for works undertaken for Transport NSW declining to \$1.66 million in 2022/23. (2021/22 \$2.68 million)

The operating results are reflected in the performance measure ratios as detailed in Note G5. These ratios benchmark Councils and are generally considered an important indicator of a Councils financial health. I note that all Council's performance ratios have remained above the industry benchmarks in the current year.

Of particular interest are the operating results **before** capital grants and contributions of the individual funds (Refer Note D1):

	<b>2023</b>	<b>2022</b>
	\$	\$
General Fund	305,000	(759,000)
Water Fund	88,000	(385,000)
Sewerage Fund	<u>370,000</u>	<u>28,000</u>
	763,000	(1,116,000)

As illustrated it appears as though the operating results in all the Funds has significantly improved however in my opinion a closer examination and analysis reveals a continuing deterioration in Council's financial position – particularly the **General Fund** which remains in a precarious and declining financial trajectory.

To illustrate:

The following non-core activities in the **General Fund** have significantly contributed to operating surplus in 2022/23. These activities are subject to major variations which are beyond Councils control and therefore cannot be relied upon to sustain the financial position of the fund.

Namely:

- Interest on Investments has increased from \$239,000 in 2022 to \$654,000 in 2023. Such increase is of course inextricably linked to increased monies available for investment and could sharply reduce/dissipate as restricted funds are expended.
- Gains/Losses from the sale of assets went from a loss of \$1.12 million in 2022 to a gain of \$219,000 in 2023.
- Sales of Water Licences have continued to decline. I note that income from the sales of licences has decreased to \$62,000 in 2022/23 compared to \$767,000 2019/20.
- User Charges & Fees income decreased by 11% and amounted to \$5.67 million (2022 \$6.39 million). This increase was principally in response to a decrease in works undertaken for Transport for NSW which decreased from \$2.68 million in 2021/22 to \$1.66 million in the current year.

**Importantly I note that the General Fund in 2022/23 also received approx. \$1.96 million in additional advance payments from the FAG which has of course inflated the operating result accordingly.**

I reiterate, that in my opinion Council must initiate positive measures to address the declining financial positions to ensure that Council's future objectives can be achieved.

I make the further **General Fund** observations:

- Cash and investments now amount to \$26.95 million (2022 \$22.91 million) of which approx. \$11.82 million is externally restricted.
- During 2022/23 Council did not raise any new borrowings and repaid borrowings amounting to \$417,000. At year end Council's outstanding borrowings had reduced to \$2.43 million.

**Note:** All Council's borrowings are held in the **General Fund**

Given the abovementioned observations, Council has in my opinion limited scope for further borrowings in the **General Fund**, unless of course such loans are revenue positive. In any event I would encourage Council to consider borrowing internally rather than seeking funding from external sources.

**Water and Sewerage Funds**

These Funds have reported improved financial results in 2022/23 and remain in a relatively sound financial position.

I again reiterate that Council's input is most welcome.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Graham Bradley', written in a cursive style.

Graham Bradley  
Chairman  
23/08/2023

**ITEM 7.7 INFORMATION ON NSW LOCAL GOVERNMENT FINANCIAL ASSISTANCE GRANTS**

<b>RECORD NUMBER</b>	23/244
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Governance & Customer Service Coordinator
<b>APPROVER/S</b>	Director Corporate

---

**SUMMARY/PURPOSE**

The purpose of this report is to provide information on NSW Local Government Financial Assistance Grants.

---

**RECOMMENDATION**

THAT Council notes the information on Financial Assistance Grants supplied by the NSW Local Government Grants Commission.

---

**REPORT**

**(a) Background**

On 5 September 2023, Council received a letter (**Attachment 1**) from the NSW Local Government Grants (FAGs).

FAGs are paid to Councils to help deliver services to their communities. The funds are paid annually by the Australian Government and Councils are free to use these funds at their discretion (**Attachment 2**).

**(b) Discussion**

Based on previous years, Council budgeted to receive a total of \$5.2M in 2023/24 in FAGs.

On 27 June 2023, Council received the advance 2023/24 FAGs payment amount of \$5,659,358 (**Attachment 3**). This was understood to be the full year's payment in advance.

Mid-August 2023, Council received a further FAGs first quarter instalment of \$90,575, with subsequent instalments to be received in November 2023, February 2024 and May 2024. Please note that the amounts received by Council and amounts advised to be received by the Commission are inconsistent (**Attachment 4**).

It seems that in 2023/24 Council will now receive a total \$6,021,658 in FAGs entitlements which is \$820K over Council's adopted 2023/24 budget.

---

Finally, it is important to note that the Commission has advised of a possible decision to return the General Purpose Component (GPC) to a negative floor in 2024/25, which would result in some Councils receiving less FAGs funding in 2024/25 than they will in 2023/24.

### **(c) Options**

Nil – This report is for noting only.

## **IMPLICATIONS TO BE ADDRESSED**

### **(a) Financial**

The FAGs income will be adjusted in the September Quarterly Budget reviews once the apparent increase of FAGs above the adopted budget is confirmed for 2023/24. The increase could be as much as \$820K.

### **(b) Policy**

Nil

### **(c) Legislative/Statutory**

*Local Government (Financial Assistance) Act 1995 (Cth)*

### **(d) Risk**

The Commission has noted in the letter the concerns received from Councils across NSW about the unpredictability the practice of advance payments creates for long-term and annual budgeting forecasts, and how it skews annual financial statement results.

## **CONSULTATION**

### **(a) External**

NSW Local Government Grants Commission

### **(b) Internal**

General Manager  
Manager Finance

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 5 - Strong leadership and civic participation within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 9 - Governance and Administration - DELIVERY PROGRAM ACTIVITY 9.7 - Deploy reliable and efficient corporate management - financial, asset, property, records, information technology, buildings and plant/fleet - OPERATIONAL PLAN ACTIVITY 9.7.4 - Practice sound financial management".

**ATTACHMENTS**

- 1 Letter - NSW Local Government Grants Commission
- 2 Fact Sheet - Financial Assistance Grants
- 3 Schedule of Payments - 2023/24 - Financial Assistance Grants
- 4 Advice to Councils 2023/24 - Financial Assistance Grants

NSW Local Government Grants Commission  
5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541

OUR REFERENCE: A871240  
CONTACT: Helen Pearce  
(02) 4428 4131  
helen.pearce@olg.nsw.gov.au

Ms Jackie Kruger  
General Manager  
Leeton Shire Council

By email: [jackiek@leeton.nsw.gov.au](mailto:jackiek@leeton.nsw.gov.au)  
cc: [council@leeton.nsw.gov.au](mailto:council@leeton.nsw.gov.au)

5 September 2023

Dear Ms Kruger

In accordance with the NSW Local Government Grants Commission's (Commission) policy of providing information to councils about the way the Commission calculates financial assistance grants (FA Grants), please find attached a summary of Council's 2023-24 estimated FA Grants entitlement (**Appendix A**).

#### **2023-24 ESTIMATED ENTITLEMENTS**

The national FA Grants total estimated entitlement for 2023-24 is \$3.11 billion and is made up of \$2.15 billion for the general purpose component (GPC) and \$0.96 billion for the local roads component (LRC). The national estimated entitlement for 2023-24 increased by \$161 million to account for final adjustments to the Consumer Price Index (CPI) and population shares for the year.

The Commonwealth Treasury's estimate of the CPI for 2022-23 was adjusted up in July 2023. When compared to the 2022-23 final adjusted amount, the total national estimated FA Grants for 2023-24 increased by 5.5%. Accordingly, the State's FA Grants allocation for 2023-24 is slightly higher than last year, however the ongoing economic impact of the pandemic and other external factors are difficult to predict.

The national GPC was distributed across the states and territories on a population basis. NSW received 31.34% or \$675.7 million in the GPC, which represents a 4.05% increase on last year's final figure. The LRC is based on a historical formula. NSW's share of the total national road funding is a fixed 29% share, or \$277.5 million, which represents a 5.5% increase. The total 2023-24 FA Grants estimated entitlement for NSW is \$953.2 million.



### EXTERNAL FACTORS IMPACTING THE GPC POOL OF FUNDS IN NSW

The Commonwealth decided to pause indexation for three years from 2014-15 to 2016-17 due to budget constraints. In 2021, the impact of the global economic downturn (GED) was closely followed by the Covid-19 Pandemic. NSW also experienced devastating natural disasters, including bushfires and floods. During recent years, the Commission has been faced with these challenges, including a substantially reduced CPI in 2021. In 2023-24, the CPI has continued to trend towards previously average levels of about 3.5% to 4%. But further fluctuations cannot be ruled out.

Change of Annual Grant Entitlements	CPI % Change GPC	# of LGAs on 0% or <0%
2012-13 Final and 2013-14 Estimated	3.4	22
2013-14 Final and 2014-15 Estimated no CPI	-0.2	72
2014-15 Final and 2015-16 Estimated no CPI	-0.2	75
2015-16 Final and 2016-17 Estimated no CPI	0.1	56
2016-17 Final and 2017-18 Estimated	3.6	10
2017-18 Final and 2018-19 Estimated	3.6	12
2018-19 Final and 2019-20 Estimated	4.0	10
2019-20 Final and 2020-21 Estimated GED	0.9	33
2020-21 Final and 2021-22 Estimated Covid	1.7	29
2021-22 Final and 2022-23 Estimated Covid	3.3	9
2022-23 Final and 2023-24 Estimated Covid	4.0	*18

KEY
<i>Three years of paused CPI (only change applied was national movements in jurisdictional population shares)</i>
<i>Transition entered: # of LGAs on 0% or less had the -5% floor been retained</i>
<i>*8 metropolitan councils moved to the negative floor due to population decline as applying the per capita minimum produced a lower result than the negative floor</i>

A notable by-product of the pandemic flowing through the 2022-23 and 2023-24 grant calculations has been population decline in some metropolitan areas. This has resulted in eight metropolitan councils moving off the per capita minimum grant and instead, benefiting from the 0% floor, as councils cannot breach below 0% floor until the negative floor is resumed. This further demonstrates the need to expedite the pathway out of transition.

Council's 2023-24 FA Grants estimated entitlement, compared to the 2022-23 final entitlement is as follows:

Leeton Shire Council				
Year	General Purpose	Local Roads	Total	Change
2022-23 final	\$4,189,144	\$1,243,473	\$5,432,617	
2023-24 est.	\$4,454,842	\$1,307,638	\$5,762,480	6.1%

To assist councils with budgets and bank reconciliations, a breakdown of the 2023-24 quarterly instalments is attached (**Appendix A**). The NSW Schedule of Payments is also attached (**Appendix B**).



### **IMPACT OF THE ADVANCE PAYMENTS**

The Commonwealth Government decided to make an early payment of the 2023-24 estimated FA Grant entitlement to help manage the cumulative impacts of the floods and the pandemic. In June 2023, all councils were paid 100% of the estimated entitlement in advance, as calculated at that point in time (plus councils received 25% of the 2022-23 entitlement in the same year). This has resulted in the adjusted quarterly instalments for 2023-24 being significantly less than in recent years. The remainder of the grant entitlements (totalling \$45,227,839 for the state) will be paid in quarterly instalments in August 2023, November 2023, February 2024 and May 2024.

The Council of the City of Sydney and Randwick City Council's population decreases flowed through the grant calculations in the 2023-24 financial year, with both councils due to receive a reduction in the LRC. However, as the Commonwealth advance of 100% was based on the prior year's grant recommendations, both Councils received an overpayment in the LRC advance (Sydney \$35,538 and Randwick \$25,555, totalling \$62,083).

As a temporary measure to address the overpayment, the Commission made an accounting adjustment to the 2023-24 recommendations, spreading the overpayment proportionately over the other 126 councils' LRCs. This process will be reversed in 2024-25 to ensure the over and under payments reconcile with actual entitlements.

However, the Commission is concerned about the unpredictability the practice of advance payments creates. Long-term and annual budgeting forecasts are subject to changes, and annual financial statement results can often be skewed. The latest development of overpayments is beginning to impede the Commission's ability to make annual recommendations.

### **CHALLENGES IN FAIRLY DISTRIBUTING THE GPC FUNDS**

As councils will be aware, the Commission is required to adhere to the National Principles which mandate a per capita payment based on population growth/decline. This inhibits the full application of the Horizontal Fiscal Equalisation (HFE) Principle, to distribute the grants on the basis of greatest relative need. It is also the policy of the NSW Government to explore opportunities to direct grants to communities with the greatest relative need. The Commission has had regard to these policies in allocating the grants. The map contained in **Appendix D** identifies the rate of population change in NSW from 2002 to 2022.

**Appendix D** lists the revised expenditure categories, disadvantage factors, data sources used in calculating the expenditure allowance and the relative disadvantage allowance.

The Commission has been investigating ways to direct funds to councils with greatest relative need. Information about the methodology review and subsequent transition has been provided to councils, including about the recommendations for model refinements. The Commission is currently considering options for a pathway out of transition and resuming the negative floor, which is likely to commence in 2024-25. Further information about the transition and general information about the FA Grants can be found on the Commission's webpage at

<https://www.olg.nsw.gov.au/commissions-and-tribunals/#lggc>.

**SPECIAL SUBMISSIONS 2023-24**

Special submissions from councils for 2023-24 will be considered by the Commission. The purpose of a submission is to give councils the opportunity to present information on the financial impact of inherent expenditure disadvantages beyond councils' control that are not generally recognised in the current methodology. Please refer to the expenditure functions and Council's disadvantage factors listed in **Appendix A**. This process allows the Commission to adequately consider all legitimate factors that affect councils' capacity to deliver services.

**Appendix C**, titled *Guidelines for Special Submissions*, contains guidance for preparing submissions – please read the guidelines carefully.

Submissions should be e-mailed to the Commission at [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au) by **30 November 2023**.

**A MESSAGE OF CAUTION**

There is no guarantee that a council will receive an increased FA Grant each year. There are a number of changing variables, including a council's changing measure of relative disadvantage compared to the state average measure and the size of the total FA Grant pool. Last year, the Commission advised of a possible decision to return to the GPC to a negative floor in 2024-25, which would result in some councils receiving less in the 2024-25 than they will in 2023-24. Councils have been consulted and have now been given six years to prepare. It is no longer sustainable to protect those councils with greatest relative advantage. The pathway out of transition is essential to distribute the GPC more fairly, allowing greater application of the HFE, consistent with the National Principles and NSW policy.

I would ask that this letter please be tabled at the next Council meeting.

If you have any questions concerning these matters, please contact me on (02) 4428 4131.

Yours sincerely



**Helen Pearce**  
**Executive Officer**

# Financial Assistance Grants 2023-24

## Fact Sheet 2023



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 communities. The Australian Government paid approximately 100% of the 2023-24 grants in advance. The remainder of the grant allocation will be paid in quarterly instalments.

### 2023 Update

In 2013 the Independent Local Government Review Panel recommended, "Subject to any legal constraints, seek to redistribute Federal Financial Assistance Grants and some State grants in order to channel additional support to councils and communities with the greatest needs." Following an extensive review of the financial assistance grant model 2013 to 2016, recommendations were made to refine and improve parts of the expenditure allowance under the General Purpose Component (GPC). In 2018 the Commission (Commission) began transitioning to refinements consistent with the National Principles and the NSW Government policy to allocate grants, as far as possible, to councils with the greatest relative disadvantage.

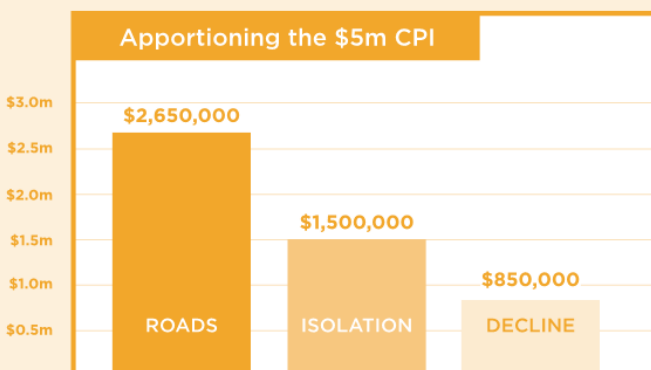
Since 2018-19, the transition arrangements have been limiting the percentage which an individual council's annual GPC can vary as follows:

- Upper limit (cap) of +5%
- Lower limit (collar) of 0%

Historically, the Commission set a range between +5% and -5%. The Commission is looking to restore caps and collars within a range of +6% to -4%. Retaining a 0% collar is resulting in more funds continuing to shift from councils with greater relative disadvantage to councils with more relative advantage. The Commission will keep the transitional arrangements for the 2023 recommendations, giving councils a sixth year to prepare. Consultation continues with the sector about the recommendations for 2024-25 and beyond and the most appropriate approach to resume the original lower limit, which may include a staged option.

### Relative Disadvantage Allowance

The Commission quarantined \$5m of the CPI increase and apportioned it as an allowance for relative disadvantage.



Roads = unsealed local roads. Isolation = increased weighting for isolation allowance. Decline = councils with population decline between 2002-2022 (see negative population growth 2002-22 map page 1).



### Councils with greatest relative disadvantage:

Councils with greatest relative disadvantage are generally rural and remote councils with:

- Small and declining populations
- Limited capacity to raise revenue
- Financial responsibility for sizeable networks of local roads/infrastructure & diminishing financial resources
- Relative isolation

The ongoing challenge for the Commission has been how to allocate a fairer share of the GPC to such councils when a fixed 30% of the GPC grant must be allocated based on population increases/decreases. This can result in minimum councils receiving significant increases such as occurred this year for Camden (+16.4%) and The Hills (+10.3%).

Where the Federal Government allocates a CPI increase, as occurred this year (4%), the Commission quarantines a proportion of the increase to allocate to councils with greatest relative disadvantage based on returns against 'unsealed local roads,' 'isolation' and 'population decline' (see box to the left).

In this way, some of these councils are able to achieve slightly greater than the 5% cap, consistent with the Commission's mandate from the Government.

### Isolation Allowance Review

As part of its ongoing scrutiny of the currency and effectiveness of the Isolation Allowance, during 2022-23 the Commission has been engaged in testing and analysing various indicators of real cost impacts of isolation on councils.

# Financial Assistance Grants 2023-24

## Fact Sheet 2023



### Why refine the model?

It's important to note that the Commission is not implementing a new model. Over time, the model had become very complex with an increasing number of functions and disadvantage factors. The model had 20 expenditure functions and 47 disadvantage factors applied across 128 councils plus more than 100 individual occurrences of discretionary disadvantage factors.

The Commission has taken advice, tested the competing propositions and decided to implement the recommended refinements and improvements.

### The refined model:

- Allocates a higher proportion of grant funding to councils with greatest relative disadvantage
- Is consistent with the National Principles
- Is consistent with NSW policy of grant allocation
- Is transparent and publishable
- Is robust, statistically verifiable and auditable
- Uses best practice financial and modelling principles
- Is modern, simplified and more flexible

### General information

Funds are allocated to NSW on the basis of the National Principles under the Federal legislation - the Local Government (Financial Assistance) Act 1995. It comprises two pools of funds - the GPC and the Local Roads Component (LRC). For 2023-24 the estimated entitlement for the GPC is \$675,648,877, and the LRC is \$277,534,692 but the funds are untied. The GPC incorporates:

- Expenditure Allowance
- Revenue Allowance
- Isolation Allowance
- Pensioner Rebate Allowance
- Relative Disadvantage Allowance

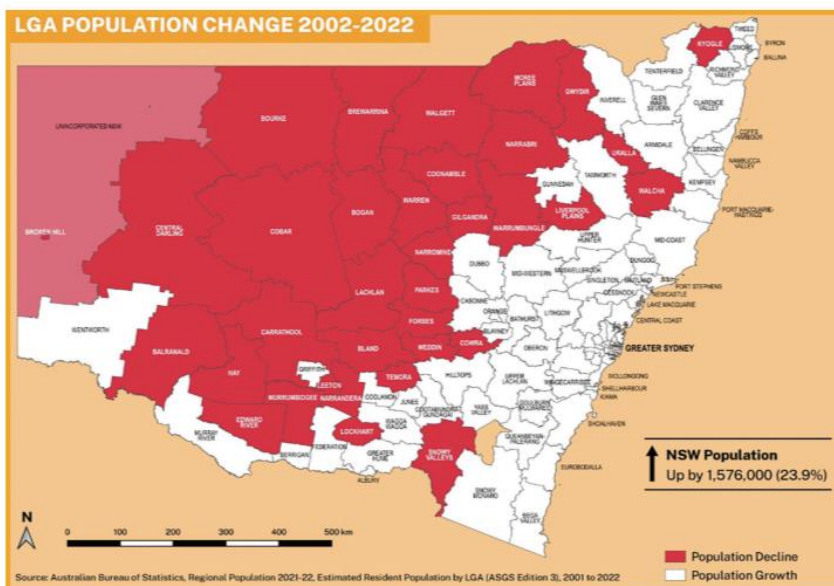
### Per capita minimum grant

The legislation provides for a per capita minimum grant. The per capita minimum for 2023-24 is \$24.85. Councils on the minimum grant generally:

- Have economies of scale
- Are geographically smaller
- Are not relatively disadvantaged
- Have greater revenue raising capacity
- Experience year on year growth

There are 10 councils on the minimum grant, all located in the Sydney area. Almost 24% of the State's population live in those council areas.

Three minimum grant councils received a higher than state average increase of 4.0%, including Camden with 16.4%, The Hills with 10.3% and Hornsby on 5.2%.



### General Purpose Component (GPC)

The GPC expenditure allowance remains based on council expenditure reported against the Financial Data Return grouped as follows:

- Administration & Governance
- Recreation & Culture
- Community Amenity
- Community Services & Education
- Roads, Bridges, Footpaths & Aerodromes
- Public Order, Health, Safety & Other

The 20 council functions are being retained but consolidated to six. The state average per capita cost for each function is still calculated by aggregating expenses (reported by all councils in their Financial Data Returns) for each function and divided by NSW's population.



# Financial Assistance Grants 2023-24

## Fact Sheet 2023



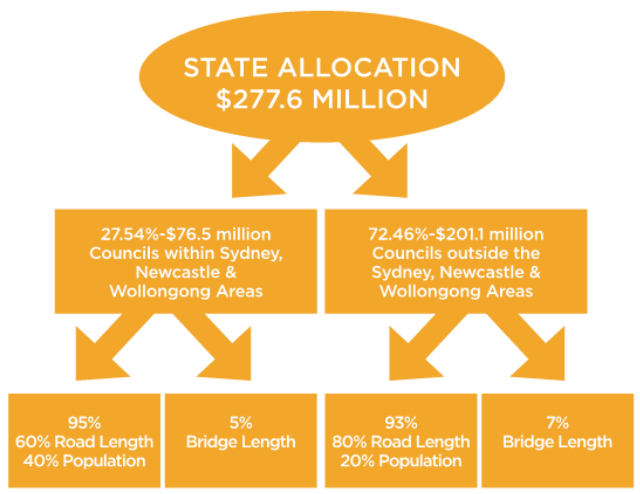
The **GPC expenditure allowance** includes five Cost Adjusters (or Disadvantage Factors/Measures) to enable the Commission to compare councils' relative disadvantage/advantage:

- Population (ABS - Total for LGA)
- Aboriginal & Torres Strait Islanders (ABS - %)
- Local road length (council - km)
- Environment (ABS - ha environmental land)
- Rainfall, topography and drainage (Consultants Willing & Partners - index)

The expenditure allowance formula is also retained:

$No. \text{ of Units (LGA Population)} \times \text{State Ave } \$\text{Cost/capita for the function} \times \text{council's disadvantage factor} = \$ \text{ expenditure allowance.}$

### Distribution of Local Roads Component 2023-24 (29% of the national pool)



### Submissions

The Commission invites council submissions annually. The purpose of a submission is to give a council the opportunity to present information on the financial impact of inherent expenditure disadvantages beyond its control that are not generally recognised in the current methodology. This allows the Commission to adequately consider all legitimate factors that affect councils' capacity to deliver services.

### Contact the NSW Local Government Grants Commission

5 O'Keeffe Ave, Nowra NSW 2541  
Locked Bag 3015, Nowra 2541  
Telephone 4428 4100  
olg@olg.nsw.gov.au

Related information:

<https://www.olg.nsw.gov.au/commissions-and-tribunals/grants-commission>  
Includes information such as prior fact sheets, Grants Commission Circulars, reports and grant schedules.

### Background and call for the review

The Independent Local Government Review Panel recommendation (Fact Sheet page 1) was supported by a number of other reviews and reports including:

#### 2008 Assessing Local Government Revenue Raising Capacity, Productivity Commission Research Report:

*"A number of councils, particularly in capital city and urban developed areas, have the means to recover additional revenue from their communities sufficient to cover their expenditures without relying on grants. However, a significant number of councils, particularly in rural (87%) and remote (95%) areas would remain dependent on grants from other spheres of government to meet their current expenditure. Given the differences in the scope to raise additional revenue across different classes of councils, there is a case to review the provision of Australian Government general purpose grants to local governments."*

#### 2010 Australia's Future Taxation System Report:

*"The current requirement that each council receives 30% of its per capita share of untied financial assistance grants may prevent state grants commissions from redistributing to councils that require greater assistance."*

#### 2013 The NSW Local Government Grants Commission submission to the Commonwealth Grants Commission Review:

*... "we have seen an increase in concerns being raised about:*

- the widening gap in revenue raising capacity for larger metropolitan councils versus smaller rural councils;
- increasing infrastructure needs;
- declining population."

#### 2014 The NSW Government's Response to the Local Government Review Panel:

*"The Government supports targeting Financial Assistance Grants to communities with the greatest need. It will ask the NSW Grants Commission to continue to identify opportunities to achieve this over time, within the constraints imposed by the national funding principles. It will also ask the Commission to ensure transitional protection for those councils with lower levels of need, to minimise the impact of any redistribution."*

#### 2017 Shifting the Dial: 5 year Productivity Commission Review:

*"The Commission's study into transitioning regional economies noted that where populations have declined in Local Government areas, related declines in revenue are hampering efforts to maintain infrastructure designed to service (and be funded) by larger populations."*

2023-24 FA GRANTS Schedule of Payments Totals													
Councils	Population 30/6/2021	2023-24 Recommended General Purpose Entitlement	2023-24 Recommended Local Roads Entitlement	2023-24 Recommended Total Entitlement	2022-23 General Purpose CPI/Pop Adjustment	2022-23 Local Roads CPI/Pop Adjustment	2022-23 Total CPI/Pop Adjustment	2023-24 General Purpose Advance Payment	2023-24 Local Roads Advance Payment	2023-24 Total Advance Payment	2023-24 General Purpose Payments	2023-24 Local Roads Payments	2023-24 Total Payments
Albury (C)	56,598	5,811,127	1,844,500	7,655,627	272,614	79,187	351,801	5,848,388	1,831,030	7,679,418	235,353	92,657	328,010
Armidale Regional	29,317	5,377,354	2,890,409	8,267,763	247,184	125,604	372,788	5,302,762	2,904,304	8,207,066	321,776	111,709	433,485
Ballina (S)	46,760	3,879,204	1,834,605	5,713,809	179,208	78,940	258,148	3,844,494	1,825,302	5,669,796	213,918	88,243	302,161
Balranald (S)	2,198	3,967,686	1,654,530	5,622,216	178,810	71,855	250,665	3,835,963	1,661,490	5,497,453	310,533	64,895	375,428
Bathurst Regional	44,074	5,228,922	2,505,234	7,734,156	241,702	111,073	352,775	5,185,158	2,568,312	7,753,470	285,466	47,995	333,461
Bayside	177,629	4,414,494	1,455,341	5,869,835	210,034	63,495	273,529	4,505,806	1,468,189	5,973,995	118,722	50,647	169,369
Bega Valley (S)	35,972	6,397,024	2,610,892	9,007,916	294,270	110,176	404,446	6,312,895	2,547,566	8,860,461	378,399	173,502	551,901
Bellingen (S)	13,219	3,777,386	1,191,567	4,968,953	172,654	51,280	223,934	3,703,908	1,185,729	4,889,637	246,132	57,118	303,250
Berrigan (S)	8,657	4,361,348	1,748,015	6,109,363	200,703	76,154	276,857	4,305,626	1,760,916	6,066,542	256,425	63,253	319,678
Blacktown (C)	410,419	14,617,567	4,604,324	19,221,891	707,626	192,475	900,101	15,180,508	4,450,545	19,631,053	144,685	346,254	490,939
Bland (S)	5,487	6,076,001	3,766,133	9,842,134	278,371	163,771	442,142	5,971,810	3,786,847	9,758,657	382,562	143,057	525,619
Blayney (S)	7,588	2,427,939	1,077,133	3,505,072	111,175	46,528	157,703	2,385,016	1,075,838	3,460,854	154,098	47,823	201,921
Blue Mountains (C)	77,905	8,658,535	1,658,519	10,317,054	406,396	72,068	478,464	8,718,304	1,666,423	10,384,727	346,627	64,164	410,791
Bogan (S)	2,455	3,888,525	1,809,477	5,698,002	174,738	78,500	253,238	3,748,602	1,815,164	5,563,766	314,661	72,813	387,474
Bourke (S)	2,350	5,883,153	2,404,695	8,287,848	263,893	104,519	368,412	5,661,218	2,416,761	8,077,979	485,828	92,453	578,281
Brewarrina (S)	1,438	4,493,402	1,634,059	6,127,461	197,798	70,947	268,745	4,243,302	1,640,466	5,883,768	447,898	64,540	512,438
Broken Hill (C)	17,567	5,932,680	603,645	6,536,325	268,768	25,984	294,752	5,765,815	600,856	6,366,671	435,633	28,773	464,406
Burwood	40,747	1,076,865	340,983	1,417,848	49,648	14,695	64,343	1,065,083	339,805	1,404,888	61,430	15,873	77,303
Byron (S)	36,398	2,557,792	1,522,885	4,080,677	119,476	65,978	185,454	2,563,081	1,525,591	4,088,672	114,187	63,272	177,459
Cabonne	13,825	3,783,167	2,570,269	6,353,436	173,400	111,440	284,840	3,719,896	2,576,816	6,296,711	236,672	104,893	341,565
Camden	127,637	3,172,078	2,174,391	5,346,469	131,888	90,232	222,120	2,829,357	2,086,428	4,915,785	474,609	178,195	652,804
Campbelltown (C)	180,231	8,961,733	2,319,550	11,281,283	433,831	99,030	532,861	9,306,863	2,289,881	11,596,744	88,701	128,699	217,400
Canada Bay (C)	89,139	2,281,995	759,029	3,041,024	110,470	34,117	144,587	2,369,878	788,859	3,158,737	22,587	4,287	26,874
Canterbury-Bankstown	371,726	9,238,256	3,267,955	12,506,211	435,832	142,064	577,896	9,349,776	3,284,932	12,634,708	324,312	125,087	449,399
Carrathool (S)	2,824	5,090,148	2,917,424	8,007,572	230,698	126,515	357,213	4,949,093	2,925,404	7,874,497	371,753	118,535	490,288
Central Coast	348,930	24,806,634	5,481,946	30,288,580	1,164,335	237,687	1,402,022	24,978,156	5,495,982	30,474,138	992,813	223,651	1,216,464
Central Darling (S)	1,745	5,803,838	1,994,345	7,798,183	260,591	86,599	347,190	5,590,378	2,002,427	7,592,805	474,051	78,517	552,568
Cessnock (C)	65,780	6,448,245	2,315,426	8,763,671	302,387	96,429	398,816	6,487,030	2,229,684	8,716,714	263,602	182,171	445,773
Clarence Valley	54,580	8,987,974	4,107,857	13,095,831	420,826	176,940	597,766	9,027,861	4,091,350	13,119,211	380,939	193,447	574,386
Cobar (S)	4,052	5,474,888	2,147,663	7,622,551	249,346	93,454	342,800	5,349,151	2,160,911	7,510,062	375,083	80,206	455,289
Coffs Harbour (C)	79,598	6,181,259	2,808,634	8,989,893	288,825	121,071	409,896	6,196,092	2,799,502	8,995,594	273,992	130,203	404,195
Coolamon (S)	4,463	3,187,054	1,612,516	4,799,570	146,735	69,841	216,576	3,147,873	1,614,915	4,762,788	185,916	67,442	253,358
Coonamble (S)	3,823	3,701,748	2,047,522	5,749,270	167,591	80,060	247,651	3,595,274	1,851,212	5,446,486	274,065	276,370	550,435
Cootamundra-Gundagai Regional	11,394	4,682,696	1,957,740	6,640,436	216,190	84,667	300,857	4,637,867	1,957,728	6,595,595	261,019	84,679	345,698
Cowra (S)	12,690	4,198,641	1,812,677	6,011,318	192,183	78,745	270,928	4,122,858	1,820,799	5,943,657	267,966	70,623	338,589
Cumberland	237,129	6,972,737	2,195,743	9,168,480	337,545	92,619	430,164	7,241,270	2,141,608	9,382,878	69,012	146,754	215,766
Dubbo Regional	55,843	9,434,508	4,277,347	13,711,855	442,055	184,179	626,234	9,483,291	4,258,723	13,742,014	393,272	202,803	596,075
Dungog (S)	9,707	2,279,224	1,159,439	3,438,663	104,376	50,088	154,464	2,239,141	1,158,154	3,397,295	144,459	51,373	195,832
Edward River	8,454	5,092,560	1,894,834	6,987,394	235,754	82,832	318,586	5,057,577	1,915,324	6,972,901	270,737	62,342	333,079
Eurobodalla (S)	40,732	6,518,101	2,106,658	8,624,759	301,362	90,207	391,569	6,465,048	2,085,846	8,550,894	354,415	111,019	465,434
Fairfield (C)	206,644	8,082,320	2,090,125	10,172,445	391,259	90,461	481,720	8,393,584	2,091,679	10,485,263	79,995	88,907	168,902
Federation	12,852	5,695,862	2,802,861	8,498,723	265,653	121,176	386,829	5,698,990	2,801,926	8,500,916	262,525	122,111	384,636
Forbes (S)	9,342	4,543,145	2,418,878	6,962,023	208,983	105,447	314,430	4,483,248	2,438,224	6,921,472	268,880	86,101	354,981
Georges River	153,055	3,803,773	1,356,062	5,159,835	183,426	59,439	242,865	3,934,997	1,374,391	5,309,388	52,202	41,110	93,312
Gilgandra (S)	4,300	3,463,185	1,679,732	5,142,917	158,378	72,780	231,158	3,397,640	1,682,863	5,080,503	223,923	69,649	293,572
Glen Innes Severn	8,935	3,738,839	1,716,610	5,455,449	170,541	73,996	244,537	3,658,571	1,710,993	5,369,564	250,809	79,613	330,422
Goulburn Mulwaree	32,394	4,276,636	2,253,608	6,530,244	197,006	97,755	294,761	4,226,307	2,260,364	6,486,671	247,335	90,999	338,334
Greater Hume (S)	11,238	4,239,663	2,626,032	6,865,695	194,851	113,610	308,461	4,180,085	2,626,974	6,807,059	254,429	112,668	367,097
Griffith (C)	26,994	5,125,940	1,948,186	7,074,126	234,378	87,673	322,051	5,028,046	2,027,259	7,055,305	332,272	8,600	340,872
Gunnedah (S)	13,125	3,908,859	2,013,850	5,922,709	178,868	87,046	265,914	3,837,200	2,012,744	5,849,944	250,527	88,152	338,679
Gwydir (S)	4,915	3,810,578	2,724,219	6,534,797	172,983	101,221	274,204	3,710,963	2,340,477	6,051,440	272,598	484,963	757,561

2023-24 FA GRANTS Schedule of Payments Totals													
		2023-24	2023-24	2023-24	2022-23	2022-23	2022-23	2023-24	2023-24	2023-24	2023-24	2023-24	2023-24
Hawkesbury (C)	67,815	2,950,542	2,094,603	5,045,145	142,794	91,389	234,183	3,063,318	2,113,174	5,176,492	30,018	72,818	102,836
Hay (S)	2,828	3,219,970	1,010,007	4,229,977	145,321	43,901	189,222	3,117,532	1,015,100	4,132,632	247,759	38,808	286,567
Hills (S)	19,228	4,947,019	2,636,616	7,583,635	217,162	111,084	328,246	4,658,710	2,568,551	7,227,261	505,471	179,149	684,620
Hilltops	199,056	6,553,927	3,506,473	10,060,400	304,963	152,250	457,213	6,542,285	3,520,450	10,062,735	316,605	138,273	454,878
Hornsby (S)	151,713	3,770,459	1,748,297	5,518,756	173,561	75,540	249,101	3,723,350	1,746,699	5,470,049	220,670	77,138	297,808
Hunters Hill (M)	13,416	418,056	148,804	566,860	19,274	6,722	25,996	413,483	155,516	568,999	23,847	10	23,857
Inner West	182,886	4,752,436	1,600,449	6,352,885	230,062	72,129	302,191	4,935,461	1,667,807	6,603,268	47,037	4,771	51,808
Inverell (S)	17,943	5,152,810	2,773,021	7,925,831	235,806	120,076	355,882	5,058,688	2,776,495	7,835,183	329,928	116,602	446,530
Junee (S)	6,453	2,570,285	1,145,899	3,716,184	117,694	50,594	168,288	2,524,850	1,169,895	3,694,745	163,129	26,598	189,727
Kempsey (S)	31,118	5,407,819	2,369,306	7,777,125	248,698	101,540	350,238	5,335,258	2,347,874	7,683,132	321,259	122,972	444,231
Kiama (M)	22,925	1,555,812	612,434	2,168,246	71,480	27,060	98,540	1,533,437	625,681	2,159,118	93,855	13,813	107,668
Ku-ring-gai	124,108	3,084,373	1,382,598	4,466,971	145,752	60,320	206,072	3,126,779	1,394,771	4,521,550	103,346	48,147	151,493
Kyogle	9,418	3,802,159	1,998,010	5,800,169	172,707	86,049	258,756	3,705,042	1,989,700	5,694,742	269,824	94,359	364,183
Lachlan (S)	6,131	7,596,226	4,237,613	11,833,839	348,164	183,758	531,922	7,469,061	4,249,000	11,718,061	475,329	172,371	647,700
Lake Macquarie (C)	216,428	15,671,325	3,499,103	19,170,428	735,521	149,962	885,483	15,778,927	3,467,547	19,246,474	627,919	181,518	809,437
Lane Cove (M)	40,028	1,059,187	353,096	1,412,283	49,089	15,306	64,395	1,053,098	353,936	1,407,034	55,178	14,466	69,644
Leeton (S)	11,434	4,454,842	1,307,417	5,762,259	202,794	56,605	259,399	4,350,475	1,308,883	5,659,358	307,161	55,139	362,300
Lismore (C)	44,202	5,281,644	2,439,566	7,721,210	243,388	105,616	349,004	5,221,327	2,442,124	7,663,451	303,705	103,058	406,763
Lithgow (C)	20,810	4,485,790	1,568,617	6,054,407	206,168	68,760	274,928	4,422,871	1,589,908	6,012,779	269,087	47,469	316,556
Liverpool (C)	239,430	7,098,560	2,958,642	10,057,202	343,636	127,005	470,641	7,371,931	2,936,692	10,308,623	70,265	148,955	219,220
Liverpool Plains (S)	7,655	3,229,373	1,715,498	4,944,871	147,233	74,586	221,819	3,158,556	1,724,618	4,883,174	218,050	65,466	283,516
Lockhart (S)	3,365	2,946,888	1,686,139	4,633,027	135,585	72,994	208,579	2,908,659	1,687,840	4,596,499	173,814	71,293	245,107
Lord Howe Island (Bd)	445	330,750	-	330,750	15,388	-	15,388	330,121	-	330,121	16,017	-	16,017
Maitland (C)	93,497	6,547,063	1,826,481	8,373,544	307,252	77,485	384,737	6,591,402	1,791,686	8,383,088	262,913	112,280	375,193
Mid-Coast	97,090	14,978,476	6,785,682	21,764,158	691,843	293,607	985,450	14,841,931	6,789,010	21,630,941	828,388	290,279	1,118,667
Mid-Western Regional	25,760	5,319,549	3,077,415	8,396,964	243,692	133,439	377,131	5,227,865	3,085,479	8,313,344	335,376	125,375	460,751
Moree Plains (S)	12,850	6,361,591	3,605,467	9,967,058	293,003	156,372	449,375	6,285,722	3,615,724	9,901,446	368,872	146,115	514,987
Mosman (M)	28,100	822,046	278,657	1,100,703	39,795	12,435	52,230	853,704	287,547	1,141,251	8,137	3,545	11,682
Murray River	13,007	6,779,601	3,681,486	10,461,087	313,583	158,568	472,151	6,727,205	3,666,532	10,393,737	365,979	173,522	539,501
Murrumbidgee	3,559	3,876,280	2,040,076	5,916,356	176,832	88,774	265,606	3,793,521	2,052,704	5,846,225	259,591	76,146	335,737
Muswellbrook (S)	16,516	3,419,346	1,126,109	4,545,455	156,904	49,318	206,222	3,366,013	1,140,363	4,506,376	210,237	35,064	245,301
Nambucca Valley	20,571	3,639,089	1,549,927	5,189,016	167,112	66,055	233,167	3,585,008	1,527,377	5,112,385	221,193	88,605	309,798
Narrabri (S)	12,692	6,153,145	2,930,399	9,083,544	285,259	127,379	412,638	6,119,586	2,945,364	9,064,950	318,818	112,414	431,232
Narrandera (S)	5,702	4,171,676	1,978,586	6,150,032	192,581	85,942	278,523	4,131,389	1,987,231	6,118,620	232,868	77,067	309,935
Narromine (S)	6,425	3,791,647	1,809,156	5,600,803	175,571	78,378	253,949	3,766,483	1,812,320	5,578,803	200,735	75,214	275,949
Newcastle (C)	171,316	12,040,279	2,217,202	14,257,481	565,126	95,707	660,833	12,123,497	2,213,023	14,336,520	481,908	99,886	581,794
North Sydney	69,256	1,753,671	571,125	2,324,796	84,894	25,513	110,407	1,821,208	589,917	2,411,125	17,357	6,721	24,078
Northern Beaches	263,090	6,538,410	2,676,103	9,214,513	313,474	117,461	430,935	6,724,883	2,716,024	9,440,907	127,001	77,540	204,541
Oberon	5,569	2,414,600	1,206,507	3,621,107	110,124	52,129	162,253	2,362,466	1,205,329	3,567,795	162,258	53,307	215,565
Orange (C)	43,906	4,329,149	1,497,912	5,827,061	199,510	64,245	263,755	4,280,031	1,485,530	5,765,561	248,628	76,627	325,255
Parkes (S)	14,342	5,404,450	2,655,471	8,059,921	249,021	115,450	364,471	5,342,172	2,669,541	8,011,713	311,299	101,380	412,679
Parramatta (C)	259,878	7,980,620	2,451,007	10,431,627	386,336	106,015	492,351	8,287,968	2,451,360	10,739,328	78,988	105,662	184,650
Penrith (C)	220,786	9,270,381	3,211,415	12,481,796	448,772	138,905	587,677	9,627,392	3,211,874	12,839,266	91,761	138,446	230,207
Port Macquarie-Hastings	88,145	7,393,735	3,755,135	11,148,870	364,893	162,126	509,019	7,441,799	3,748,792	11,190,591	298,829	168,469	467,298
Port Stephens	76,540	6,324,208	1,560,547	7,884,755	296,629	67,173	363,802	6,363,493	1,553,213	7,916,706	257,344	74,507	331,851
Queanbeyan-Palerang Regional	64,189	4,279,177	3,207,060	7,486,237	200,443	136,308	336,751	4,300,056	3,151,829	7,451,885	179,564	191,539	371,103
Randwick (C)	135,742	3,651,848	1,145,110	4,796,958	176,783	51,761	228,544	3,792,488	1,196,867	4,989,355	36,143	4	36,147
Richmond Valley	23,671	4,488,062	1,967,270	6,455,332	206,320	85,224	291,544	4,426,120	1,970,601	6,396,721	268,262	81,893	350,155
Ryde (C)	130,953	3,254,487	1,171,379	4,425,866	152,971	51,195	204,166	3,281,643	1,183,797	4,465,440	125,815	38,777	164,592
Shellharbour (C)	78,256	4,986,478	1,288,581	6,275,059	234,024	52,059	286,083	5,020,455	1,203,772	6,224,227	200,047	136,868	336,915
Shoalhaven (C)	109,418	10,373,915	4,421,462	14,795,377	486,844	191,911	678,755	10,444,135	4,437,477	14,881,612	416,624	175,896	592,520
Silverton (VC)	35	41,700	-	41,700	1,940	-	1,940	41,621	-	41,621	2,019	-	2,019
Singleton	25,075	3,183,769	1,690,544	4,874,313	146,373	71,900	218,273	3,140,097	1,662,548	4,802,645	190,045	99,896	289,941
Snowy Monaro Regional	21,791	8,311,330	3,482,991	11,794,321	385,469	148,854	534,323	8,269,369	3,441,947	11,711,316	427,430	189,898	617,328

2023-24 FA GRANTS Schedule of Payments Totals													
		2023-24	2023-24	2023-24	2022-23	2022-23	2022-23	2023-24	2023-24	2023-24	2023-24	2023-24	2023-24
Snowy Valleys	14,884	5,532,284	1,738,628	<b>7,270,912</b>	253,995	74,974	<b>328,969</b>	5,448,879	1,733,610	<b>7,182,489</b>	337,400	79,992	<b>417,392</b>
Strathfield (M)	46,129	1,183,222	369,607	<b>1,552,829</b>	57,279	16,260	<b>73,539</b>	1,228,790	375,949	<b>1,604,739</b>	11,711	9,918	<b>21,629</b>
Sutherland (S)	231,723	5,758,856	2,505,027	<b>8,263,883</b>	269,814	108,665	<b>378,479</b>	5,788,250	2,512,606	<b>8,300,856</b>	240,420	101,086	<b>341,506</b>
Sydney (C)	217,748	5,763,024	1,629,904	<b>7,392,928</b>	278,984	73,676	<b>352,660</b>	5,984,968	1,703,576	<b>7,688,544</b>	57,040	4	<b>57,044</b>
Tamworth Regional	64,459	7,539,184	5,354,096	<b>12,893,280</b>	347,143	230,694	<b>577,837</b>	7,447,167	5,334,265	<b>12,781,432</b>	439,160	250,525	<b>689,685</b>
Temora (S)	5,993	3,111,530	1,636,425	<b>4,747,955</b>	141,457	71,601	<b>213,058</b>	3,034,635	1,655,618	<b>4,690,253</b>	218,352	52,408	<b>270,760</b>
Tenterfield (S)	6,877	4,250,359	2,077,575	<b>6,327,934</b>	193,960	89,798	<b>283,758</b>	4,160,974	2,076,415	<b>6,237,389</b>	283,345	90,958	<b>374,303</b>
Tibooburra (VC)	95	93,642	-	<b>93,642</b>	4,357	-	<b>4,357</b>	93,464	-	<b>93,464</b>	4,535	-	<b>4,535</b>
Tweed (S)	97,718	9,079,084	3,601,882	<b>12,680,966</b>	425,733	158,488	<b>584,221</b>	9,133,133	3,664,694	<b>12,797,827</b>	371,684	95,676	<b>467,360</b>
Upper Hunter (S)	14,292	4,085,900	2,440,371	<b>6,526,271</b>	186,686	105,738	<b>292,424</b>	4,004,933	2,444,943	<b>6,449,876</b>	267,653	101,166	<b>368,819</b>
Upper Lachlan (S)	8,539	3,755,923	2,385,306	<b>6,141,229</b>	171,479	103,316	<b>274,795</b>	3,678,698	2,388,970	<b>6,067,668</b>	248,704	99,652	<b>348,356</b>
Uralla (S)	5,980	2,208,497	1,163,909	<b>3,372,406</b>	100,815	50,405	<b>151,220</b>	2,162,764	1,165,513	<b>3,328,277</b>	146,548	48,801	<b>195,349</b>
Wagga Wagga (C)	68,227	8,208,147	4,118,260	<b>12,326,407</b>	384,992	177,413	<b>562,405</b>	8,259,136	4,102,306	<b>12,361,442</b>	334,003	193,367	<b>527,370</b>
Walcha	2,999	2,109,590	1,179,574	<b>3,289,164</b>	94,669	51,233	<b>145,902</b>	2,030,911	1,184,675	<b>3,215,586</b>	173,348	46,132	<b>219,480</b>
Walgett (S)	5,513	6,015,041	2,442,648	<b>8,457,689</b>	273,811	106,181	<b>379,992</b>	5,873,988	2,455,222	<b>8,329,210</b>	414,864	93,607	<b>508,471</b>
Warren (S)	2,577	2,580,822	1,299,191	<b>3,880,013</b>	117,511	56,460	<b>173,971</b>	2,520,924	1,305,507	<b>3,826,431</b>	177,409	50,144	<b>227,553</b>
Warrumbungle (S)	9,244	5,976,921	3,070,377	<b>9,047,298</b>	275,646	133,088	<b>408,734</b>	5,913,365	3,077,355	<b>8,990,720</b>	339,202	126,110	<b>465,312</b>
Waverley	69,218	1,730,618	518,767	<b>2,249,385</b>	83,778	23,049	<b>106,827</b>	1,797,267	532,958	<b>2,330,225</b>	17,129	8,858	<b>25,987</b>
Weddin (S)	3,604	2,462,580	1,267,405	<b>3,729,985</b>	110,895	54,967	<b>165,862</b>	2,379,005	1,270,972	<b>3,649,977</b>	194,470	51,400	<b>245,870</b>
Wentworth (S)	7,555	5,208,794	2,184,290	<b>7,393,084</b>	241,934	94,856	<b>336,790</b>	5,190,145	2,193,340	<b>7,383,485</b>	260,583	85,806	<b>346,389</b>
Willoughby (C)	75,409	1,892,705	705,200	<b>2,597,905</b>	91,625	31,279	<b>122,904</b>	1,965,596	723,273	<b>2,688,869</b>	18,734	13,206	<b>31,940</b>
Wingecarribee (S)	52,779	3,786,752	2,426,368	<b>6,213,120</b>	177,079	104,987	<b>282,066</b>	3,798,828	2,427,619	<b>6,226,447</b>	165,003	103,736	<b>268,739</b>
Wollondilly (S)	55,811	2,790,317	1,726,386	<b>4,516,703</b>	130,955	73,877	<b>204,832</b>	2,809,332	1,708,207	<b>4,517,539</b>	111,940	92,056	<b>203,996</b>
Wollongong (C)	216,290	18,809,215	3,066,739	<b>21,875,954</b>	882,822	132,568	<b>1,015,390</b>	18,938,937	3,065,330	<b>22,004,267</b>	753,100	133,977	<b>887,077</b>
Woollahra (M)	53,487	1,391,289	505,216	<b>1,896,505</b>	67,351	22,835	<b>90,186</b>	1,444,870	527,996	<b>1,972,866</b>	13,770	55	<b>13,825</b>
Yass Valley	17,377	2,291,263	1,747,227	<b>4,038,490</b>	104,850	75,839	<b>180,689</b>	2,249,306	1,753,631	<b>4,002,937</b>	146,807	69,435	<b>216,242</b>
<b>TOTALS</b>	<b>8,155,963</b>	<b>675,648,877</b>	<b>277,534,692</b>	<b>953,183,569</b>	<b>31,434,847</b>	<b>11,979,830</b>	<b>43,414,677</b>	<b>674,363,305</b>	<b>277,007,102</b>	<b>951,370,407</b>	<b>32,720,419</b>	<b>12,507,420</b>	<b>45,227,839</b>



APPENDIX A  
LOCAL GOVERNMENT GRANTS COMMISSION 2023-24 FINANCIAL ASSISTANCE GRANTS

## Leeton (S) Council Appendix A

### General Purpose Component

#### Expenditure Allowance

Expenditure Functions	State ave cost per capita
Recreation and cultural	\$237.99
Admin and governance	\$279.03
Education and community	\$66.63
Roads, bridges, footpaths and aerodromes	\$216.11
Public order, safety, health and other	\$205.84
Housing amenity	\$77.49

Recreation and cultural			
Pop <SS = relative disadvantage Pop >SS = 0 ATSI <SS = 0 ATSI >SS = relative disadvantage			
Disadvantage Measure	LGA measure	State Std (SS)	Weighted DF%
Population	11,434	63,714	23.2%
Aboriginal & Torres Strait Islander	7.2%	3.4%	9.3%

Admin and governance			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,434	63,714	70.6%

Education and community			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,434	63,714	67.1%

Roads, bridges, footpaths and aerodromes			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,434	63,714	126.7%
Road Length	878	1,159	0.0%

Public order, safety, health and other			
RTD <SS = 0 RTD >SS = relative disadvantage Env <SS = 0 Env >SS = relative disadvantage			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,434	63,714	50.5%
Rainfall, topography and drainage index	137%	161%	0.0%
Environment (Ha of environmental lands)	8,306	55,494	0.0%

Housing amenity			
Disadvantage Measure	LGA Std	State Std	Weighted DF%
Population	11,434	63,714	13.1%

#### Isolation Allowance

Outside the Greater Statistical Area	Yes
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**APPENDIX A**  
**LOCAL GOVERNMENT GRANTS COMMISSION 2023-24 FINANCIAL ASSISTANCE GRANTS**

**Pensioner Rebate Allowance**

PR <SS = relative disadvantage (+ allowance)	
PR >SS = relative advantage (- allowance)	
LGA % Pensioner Rebates (PR) Res Props:	21.4%
State Standard (SS) % PR	14.6%

**Revenue Allowance**

Revenue Allowance	
CV <SS = relative disadvantage (+ allowance)	
CV >SS = relative advantage (- allowance)	
No. of Urban Properties:	4,511
Standard Value Per Property:	\$483,497
Council Value (CV):	\$72,523

No. of Non-urban Properties:	819
Standard Value Per Property:	\$887,956
Council Value (CV):	\$376,942

**Relative Disadvantage Allowance**

Unsealed roads; Isolation; Population Decline	\$56,241
Special Submission/other adjustments	\$0

<b>Total General Purpose Grant</b>	<b>\$4,454,842</b>
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**Local Roads Component**

Population:	11,434
Local Road Length (km):	878
Length of Bridges on Local Roads (m):	195

Road/Population Allowance:	\$1,287,966
Bridge Length Allowance:	\$19,672
Local Roads Total:	\$1,307,638

<b>Total Grant</b>	<b>\$5,762,480</b>
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**Quarterly Instalments Payable in 2023-24 for 2023-24 FA Grants**

	August 2023	
GPC	\$76,790.00	
LRC	\$13,840.00	\$90,630.00
	November 2023	
GPC	\$76,790.00	
LRC	\$13,840.00	\$90,630.00
	February 2024	
GPC	\$76,790.00	
LRC	\$13,840.00	\$90,630.00
	May 2024	
GPC	\$76,790.00	
LRC	\$13,840.00	\$90,630.00
	TOTAL	
GPC	\$307,160.00	
LRC	\$55,360.00	\$362,520.00

## OPERATIONAL MATTERS

### **ITEM 7.8 LEETON LANDFILL AND RECYCLING CENTRE OPERATIONAL HOURS**

<b>RECORD NUMBER</b>	23/238
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Manager Environmental Sustainability
<b>APPROVER/S</b>	Director Operations

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### SUMMARY/PURPOSE

The purpose of this report is to present Council with the Landfill site usage data and seek Council's approval to refine the landfill operational hours to better align with ratepayer usage of the site.

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### RECOMMENDATION

THAT Council endorses uniformed operational hours across the year for the Leeton Landfill and Recycling Centre of 8.00am to 4.40pm to align with the operational demands of the site.

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### REPORT

#### **(a) Background**

The Leeton Landfill and Recycling Centre is open 7 days per week excluding certain public holidays. The operational hours currently interchange between summer and winter periods. During the winter months the site operates from 8.00am to 4.40pm a total of 8 hours and 40 minutes. In the summer months the site operates from 9.00am to 5.40pm for a total of 8 hours and 40 minutes.

In December 2022, Landfill Staff advised management of a lack of site presentations during the periods of 4.30pm and 5.40pm. Staff recommended the site would benefit from earlier opening hours during the summer months as more presentations occur in the mornings opposed to the afternoons. Staff often observe a lineup of customers at the front gate prior to opening. This is particularly amplified in the summer months when the operational hours shift towards a later start.

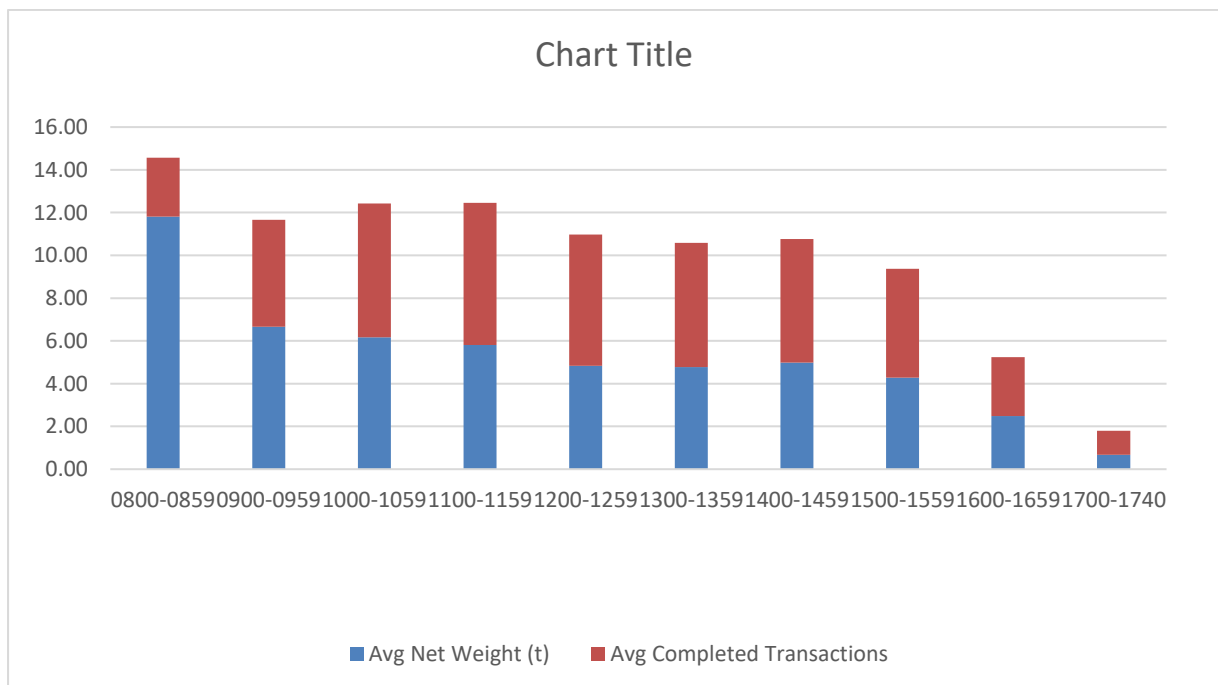
Following this request management has been monitoring the transaction data available in the Mandalay landfill system to identify trends in site usage. The data analyses have identified minimal transactions occurring during the afternoon periods and provide sound evidence for a uniform set of operational hours year-round at the landfill to better align with the presentations observed on site. The refinement of the operational hours should better support the community's usage of the site based on the factual data we have seen over an extensive period.

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**(b) Discussion**

Typically, staff will provide access to the site earlier than the official opening time rather than have patrons wait for the site to open. It has been noted patrons arrive onsite prior to the opening times daily. This is amplified in the summer months when the opening hours move back by one hour from 8:00am to 9:00am. Furthermore, the average weights received in the mornings is on average significantly higher than the weights seen in the afternoons during the period for the site (4.40pm to 5.40pm).

The data shows the period of 4.40pm to 5.40pm to not be feasible when compared to 8.00am to 9.00am based on real life demand. Financially, the cost to operate the site in comparison to the revenue generated adds additional weight in support of the earlier starts each day. The periods between 8:00am and 9:00am on average would generate \$1558.92 in comparison to the afternoon periods which would on average generate \$285.12.



Graph above shows the average tonnage and transaction data received over the previous 12-month period for each operational hour.

Time	Average Net Weight (t)	Average completed transactions
0800-0859	11.81	2.8
0900-0959	6.66	5.01
1000-1059	6.16	6.27
1100-1159	5.81	6.65
1200-1259	4.83	6.15
1300-1359	4.78	5.80
1400-1459	4.99	5.77
1500-1559	4.28	5.09
1600-1659	2.49	2.74
1700-1740	0.67	1.12

Table above shows the average tonnage and transaction data received over the previous 12-month period for each operational hour.

Finally, during the summer months the weather can exceed 40 degrees. The later starts onsite pose challenges to maintaining the external components of the site. An earlier start in the mornings of the summer months will provide greater opportunity for staff to conduct site work whilst avoiding the majority of the extreme summer weather.

### **(c) Options**

THAT Council:

1. Endorses uniform public operational hours across the year for the Leeton Landfill and Recycling Centre of 8.00am to 4.40pm to better align with the operational demands of the site. ***This is the recommended option.***
2. Does not endorse uniformed operational hours across the year for the Leeton Landfill and Recycling Centre of 8.00am to 4.40pm and the seasonal shift remains in place.

### **IMPLICATIONS TO BE ADDRESSED**

#### **(a) Financial**

The adjustment in operational hours will require some changes to site signage and the Council website, this can be completed in house within existing budgets.

#### **(b) Policy**

Leeton Shire Council's Delivery Program 2022–2025 and Operational Plan 2023/24.

#### **(c) Legislative/Statutory**

*Local Government Act 1993*  
*Local Government (General) Regulations 2021*  
*Work Health and Safety Act 2011*  
*Work Health and Safety Regulations 2011*

#### **(d) Risk**

WHS – Staff will be able to complete manual site works earlier in the day in summer when it is less hot.

Customer confusion – having standard hours throughout the year will reduce customer confusion about opening and closing times.

If the recommendation is endorsed, there will be increased advertising in Council noticeboard and on social media about the revised summer hours.

## **CONSULTATION**

### **(a) External**

MRA Consulting Group  
Mandalay landfill technologies  
Riverina and Murray Joint Organisation Waste Group

### **(b) Internal**

General Manager  
Waste and Recycling Coordinator  
Landfill Supervisor  
Landfill Staff

## **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 4 - A quality environment within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 8 - Environmental Sustainability and Emergency Services - DELIVERY PROGRAM ACTIVITY 8.1 - Deliver recycling and solid waste management services, including: re-use, recycling, kerbside collection and landfilling; planning for food and organic waste services (FOGO) - OPERATIONAL PLAN ACTIVITY 8.1.1 - Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life and minimise nuisance".

## **ATTACHMENTS**

There are no attachments for this report.

**ITEM 7.9      EXPRESSION OF INTEREST AND LANDFILL RECYCLING SHOP LEASE AGREEMENT**

<b>RECORD NUMBER</b>	23/240
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Waste and Recycling Coordinator
<b>APPROVER/S</b>	Manager Environmental Sustainability

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**SUMMARY/PURPOSE**

The purpose of this report is to provide Council with the findings and recommendations regarding the expressions of interest received for the management of the recycling shop at the Leeton Landfill and Recycling Centre.

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**RECOMMENDATION**

THAT Council:

1. Accepts the proposal from Resource Recovery Australia, noting Council's weekly contribution of \$125.
2. Enters into a 3-year lease agreement with an option for a 1-year extension.

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**REPORT**

**(a) Background**

Council's previous lease for the recycling shop expired on 30 June 2023. Council initiated an Expression of Interest (EOI) for non-for-profit organisations for the operation of the recycling shop at the Leeton Landfill and Recycling Centre. The expression of interest ran for 28 days and was advertised numerous times on Council Facebook page, Council's website, and Council's Noticeboard in the Irrigator.

**(b) Discussion**

On 27 July 2023, the EOI submission period concluded. Council received one EOI from Resource Recovery Australia (RRA) and subsequent reviews were conducted.

On 11 August 2023, Council staff conducted an interview with RRA which highlighted RRA's comprehensive understanding of second-hand recycling shop operations and management. RRA is presently managing recycling shops at multiple Council landfill sites across NSW.

RRA is a not-for-profit social enterprise that collaborates with Councils across Australia. Their objective is to divert waste from landfills while creating employment

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and training opportunities for individuals facing employment barriers. With over 32 years of experience, RRA has successfully managed various waste reduction initiatives, including reuse shops, transfer stations, community recycling centers, container deposit scheme depot operations, as well as community engagement workshops and events.

RRA's EOI and proposal (**Attachment 1**) aligns with Council's goals, emphasizing job creation and waste diversion. The proposal also necessitates minor infrastructure adjustments to enhance foot traffic flow and site safety. These changes will be made operationally within existing resources and capacities.

### **(c) Options**

THAT Council:

1. Endorses the proposed lease agreement with Resource Recovery Australia.  
***This is the recommended option.***
2. Declines the proposal put forth by Resource Recovery Australia and chooses not to reopen the recycling shop.

### **IMPLICATIONS TO BE ADDRESSED**

#### **(a) Financial**

The previous tenant of the recycling shop received a Council contribution of \$50 per week. RRA has proposed a retainer of \$125 per week to assist with better resource recovery outcomes including providing people with barriers with jobs, ongoing training and development opportunities, which management is recommending gets supported.

During 2022/23 the previous tenant successfully recycled and sold 93.03 tonnes of landfill material which resulted in Council receiving in a cost saving of \$14,787 for the year.

With RRA's extensive operational experience, Council is forecasting a minimum of 180 tonnes of landfill material will be recycled and sold, resulting in Council receiving an estimated cost saving of \$23,760 per year.

#### **(b) Policy**

Federal Government's 2050 Net Zero Target  
New South Wales Government's Emissions Reduction Plan 2020 – 2030.  
NSW Waste and Sustainable Materials Strategy 2041

Procurement Policy  
Waste Management Strategy

#### **(c) Legislative/Statutory**

Local Government Act 1993  
Local Government (General) Regulation 2021



Environmental Protection Authority, Environmental Guidelines: Solid Waste Landfills

#### **(d) Risk**

Financial - If Leeton Landfill and Recycle Centre doesn't operate a reuse shop at the landfill, additional waste will enter the landfill. This will ultimately reduce the life of the landfill, which is a more expensive waste management option compared to recycling.

Contractual Performance – To ensure RRA is operating as per the proposal and to Council's standards, Council has included in the agreement requirements specifically related to contract performance measurement including:

- providing Council with monthly and year-end reports,
- information on the quantities of waste received and sold at the recycling shop,
- information of the volumes of material sold based on weight, and
- information on details regarding the dates of both incoming and outgoing transactions.

### **CONSULTATION**

#### **(a) External**

Once lease is confirmed, RRA will liaise with Leeton's not-for-profit agencies who may be seeking meaningful job opportunities for their clients/ members

#### **(b) Internal**

General Manager  
Director Operations

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 4 - A quality environment within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 8 - Environmental Sustainability and Emergency Services - DELIVERY PROGRAM ACTIVITY 8.1 - Deliver recycling and solid waste management services, including: re-use, recycling, kerbside collection and landfilling; planning for food and organic waste services (FOGO) - OPERATIONAL PLAN ACTIVITY 8.1.1 - Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life and minimise nuisance"

### **ATTACHMENTS**

- 1 Expression of Interest and Proposal - Resource Recovery Australia

26/07/2023  
Mr Guy Retallick  
Waste and Recycling Coordinator  
Leeton Shire Council  
23-25 Chelmsford Place  
Leeton NSW 2705

Dear Mr Retallick and the Waste and Recycling Team,

**RE: EXPRESSION OF INTEREST MANAGEMENT OF THE LANDFILL RECYCLING SHOP**

Resource Recovery Australia (RRA) is pleased to provide this Expression of Interest (EOI) submission for the Management of the Landfill Recycling Shop.

Our responses provide information about our organisation, our experience and our capability in total management and operations of waste management facilities including our specialist experience in reuse shop operations.

As a not-for-profit social enterprise, we work with councils across Australia to divert waste from landfill to create employment and training opportunities for individuals experiencing barriers to work.

RRA is eager to work with Leeton Shire Council to achieve these goals. Our experience spans over 32 years and includes reuse shops, transfer stations, community recycling centres, and container deposit scheme depot operations as well as a range of community engagement workshops and events.

Should there be anything that you wish to discuss, please do not hesitate to contact us. We would be delighted to discuss this submission further and look forward to your response.

Sincerely,

Steven Glendenning  
New South Wales Manager  
Resource Recovery Australia  
M: 0407 898 246  
E: [steven.glendenning@resourcerecovery.org.au](mailto:steven.glendenning@resourcerecovery.org.au)

**#WASTE2WAGES**

Resource Recovery Australia | Ph: (02) 6555 8922 | ABN 90 746 695 414

**A SUBMISSION TO LEETON SHIRE COUNCIL**

# EXPRESSION OF INTEREST FOR MANAGEMENT OF THE LANDFILL RECYCLING SHOP

Resource Recovery Australia is a not-for-profit social enterprise that transforms #WASTE2WAGES. Our outcomes in job creation, waste reduction and community engagement are underpinned by operational excellence. In FY 21/22, we helped divert 9,270 tonnes of waste from landfill and provided employment and training opportunities for 183 people.

**PREPARED BY**  
Resource Recovery Australia  
Level 2 Bridgepoint,  
1 Manning Street  
Tuncurry NSW 2428

**PREPARED FOR**  
Leeton Shire council  
23-25 Chelmsford Place  
Leeton NSW 2705

[www.resourcerecovery.org.au](http://www.resourcerecovery.org.au)



**#WASTE2WAGES**

Resource Recovery Australia | Ph: (02) 6555 8922 | ABN 90 746 695 414

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## EXPRESSION OF INTEREST FOR MANAGEMENT OF THE LANDFILL RECYCLING SHOP

### EOI DOCUMENTS

Demonstrating reuse and upcycling are key features of RRA operated sites. We work to showcase the beauty and utility of materials and how they can be transformed through art, craft and construction. RRA aims to inspire the community to reimagine the value of resources. This is demonstrated at Reviva Noosa at Doonan WMC (pictured below), where fridges are upcycled into planter boxes and sand pits, local artists created a graphic with a beach scene and bikes and surfboards are repurposed to style the space on the building façade.



## RESPONDENTS DETAILS

Item	Details
Company Name*	Community Resources Limited trading as Resource Recovery Australia
ABN*	90 746 695 414
Company address*	Level 2, Bridgepoint, 1 Manning Street Tuncurry NSW 2428
Authorised person	Steven Glendenning – New South Wales Manager
Mobile	0408 201 994
Email	<a href="mailto:steven.glendenning@resourcerecovery.org.au">steven.glendenning@resourcerecovery.org.au</a>

## WHO WE ARE

Resource Recovery Australia (RRA) is a not-for-profit social enterprise that works in waste management to:

- > divert waste from landfill for reuse and recycling;
- > create employment and training opportunities for people experiencing barriers to work; and
- > connect with the communities in which we work.



We refer to this innovative business model as **#WASTE2WAGES**

Resource Recovery Australia is a trading name and business unit of Community Resources Limited (Community Resources), a community development organisation and charity registered with the Australian Charities and Not-for-profit Commission (ACNC) [see Community Resources ACNC listing here](#).

RRA wishes to express interest in managing the landfill recycling shop or as we call it, reuse shop with a focus on maximising waste diversion, creating gainful employment and training opportunities for locals with barriers to work and building community skills, engagement and education.

## BUSINESS CASE - OPERATION OF THE REUSE SHOP

RRA has been operating in the waste management industry for over 30 years, our experience and track record make us uniquely placed to provide safe and efficient management and operations of a reuse shop with Leeton Shire Council. RRA proposes a model which would see a range of environmental, social and community benefits including:

- > Environmental – waste diversion from landfill, a move towards a circular economy where resources are valued, repaired and maintained.
- > Social - green jobs for people with barriers to work with ongoing training and development opportunities, and associated flow on impacts,
- > Community - community connection, engagement and education, repair and upcycle skills and inspiration,

“Reviva” is RRA’s nationally recognised brand name for its ten reuse shops. The brand has developed strong community support and understanding of the #WASTE2WAGES model in the communities in which we work. We propose that the reuse shop in Leeton continue this branding and connection to community.

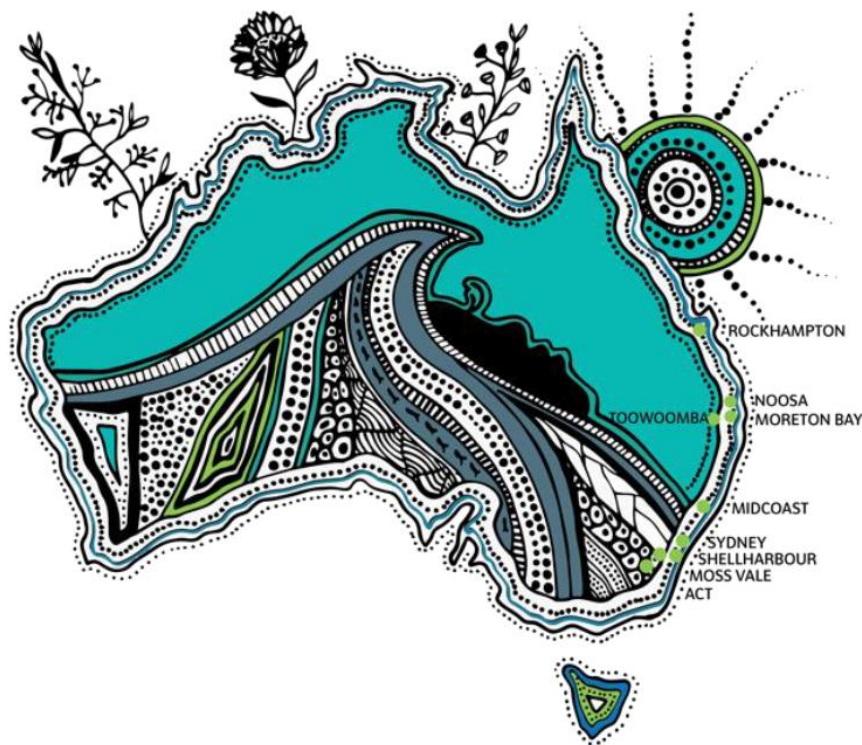


Figure 1: RRA operates in the waste industry across NSW, ACT & QLD

## HOW THE SHOPS WILL BE MANAGED

RRA proposes to run the Reviva Reuse Shop and provide additional recycling services.

The Reviva Reuse Shop will be designed and organised to maximise waste diversion and customer experience.

To ensure a successful reuse shop operation RRA:

- > Creates inviting and well-utilised spaces,
- > Optimises visual merchandising and displays,
- > Includes practical upcycled counters and equipment to inspire community reuse.

RRA proposes additional recycling services to maximise waste diversion from landfill and community benefit. These additional recycling services are designed to keep common, problematic and bulky wastes out of landfill.

Additional recycling services may include:

- Mattress processing - Mattress disposal would be at a charge for residents and processing and recycling would be low cost with the steel springs and potentially PU foam dismantled and sent for recycling.
- EPS processing – Expanded Polystyrene (EPS) is comprised of 98% air and is made from a non-renewable resource –oil. It is a lightweight, rigid plastic that is used widely for packaging. EPS is a common pollutant in the environment as its lightweight nature means it makes its way into the environment causing damage. EPS can be recycled into high order reuse products including park benches, children’s toys and even insulation diverting precious resources from landfill. RRA’s strong relationships with recyclers means an ongoing low cost opportunity.  
EPS disposal would be free for residents, and would divert a problematic waste from landfill at a low cost to Council. RRA would charge an hourly rate to process the EPS and transport it for recycling.

Both of these services would lead to significant waste diversion from landfill, saving valuable landfill space. The income from the commodity outputs, logistics and labour would be negotiated prior to contract commencement.

### Community engagement and workshops

RRA also proposes the establishment of a Community engagement/upcycle and repair space.

Community engagement, reuse/ upcycle and repair spaces would be at a moderate cost to Council. This would see substantial community and environmental benefit. Council could expect to see strong community engagement, particularly from vulnerable parts of the community, as well as strong support for upcycling and circular economy outcomes from a space of this type. Further information and detail of RRA’s experience in this area is available upon request.

### Operational expertise

RRA’s operational expertise spans the full range of the waste hierarchy and circular economy. We engage with the community instore, online, and in a range of community workshops and events. Reviva reuse shops aim to influence decisions in terms of retail and consumption, changing community attitudes about consumption and encouraging high quality purchases when buying new.



We maximise the customer experience in our reuse shops, with beautiful merchandising that values each and every item. The substantial range of goods including hardware, furniture, homewares, bric-a-brac, electrical, and sporting goods, paired with our unique sales and merchandising strategies help consumers and residents to value the items they purchase.

Our Tinkering community engagement workshops build skills that may be lost if they aren't nurtured and includes upholstery, textile repair, screen printing, bike repairs and maintenance and even tool skills workshops which are popular with female members of our communities.



This proposal encourages engagement and connection with the community, helping to close the loop and maximise waste diversion from landfill.



A Reviva reuse shop creates circular economy opportunities from items that may otherwise be destined for landfill. Across RRA's operations, we worked with councils and communities to divert over 9,270 tonnes of waste from landfill for reuse and recycling in FY 21/22.

A Reviva Reuse shop paired with The Tinkering, repair and upcycle workshops builds community skills to maximise the life of everyday products, creating exceptional community benefits.



### Economic Benefits

RRA currently operates under a range of different business models across its reuse shops, allowing Councils the flexibility to maximise community benefits. This includes:

- Fee for service – whereby Council pays a monthly fee to RRA and takes 100% of the profits from shop sales.
- Profit share arrangement – all profits from shop sales are shared using predetermined percentages.
- Lease arrangements – RRA leases the space from Council paying a monthly or annual fee (nominal) and RRA retains 100% of shop sales.

RRA is prepared to discuss which option may best suit the arrangement.

### Local Jobs

In FY 21/22, RRA's operations created 183 employment opportunities and 251 training and development opportunities. Over 75% of the RRA team were experiencing barriers to work when they started their job.

It can be difficult to quantify the impact of a reuse shop or additional recycling services without specific data on the volumes and quality of products available. Below are some indicative staffing levels as a guide.

Area	Suggested staffing
<b>Shop</b>	
Income up to \$150,000	2 team members daily
Income between \$150,000 & \$300,000	3 team members daily
<b>Additional recycling services</b>	
EPS processing	1 team members per hour
Mattress recycling	2 team members per hour

### Jamie's story

Jamie is a single mum of three children who identifies as Aboriginal. When she started with RRA she had never had a job and no one in her family had successfully been employed. Jamie has family that are incarcerated and decided that she wanted a different life and to be an example for her children and community.

Jamie started out as a casual Depot Hand in February 2021. She has worked hard, learning from her teammates, mentors and managers to develop skills including merchandising, pricing, customer service, cash handling and most recently securing her forklift licence. Jamie has thrived working at her local Reviva retail outlet, growing skills and confidence that will help grow a career and reduce her family's reliance on welfare and community groups.

Jamie was recently praised by a member of our community who said, "You're an inspiration to our local indigenous community". Jamie explains, "I feel on top of the world working alongside Council and our community." Jamie now receives regular hours of 25 per week and is working through RRA's training matrix with opportunities to obtain further training including test and tag qualifications and first aid in the coming months.



Jamie feels "on top of the world" building new skills



Jamie works closely with other members of the team to share skills and experience

## LEVEL OF SUPPORT

### Anticipated Cost To Set Up The Reviva Reuse Shop

This would include:

- Suitable shelving,
- Suitable racking,
- New signage,
- Shop counter sourced from recycled material.

### Anticipated Capital And Operational Costs For Additional Recycling Services

Capital outlay for Leeton Shire Council on this proposal would include:

- EPS processing machine including weatherproof space with concrete pad and three phase power,
- Baling machine to bale mattress foam including weatherproof space with concrete pad and three phase power,
- Metal table for mattress recycling.

- The Tinkering community workshop space (likely attached to the reuse shop to maximise browsing for additional upcycle and repair projects).

## RELEVANT EXPERIENCE

RRA operates ten reuse shops across Australia, each meticulously designed and organised to maximise waste diversion and the customer experience instore.

To ensure a successful reuse shop operation RRA:

- > **Creates inviting and well-utilised spaces** – RRA prides itself on creating a well-presented reuse shop that enhances the customer experience and optimises sales through shop fit-out
- > **Functional hardstand and outdoor areas** – In our experience outdoor goods make up a significant quantity of stock in Reviva reuse shops. RRA has experience in transforming outdoor areas into valuable shop space, creating an attractive and practical space to encourage customers to browse and select items.
- > **Welcoming shop entrances** – visible and attractive entrance to welcome customers and convey the site ethos for reuse and upcycling.
- > **Visual merchandising and display** – our experience has taught us that visual merchandising assists customers to picture items in their home and enhances the perceived value of items, this increases how long an item stays in the circular economy. Displays are logically organised, with clearly marked aisles to separate goods. All appropriate items are protected from weather, and access and manoeuvring space is available for people with disabilities or mobility needs.
- > **Practical counters and equipment** – RRA's service counters are an opportunity to showcase reuse and inspire the community. They provide a clear and visible area for customers to complete transactions, as well as a POS system, signage, pamphlet holders and posters that promote the shop and waste minimisation activities.



This reuse counter was handcrafted from items diverted from the waste stream - Reviva Kleinton



Visual merchandising is key at Reviva reuse shops. Pictured: Reviva Toowoomba- Kleinton



Reuse counters inspire communities and divert waste from landfill



Visual merchandising improves the customer experience



Lounge rooms are set up to showcase styling and improve customer experience at Reviva Ibis Rockhampton



Clean and tidy shelving shows the value of every item at Reviva Ibis Rockhampton



Reviva Toowoomba's sensory garden is an award winning community space at the shop entry



Overhead at Reviva Moss Vale

## REFERENCE SITES AND ORGANISATIONS

Resource Recovery Australia has been operating safe and effective waste management operations for over 32 years. Below are examples of some of RRA's current contracts including size and scope of work.



### Operation of retail reuse shop services, resource recovery areas & additional recycling services at Greater Toowoomba WMC & Kleinton WMC

**Client:** Toowoomba Regional Council - QLD

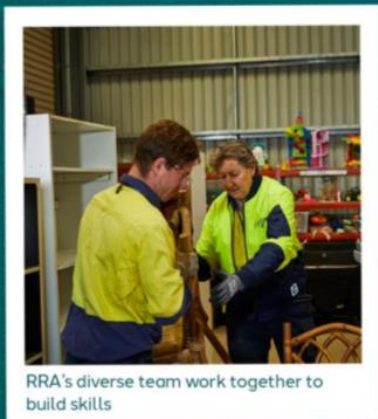
**Contract Value:** \$1.3 million annually

**Contract Term:** 5 years + 2 x 1 year extensions -December 2018 - June 2023

**Annual Waste Diversion:** 1,787 tonnes

**Employment opportunities:** 20

- > Management and operation of resource recovery area at Greater Toowoomba WMC, transforming the site into a successful and popular reuse destination.
- > Management and operation of resource recovery area at Kleinton WMC (a satellite facility), establishing the site as a successful and popular reuse destination.
- > Recovery of reusable items through repair, test and tag and refurbishment.
- > Management and operation of two Reviva reuse shops at Wellcamp and Kleinton including shop presentation and sales.
- > Resource recovery of recyclables including problem wastes through identification, separation, processing, management of storage and coordination for collection.
- > Resource recovery of EPS including processing and logistics to the recycling facility.



RRA's diverse team work together to build skills



Reviva Reuse Shops are a safe and welcoming environment for the community



Reuse projects serve to inspire communities to reuse, repair and upcycle



### Operation of MidCoast waste and resource recovery facilities

**Client:** JR Richards & Sons for MidCoast Council NSW

**Contract Value:** \$2.1 million annually

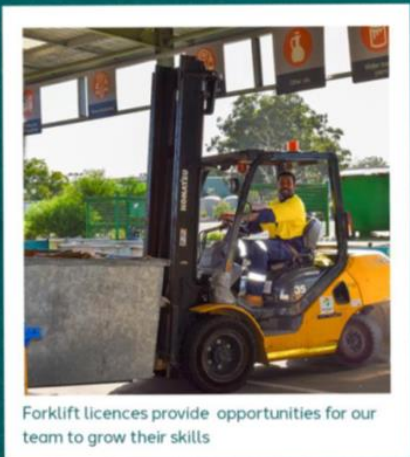
**Contract Term:** 31 years since January 1991

**Current contract:** April 2021 - April 2031

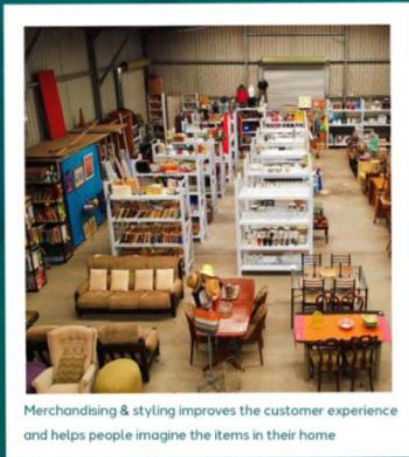
**Waste Diversion:** 4,580 tonnes

**Employment opportunities:** 59

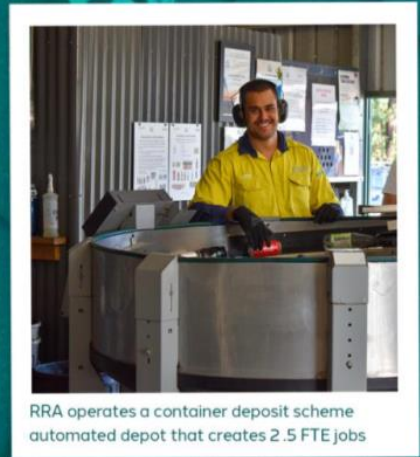
- > Multiple site management and operations including - reuse shops, transfer stations, CRC and community engagement and upcycling space at Council's central facility and 4 satellite sites.
- > Resource recovery of reusable items, materials and recyclables, including EPS and problem wastes through separation and consolidation for recycling and reuse shop operations.
- > Transfer station operations to separate recyclables, recover materials for reuse and maximise diversion from landfill.
- > Dual weighbridge operations, including customer service and education to direct loads to maximise reuse and recycling.
- > Delivery of repair, reuse and upcycling workshops, and environmental education programs.
- > Mattress processing with foam and steel separation for recycling.
- > Community Recycling Centre operation according to NSW EPA requirements.



Forklift licences provide opportunities for our team to grow their skills



Merchandising & styling improves the customer experience and helps people imagine the items in their home



RRA operates a container deposit scheme automated depot that creates 2.5 FTE jobs

Further information including additional contracts are available upon request.

## ORGANISATIONAL CAPABILITY

RRA prioritises local employment opportunities, all onsite team members will be recruited from the Leeton Shire Council area. They will be supported by the RRA national leadership team.

RRA works to provide gainful employment, providing individuals with barriers to work with a reliable source of income and ongoing training and development opportunities. We prioritise employment opportunities for people who are experiencing disadvantage and barriers to work.

Our **#WASTE2WAGES** model embraces the unique skills and experiences that each team member brings to work, and our succession planning and employment pipeline aims to build individual employment skills, creating long term career prospects for each person.

### What is a barrier to employment?

A barrier to employment is defined as, “any challenge that may prevent a person from getting or keeping a job or advancing in their career.”

Many people who face barriers want to work and are fully capable of working. The barriers they face may prevent them from getting the opportunity to show their talents. In our experience, the most common barriers to employment include:





### Team story

#### Chris- Team Leader

Chris is a Team Leader with RRA who works across waste management and reuse shop operations. When Chris joined the team as a Depot Hand, he was experiencing mental illness and finding leaving the house and communicating with people difficult due to anxiety and depression. With the support of a caring team and mentors, Chris has grown into a kind, empathetic and impactful leader.

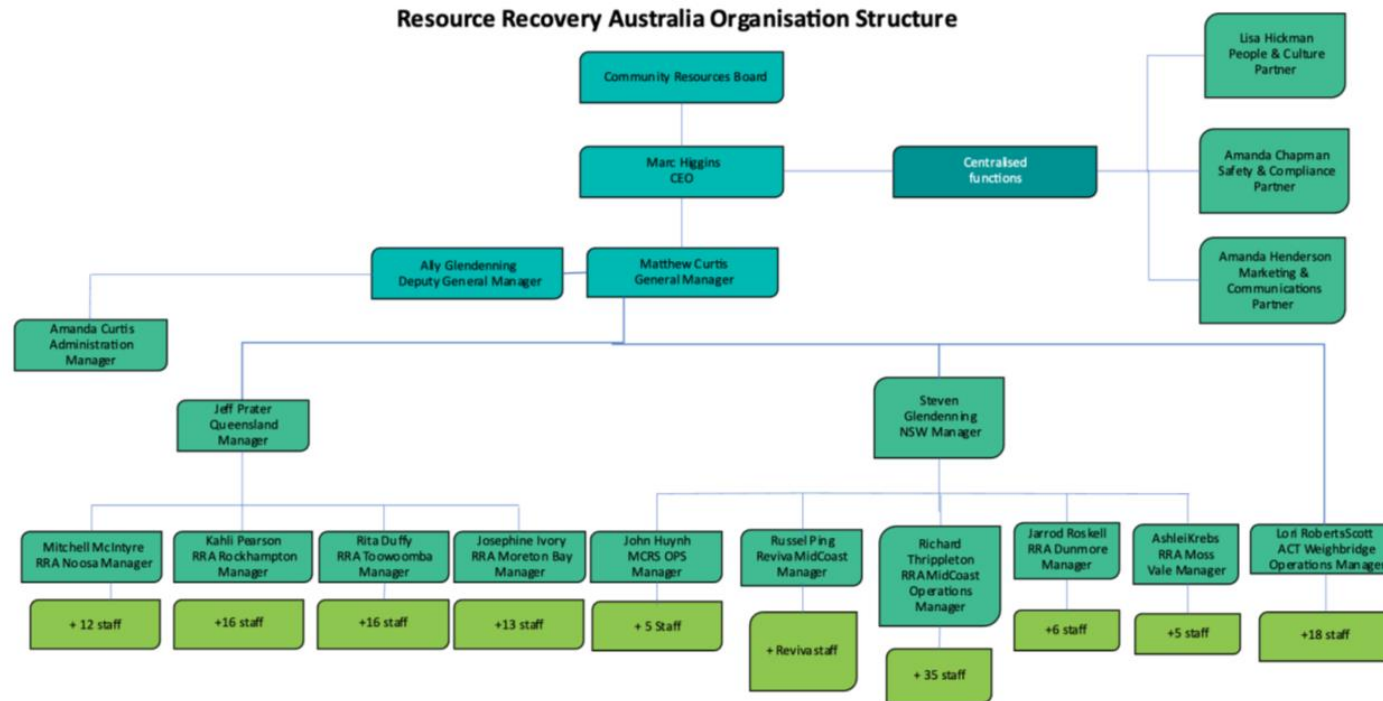
Chris has benefitted from a range of training and development opportunities and now has his white card, forklift licence, test, and tag certification, first aid certificate and has been trained to process expanded polystyrene.

Chris connects with community members and team members from all walks of life, helping to ensure the RRA site he works on is a welcoming place for the entire community. Chris shares RRA's #Waste2Wages vision and purpose and supports the team to grow their skills and confidence while diverting waste from landfill. Chris has a bright future ahead with plenty of training and development opportunities.



Chris has worked hard to overcome his barriers to work and become a strong leader

RRA Organisational Chart



# Leeton Council

## Reviva Reuse Shop Proposal



Prepared by Ally Glendenning and Steven Glendenning

[#Waste2Wages](#)

Resource Recovery Australia | Phone: (02) 6555 2775 | Level 2 Bridgepoint, 1 Manning St, Tuncurry NSW 2428 | ABN 90 746 695 414

## OUTLINE OF PROPOSAL

RRA are delighted to provide Leeton Council with a proposal to run their reuse shop at 732 Corbie Hill Road.

This proposal contains the following,

1. Contract terms.
2. Retainer.
3. Lease agreement.
4. Utilities.
5. Improvements to site.
6. Access to salvage.
7. Future growth and further ideas.



Tuncurry NSW "REVIVA" front entrance

[#Waste2Wages](https://www.instagram.com/waste2wages)

Resource Recovery Australia | Phone: (02) 6555 2775 | Level 2 Bridgepoint, 1 Manning St, Tuncurry NSW 2428 | ABN 90 746 695 414

## Contract Terms

To be able to deliver our full scope of services to Leeton Council RRA are seeking a 3 year contract.

3 years enables us to provide stable and meaningful employment to our employees and provide relevant waste training.

It takes time to grow good waste diversion, and in RRA waste experience we know that this is improved upon year on year.

Engaging with the community and providing reuse knowledge is built over time. Our Reviva centres become places for the community to come and be a part of something.

It allows us time to embed in the community, create reuse awareness which in turn creates greater waste diversion and to build connections throughout the region for future growth of the area.



Reviva Noosa front entrance

[#Waste2Wages](#)

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## Retainer

RRA are seeking a small retainer of \$500 per calendar month to assist with expenses.

This venture is different to most Reuse shops RRA run and as such holds an unknown quantity of revenue and costs. The retainer would assist with items such as training, uniforms and PPE for our staff.

## Lease Agreement

The current shop site at the entrance of the facility is perfect for a “Reviva” reuse shop. As explained to us in our meeting with Guy Retallick, the Lease Agreement for the shop would be \$1 per year. This includes the Shop, the yard and the carparking area. RRA retain all income from the shop to cover all running cost and to reinvest back into the community.

## Utilities

As discussed during our visit to the site council acknowledged that power and water are included in the contract.

It was also mentioned there could be access to Wi-Fi which would be required to run our eftpos machine and file daily reports.

We thank council for these inclusions to any contract.

## Access to Salvage

A large portion of RRA’s waste diversion comes from the timber, metal and general waste stock piles. We ask council for the right to source from these piles to allow for the best diversion. Overtime we would expect to educate the community to bring their items straight to the Reviva which will minimise traffic on site.

[#Waste2Wages](#)

Resource Recovery Australia | Phone: (02) 6555 2775 | Level 2 Bridgepoint, 1 Manning St, Tuncurry NSW 2428 | ABN 90 746 695 414

## Reviva Shop Improvements



For site appeal and safety it would be great to have a roller door at the front of the shed (blue) and new opening front gates (black) to line up with the door. This means all visitors are entering and exiting in full view of staff.

From a WHS perspective it means that all foot traffic is managed and people aren't coming and going through different areas or accessing off limit areas. This is something RRA does at every site to ensure customer and staff safety.

It would also greatly improve the visual attraction of the shop and make it more inviting to customers and further promote the presence of the shop so people will call in first with donations.

An added awning over the front entrance (green) would also protect the entrance from the weather.

We would add further appeal with some great reuse ideas out the front.



Meet Big Jeff, Busby, HiFi and Cosmo, Toowoomba Reviva mascots named by the community

[#Waste2Wages](https://www.instagram.com/waste2wages)

Resource Recovery Australia | Phone: [02] 6555 2775 | Level 2 Bridgepoint, 1 Manning St, Tuncurry NSW 2428 | ABN 90 746 695 414

## Improvements to site



There is a great parking area already at the front entrance to the shop.

The space available would allow between 12-15 car spaces. It could also accommodate trailers. The area would benefit from some line marking to designate the spaces but is not required.

The front entrance to the shop may need some more road base to make sure that it is clean and tidy.

Donga to the left of main shed

The donga is a very useful building for RRA and will provide us with a management office and lunch room.

We would request that both rooms have new flooring put in and a general revamp to make them more usable and comfortable.



Reviva Yard

The yard is a great space and would allow us to have 5 or 6 lines of organised stock.

The area could do with some clean road base to tidy it up and make it more user friendly in wet weather.

[#Waste2Wages](https://www.instagram.com/waste2wages)



## Future Growth and Further Ideas

Long term viability of the Reviva shop depends heavily on donations and where they can be sourced from. However, once a good system is in place, donations will come organically and there are many avenues to tap into to supply goods. RRA has a great track record of making community connections.

Options for donations include, local people, town centre businesses and accommodation venues. Education of key stakeholders in the community is crucial to long term sustainability. Tapping into their vast array of goods that are usually turned over every few years will be very useful and will provide the Reviva shop with ongoing quality stock.

Individuals, businesses and corporations can all play a part in what should be branded as a community venture. In short, this means education about re-use and the circular economy and why it's so important for Leeton Council and the neighbouring communities.

Local relevant training offered through the Reviva shop will help support young people, disadvantaged people and people with barriers to employment through meaningful employment and the Reviva shop will become a welcome hub for many community members.

## Reuse Ideas



Photos showing reuse at RRA sites, tyres turned into plant pots, a fridge turned into a planter box, counters made of pallets and tin, a fridge with piano middle water feature, old VW hood turned into a seat, and toilets, lattice and an old sink used as a planter.

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## Further information

For compliance with second hand on selling of goods, all electrical items are tag tested before being sold.

Items for the Reviva shop would need to be stock piled a few weeks before opening to ensure stock levels are high before opening.

As long as items are in good condition basically anything can be sold. **Exclusions to this are life saving devices such as helmets of any sort, life vests, baby seats and capsules and certain medical equipment. Other items that cannot be sold are bee hives due to the bio security risk and items that don't meet the Australian safety standards including baby items that are more than 10 years old. As well as anything containing asbestos.**

Policies and procedures have been developed for RRA such as cash handling, opening and closing procedures, working remotely (alone at the shop) and many SWMS and SOPS around machinery and safety. RRA have an extensive list of these and all staff are required to sign off on the policies and procedures before starting work with us. A risk assessment would also need to be undertaken to identify any potential hazards from a risk management perspective and to ensure the site is compliant. RRA will also create an independent work place safety management plan drafted prior to commencement and finalised within the first 4 weeks of operations to ensure all aspects are covered.

Shelving units used across all RRA sites. These shelving units are fully made of steel with a capacity of 180kg per shelf, allowing for heavy items, they come in white and black and various lengths with a 600mm depth. We would like to include these for Leeton in the future.



Racking for the yard, these hold windows, doors, outdoor hardware items, corrugated iron, tyres, bikes and lengths of timber, metal and poly piping.



#Waste2Wages

## Conclusion

In conclusion, we firmly believe that a Reviva shop at Leeton would be an extremely valuable addition to the community and would help council to promote a local circular economy.

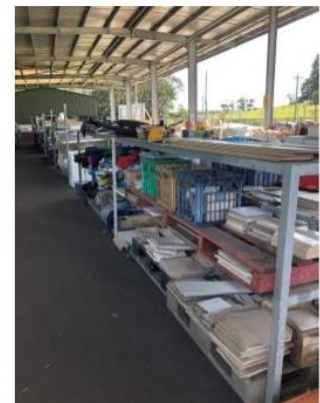
The community will be very happy to have a space that provides quality goods at reasonable prices and I'm sure will all enjoy the reuse journey.

We really appreciate Leeton council providing the opportunity and viewing our proposal. Many thanks to Guy for spending the time with us, giving us a tour of the facility and explaining how everything works from a council perspective.

RRA would be looking to further build relationships and connect with the Wiradjuri People as our organisation runs programs focused on providing great outcomes for indigenous people.

We will leave it here now with a few pictures of how fantastic a reuse shop can look.

Please visit our website at [www.resourcerecovery.org.au](http://www.resourcerecovery.org.au)



[#Waste2Wages](https://twitter.com/Waste2Wages)

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## **PEOPLE AND CULTURE MATTERS**

### **ITEM 7.10 CHRISTMAS/ NEW YEAR ARRANGEMENTS**

<b>RECORD NUMBER</b>	23/239
<b>RELATED FILE NUMBER</b>	EF22/34
<b>AUTHOR/S</b>	Executive Manager People & Culture
<b>APPROVER/S</b>	General Manager

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### **SUMMARY/PURPOSE**

The purpose of this report is to provide Council with the opportunity to consider the closure of Council's operations over the Christmas/New Year period for 2023/24.

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### **RECOMMENDATION**

THAT Council:

1. Approves Council's Depot, Administration Office, Library and Visitor Information Centre (VIC) be closed to the public for the Christmas/New Year period from close of business Friday 22 December 2023 and reopen on Monday 8 January 2024 and that staff not required for other duties be required to take annual leave or other authorised leave for the 7 days which are not public holidays during the closure period.
  2. Notes that the Leeton Museum and Gallery will remain open from 10am to 3pm on all holiday period days that are not public holidays, staffed by officers with minimal leave, volunteers and/or casuals.
  3. Notes that signage stating that the VIC is temporarily operating from the Leeton Museum and Gallery will be prominently displayed at the VIC during the Christmas/New Year period.
  4. Notes that a skeleton team will remain on duty over the holiday for water and sewer treatment, parks and gardens, landfill, swimming pools, cemetery, ranger services and on-call services.
  5. Notes that Leeton Early Learning Centre and Vacation Care will close from close of business on Thursday 21 December 2023 and re-open on Tuesday 9 January 2024.
  6. Notes that extensive pre-Christmas publicity be given to the changes to Council's operations over the Christmas/New Year Period.
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## **REPORT**

### **(a) Background**

In previous years Council has agreed, due to minimal activities involving the public over the Christmas/New Year period, to close operations during this period for staff to take annual leave (or other leave) on those days that are not public holidays or rostered days off.

### **(b) Discussion**

If Council were to close from 5pm Friday 22 December 2023 until Monday 8 January 2024 (inclusive) that would provide staff with a two week break over the Christmas/New Year period.

The three public holidays that fall during this proposed closure period are:

- Christmas Day, Monday 25 December 2023,
- Boxing Day, Tuesday 26 December 2023,
- New Year's Day, Monday 1 January 2024.

There are just 7 working days during this proposed break period. All staff who are off during these working days will have the days deducted from their available leave credit.

The closure:

1. Provides staff time away from work to fully relax and recharge.
2. Assists Council reduce its leave liability.

It is advised that service provision will not be unduly impacted if the Council Offices, Library, VIC and the Depot were to be closed for the Christmas/New Year period.

Other Council services such as the landfill, swimming pools, and ranger services will remain in operation (except on Christmas Day).

The "Well Done" after hours service will be operating throughout the proposed closure period. On call provisions will be made for any emergencies and the cemetery and a skeleton staff from Operations will work to cover the closure period to cover water supply, sewer treatment services and parks and gardens.

### **(c) Options**

THAT Council:

1. Endorses that the:
  - Council Depot, Administration Office, Library and Visitor Information Centre (VIC) be closed to the public for the Christmas/New Year period from close of business Friday 22 December 2023 and reopen on Monday 8 January 2024,
  - Leeton Museum and Gallery will remain open from 10am to 3pm on all holiday period days that are not public holidays, and

- Leeton Early Learning Centre and Vacation Care will close from close of business on Thursday 21 December 2023 and re-open on Tuesday 9 January 2024. ***This is the recommended option.***

2. Chooses a different arrangement for the Christmas/New Year period.

### **IMPLICATIONS TO BE ADDRESSED**

#### **(a) Financial**

An extend holiday period will support Council to reduce its leave liability.

#### **(b) Policy**

Nil

#### **(c) Legislative/Statutory**

Nil

#### **(d) Risk**

There is the possibility that some ratepayers seeking services over the Christmas/New Year period will be disgruntled. Emergencies and cemetery needs will be well catered for via the on-call provisions.

### **CONSULTATION**

#### **(a) External**

Extensive advertising of the closures and alternative service options will be undertaken in the local newspaper and on social media in the lead up to the Christmas/New Year period.

#### **(b) Internal**

Senior Management Team

### **LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DPOP)**

Under the Key Priority Area CSP FOCUS AREA 5 - Strong leadership and civic participation within Council's adopted Delivery Program/Operational Plan – DELIVERY PROGRAM FUNCTIONAL AREA 9 - Governance and Administration - DELIVERY PROGRAM ACTIVITY 9.5 - Foster a valued and committed workforce that is suitably rewarded and goes home safe each day - OPERATIONAL PLAN ACTIVITY 9.5.1 - Effectively manage and value Council's workforce, 9.7.5 – Practice sound financial management.

### **ATTACHMENTS**

There are no attachments for this report

## COUNCILLOR ACTIVITY REPORTS

### **ITEM 1 COUNCILLOR ACTIVITY REPORT**

<b>RECORD NUMBER</b>	23/246
<b>RELATED FILE NUMBER</b>	EF21/508
<b>AUTHOR</b>	Executive Assistant to the General Manager and Mayor

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### RECOMMENDATION

THAT Council notes the Councillor activity reports submitted for the period between 24 August 2023 to 20 September 2023.

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#### **Cr Tony Reneker**

24 August 2023	Cultivating Connection with your Community Training
4 September 2023	Youth Council Meeting & Yanco Town Improvement Committee Meeting
11 September 2023	JBS Swift Welcoming Week Event & Yanco Community Hall and Markets Committee Meeting
12 September 2023	Opening Wamoon Sewer Scheme
13 September 2023	Leeton Connect Networking Breakfast, Men's Shed AGM & Regional Health Meeting
14 September 2023	Southern NSW Regional Heritage Group Meeting & Wagga Wagga City Council Mayoral Civic Reception
15 September 2023	Country Mayors Association Regional Health Forum
18 September 2023	Leeton Connect Meeting