LEETON
SHIRE COUNCIL

ORDINARY COUNCIL MEETING AGENDA

Monday 30 June 2025
6:30 pm

TO BE HELD IN THE Leeton Shire Council Chambers
23-25 Chelmsford Place, Leeton NSW 2705

Authorised for release: Jackie Kruger (General Manager)

STATEMENT OF ETHICAL OBLIGATIONS

OBLIGATIONS	
Oath [Affirmation] of Office by Councillors	I swear [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 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 judgement.
Code of Conduct / Conflicts of Interest	
It is also a requirement that the Mayor and Councillors disclose conflicts of interest in relation to items listed for consideration on the Agenda or which are considered at this meeting in accordance with Council's Code of Conduct.	
Pecuniary Interests	A Councillor who has a **pecuniary interest** in any matter with which the Council is concerned, and who is present at a meeting of the Council at which the matter is being considered, must disclose the nature of the interest to the meeting. The Councillor must not be present at, or in sight of, the meeting: a. at any time during which the matter is being considered or discussed, or b. at any time during which the Council is voting on any question in relation to the matter.
Non-pecuniary conflict of interests	A Councillor who has a **non-pecuniary conflict of interes**t in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.
Significant nonpecuniary interests	A Councillor who has a **significant** non-pecuniary conflict of interest in relation to a matter under consideration at a Council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.
Non-significant nonpecuniary interests	A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is **not significant** and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.
Code of Meeting Practice	
Council Meetings	Meetings of Leeton Shire Council are conducted in accordance with the Code of Meeting Practice which supports open, accessible and accountable government.

GENERAL INFORMATION

Recording of Council Meetings	
Videorecording	In the spirit of open, accessible and transparent government, this meeting of the Leeton Shire Council is being streamed live on Council's Facebook Page. By speaking at a Council meeting, members of the public agree to being recorded and must ensure their speech to the Council is respectful and use appropriate language. A person who uses defamatory, discriminatory or offensive language may be exposed to liability for which Council takes no responsibility. Any part of this meeting that is held in closed session will not be recorded. Council meetings are uploaded to Council's website and social media accounts. This allows our community greater access to Council proceedings, decisions and debate.
Speaking / Addressing Council (Public Forum)	
Pre-Registration to Speak at Council Meetings	Members of the public must register **by Midday** via Councils' website or email council@leeton.nsw.gov.au of the day of the Meeting to speak at Council Meetings. If you wish to register to speak, please fill the Apply to Address Council Form, available from the Leeton Shire Council website, including: • your name; • contact details; • item on the agenda you wish to speak to; and whether you are for or against the recommendation in the agenda.

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8.1. GENERAL MANAGER'S MATTERS

ITEM 8.1.1. MINUTES OF COUNTRY MAYORS MEETING - 9 MAY 2025

AUTHOR/S: Executive Assistant to General Manager and Mayor

APPROVER/S: General Manager

SUMMARY/PURPOSE

The purpose of this report is to provide the minutes (***Attachment 1***) of the Country Mayors Association Ordinary Meeting held on Friday 9 May 2025.

RECOMMENDATION

THAT Council notes for information the minutes of the Country Mayors Association Ordinary Meeting held on 9 May 2025.

REPORT

(a) Background

The Country Mayors Association (CMA) allows Local Government (LG) from rural and regional NSW to come together to discuss issues of specific interest to areas outside the major metropolitan centres as well as looking at the bigger picture of the whole LG sector within the State. The CMA represents about three (3) quarters of the state in land mass.

(b) Discussion

The CMA held an Ordinary Meeting on the 9 May 2025. The theme was Health.

Presenters and Reports included:

- NSW Minister for Regional Health, the Hon. Ryan Park MP.
- NSW Shadow Minister for Regional Health, Mr Gurmesh Singh MP.
- Mr Luke Sloan, Deputy Secretary NSW Regional Health Division.
- Ms Kath Hetherington, General Manager Service Delivery, NSW Rural Doctors Network and Ms Katie McDonnell Community Solutions Manager.
- Mrs Clare Beech, Executive Director Clinical Capability, Safety and Quality, NSW Ambulance.
- Mrs Christine Corby AM, CEO, Walgett Aboriginal Medical Service.
- Mr Mario Barone, President, Pharmacy Guild of Australia NSW Branch.
- ALGA President Mayor Matt Burnett.
- LGNSW President Mayor Phyllis Miller OAM.
- CMA Chairman Mayor Rick Firman OAM.
- Policy Advisor's Report, Mrs Julie Briggs.
- Financial Report (CMA) CMA Secretary, Ms Melissa Boxall.
- Dr Amanda Cohn Greens MLC, Chair of the Legislative Council Health Committee.

- **Excelling CMA Members Segment:**
  - **Health Theme - Presentation by Mayor George Weston Leeton Shire Council on Collaborative Care.**
  - Housing Theme – Presentation by Mayor Bellingen Shire Council.

CMA members also discussed several other matters:

- Agreed to support continued funding of the Rural Doctors Network NSW.
- Agreed to call for Expressions Of Interest for an Executive Officer's position for two (2) years commencing 1 December 2025.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Cost of membership of the CMA and attendance at CMA meetings are budgeted annually.

(b) Policy

Nil

(c) Legislative/Statutory

Nil

(d) Risk

Attending CMA ensures that Leeton Shire Council can present key community issues in and to a forum and network whose collective voice is held in high regard and that has ready access to NSW Government Ministers and industry leaders.

CONSULTATION

(a) External

Members of the Country Mayors Association

(b) Internal

The CMA General Meeting was attended by the Mayor and the General Manager.

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

9. Governance and Administration
9.3 Provide respected and effective representation, leadership and advocacy
This is in accordance with the Councilor Induction and Professional Development Guidelines and Committee Terms of Reference

9. Governance and Corporate Services
9.3 Provide respected and effective representation, leadership and advocacy
9.3.2 Participate in State and national Local Government Associations (LGNSW, ALGA and Country Mayors, Local Government Professionals)

ATTACHMENTS

1. CMA Minutes-9 May 2025 [**8.1.1.1** - 15 pages]

The Country Mayors Association of NEW SOUTH WALES Inc

Chairman: *Mayor Rick Firman OAM*
C/- Temora Shire Council,
PO Box 262, Temora NSW 2666
Contact: *0429 204 060*
Email: *admin@nswcountrymayors.com.au*
ABN: 92 803 490 533

MINUTES

A General Meeting of the Country Mayors Association of NSW Inc, was held on Friday **9 May 2025,** in the Theatrette, Parliament House, Macquarie Street, SYDNEY commencing from 8:20am.
THEME: Health

1. **8:20am A warm welcome from CMA Chairman and Temora Shire Mayor Rick Firman OAM and a brief address by ALGA President, Mayor Matt Burnett**

Mayor Burnett emphasised that the 1% campaign continues. He expressed concern that new Government's majority might make things difficult.

The Inquiry into Financial Sustainability is very important and we look forward to that be handed down.

The 2025 National General Assembly of Local Government (NGA) – incorporating the Regional Cooperation and Development Forum – will be held in Canberra from 24-27 June. We do want your motions. To lodge a motion contact alga@alga.asn.au or call (02) 6122 9400. $200mil disaster ready fund was a win from the Federal Government.

I think our Governments know we need more money.

A token of appreciation was presented to Mayor Burnett by Mayor Firman.

2. **8:30am Presentation – NSW Minister for Regional Health, the Hon. Ryan Park MP**

It is a privilege to have this portfolio and I acknowledge the work of those (like Bronnie Taylor) who have made good progress before me.

Maternity Services are an important challenge. I believe women should try to give birth as close to home as possible. It takes a support network to raise a child. We need to keep birthing services close to where people live, which is a big challenge where we have a sparce regional State. That challenge is a concern in places such as Gunnedah and Tamworth.
Midwifery care networks are expanding in places like Glen Innes. We have increased incentives for midwives to $20,000.
This is a priority of mine for rural and regional health.

Staffing is an ongoing challenge. Ratios in ED's (1:3) will be established.

2,500 nurses are now receiving the $20,000 attraction incentive and retention incentive are also being received.

I am also aware of the housing shortage. I learned about that from mayors. We've increased the budget for housing to $200mil. We hope to house around 500 workers.

Pressure on ED's is real. A lot more category 2 and 3 patients (category 1 is life and death). The primary care and GP access is not as good as when we were children and that is contributing to the severity of conditions in Eds. People are not accessing Primary Care regularly.

Regional infrastructure benefits from the Country Mayors, thank you for your advocacy. We are building facilities, including ambulance stations across the regions.

The Minister concluded with: Thank you for this opportunity to engage with you.

Q: CGRC Mayor Abb McCalister: Thank you very much for listening and not closing the Pathology Department in Cootamundra.
A: Steph Cooke and the Councils got the message through.
Q: Yass Valley Council Mayor Jasmin Jones: I gave birth on the Barton Highway. Birthing on country is particularly important for our Aboriginal communities. On mental health, our Police Force needs professional support in dealing with people with mental health issues. Something we learned from our zoom with the Police Minister.
Q: Mayor of Kempsey Shire Council Kinne Ring: The Kempsey Hospital should be returned to level 3 on weekends and limited during. It is the 5th most disadvantaged in the State.
A: It must be safe and I will look into it.
Q: Kyogle Council Mayor Danielle Mulholland: What staffing strategies do you have in mind? Post disaster, kids have signs of PTSD.
A: I am happy to see what we can do about the PTSD and I will talk to the Mental Health Minister about that.
We are working to deliver 80 more GPs to rural NSW.
Q: Narrabri Shire Mayor Darrell Tiemens: Thanks you for you attention on Wee Waa and Narrabri hospitals. Demarcation disputes hurt our communities.
A: The LHDs and PHNs and AMSs and their inter-relationships frustrate me. If you are getting the bureaucratic run around, I want to hear about. I don't want rural and regional communities to waste time on the merry-go-round, we will do what we can to bring those people together to work it out.
Q: Lachlan Shire Mayor John Medcalf: Virtual Care – it has a place but it should not replace people on the ground.
A: Covid exacerbated this. I have said it is to be an enhancement or when we are struggling but it should not be a replacement or cost cutting measure.
Q: Lithgow City Council Mayor Cassandra Coleman: We are at the edge of the Penrith based health service. We need silos to be broken down.
A: I couldn't agree more. I don't know what the Federal Health Department does. I am happy to work with Lithgow.
Q: Byron Shire Mayor Sarah Ndiaye: Post Cyclone Alfred I encountered a nurse living in a van. Council would like to discuss this (the housing issue) with you further.

Q: Gwydir Shire Mayor Tiff Galvin: I started nursing as EEN. We need that paid training. Bullying in hospitals is a problem.
A: Bullying is a bigger problem in rural and remote areas because they are smaller and you cannot get away. We are certainly working on it.
Q: Ballina Shire Mayor Sharon Cadwallader: Our population is growing fast. It took me an hour in an ambulance to get to Lismore Hospital. We need some progress for Ballina.
A: It is a priority. The North Coast is also challenged for staffing and housing.

A token of appreciation was presented to Minister Park by Mayor Firman.

3. **9:00am Presentation – NSW Shadow Minister for Regional Health, Mr. Gurmesh Singh MP**

I wish we could see more of the bipartisanship we have in health.

Regional health can be much more challenging than metropolitan health. The challenges seem worse post-Covid.
When we created a special port folio for Regional Health, it was because of the differences in the regions and between the regions and the major cities.
Rostering for ambulance staff has been part of the problem and we are working closely with unions and stakeholders to hold Ambulance NSW to account on their staffing approach.
Paramedic care is more important in the regions than in the city. We are holding the Government to account on ICPs and ECPs.

Maternity was also a focal point for Mr. Singh. We know how important it is to be able to say “I was born here”, and services have declined to what they were 40 years ago. The problems are global but we need to keep working on them. It’s one thing to provide incentives but their partners need a job, need a life. So, we need to make regional locations good places to live. Our job is to work on the imbalances in health services between the city and the regions. Little Wings is a private charity that does an amazing job and we need Government support for this.

A token of appreciation was presented to Mr. Singh by CMA Deputy Chairman Mayor Russell Fitzpatrick.

4. **9:30am Presentation – Mr. Luke Sloane, Deputy Secretary NSW Regional Health Division**

Mr. Sloan said that remote consultations are an advancement we see today that is a positive for rural patients.

He offered to engage directly with regional communities.

The lack of Midwives is a major problem and I am open to the idea of training on the job.

IPTAS is increasingly being accessed and that is an important equity measure.

The Health Inquiry recommendations have been delivered and they have not, we are working on them. They have been taken very seriously and we have been focused on regional equity.

The Select Committee on Remote, Rural and Regional Health has been monitoring equity / access improvements in regional NSW and the implementation of the Inquiry recommendations. The oversight is important.

Aboriginal health organisations are being supported.

I am a nurse by background, so I do understand what our health personnel go through.

The MPS Strategy mentioned.

Q. Bland Shire Mayor Brian Monaghan: What can we do about urgent cases, like a heart attack in our towns?
A. We do have plans for the districts. We have a clinician and clinical staff advisory system to help improve service provision. We know we need services for what towns need. Leeton, Lismore, Wee Waa, Quirindi and another are current case studies, informing us.
We are continuing to work on retrieval services.
Hospital at home programs are being rolled out.
Q. Mayor of Yass Valley Jasmin Jones: What can we do to restore the cutback maternity units.
A: We need to focus on how we keep mothers and babies safe. Where we see birth rates below 50, it cannot be supported. Every year a minimum amount of births is needed for registration to be continued. We have to get the workforce back.

A token of appreciation was presented to Mr. Sloane by Mayor Firman.

5. **10:00am Presentation – Ms. Kath Hetherington, GM – Service Delivery, NSW Rural Doctors Network and Community Solutions Manager Ms. Katie McDonell**

Ms. Kath Hetherington

It is a privilege to be here.
We value our MoU. We see Councils as the key stakeholder for community health concerns in country NSW.
Enabling access to health services in country towns is complex and each circumstance is unique.
This year, we are aiming at recruiting over 200 doctors to country NSW.
Ms Hetherington finished on a call for action – 1st July their contract changes to just have 'rural' as a priority. We need dedicated funding to recruit doctors for rural areas and we need your advocacy.

Ms. Katie McDonell

I'm your key point of contact. Council participation in our programs includes bush bursaries and cadetships, plus collaborative care.

We are always working on how we can engage with and support Councils, as well as better understanding of the health sector. It's a complex space and we can help understand it. We can help you to have the data to communicate with and advocate for your communities.

The data they use was illustrated in a slideshow presentation which was made available to members.

A token of appreciation was presented to the RDN representatives by CMA Executive Board Member, Mayor John Medcalf.

6. **10:30am Morning Tea**

7. **11:00am Presentation – Mrs. Clare Beech, Executive Director – Clinical Capability, Safety and Quality, NSW Ambulance**

Mrs. Beech described how NSW Ambulance plans for it's resourcing and servicing of regional communities.

She said that the Ambo of 30 years ago would not compare to the paramedic of today. Advanced paramedics must have adequate exposure to the level of work they are qualified for, just like how you would not get brain surgery at your local MPS.

We know communities have concerns about access to emergency response ambulances and we do work with communities and volunteers to fill gaps. As demand increases, increased services can be justified.

Q. Deputy Mayor of Forbes Shire, Cr. Chris Roylance advised that Mayor Miller is stable at St. Vincent's Hospital. He said that Ambos are among our local heroes. What do you do about rehabilitation for the emotional toll? I have an ambo mate who is in a bad place, so he is off work.
A. The trauma that is experienced by first responders is real and has an accumulative impact. We are working hard on the issue and how we can better support our people. We have a range of programs in place. When you know you have a psychological injury, coming back to work might not be appropriate and we want to work on alternative pathways. Success will be where we are able to work on prevention. It's a big, complex issue.
Q. Warren Shire Mayor Greg Whitely: The 000 directions in the bush. Is there a way we could advertise the emergency location app?
A. You're right. Geolocation challenges could be improved with promotion of the app. We rely on the caller's information, so it's a could suggestion.
Q. Lachlan Shire Mayor John Medcalf: Tottenham has three Ambos renting and one owning a home. Is it a hub?
A. We are starting to see a bit of a FIFO or DIDO approach in our workforce. We do not have a hub and spoke model at present. I understand accommodation is a challenge, so in your case they are likely addressing the challenge together.
Q. Mayor of Inverell Shire Mayor Kate Dight: What relationships do you have with your counterparts over the border?
A: At an operational level, a 000 call is routed to the literal closest available responders. So, it is relatively simple. We have MoU's with QLD, Vic and ACT.

A token of appreciation was presented to Mrs. Beech by CMA Executive Board Member, Mayor Sharon Cadwallader (who advised Mrs. Beech that her recent ambulance ride from Ballina to Lismore took an hour, for 32km).

8. **11:15am Presentation – Mrs. Christine Corby AM, CEO, Walgett Aboriginal Medical Service**

Mrs. Corby explained that they are all Aboriginal Walgett locals. Gomeroi country. The lack of maternity services was highlighted. “We give birth 3 hours down the road in Dubbo.”

We have MoU’s with Councils and also value the interagency meetings we have, so we can work together and understand who is doing what in the health sector in our communities.

She outlined how their AMS plays a vital role in the mental health of the community, even helping to make significant dates from ANZAC Day to Christmas special for the community.

They have an innovative garden / seed project, which now has 100 beds and a lot of health benefits. It is good for education about healthier diets.

Culturally, Christine referred to Charles Perkins. Promoting the Aboriginal stories and cultural heritage is important to her and the AMS. Doctor retention is often as big a challenge as recruitment but the Walgett AMS got lucky; “I had two doctors and by chance, they married farmers.”

“Health partners and relationships are so important,” Mrs. Corby concluded.

A token of appreciation was presented to the Walgett Aboriginal Medical Service representatives by CMA Executive Board Member, Mayor Josh Black.

9. 11:30am Presentation – Mr. Mario Barone, President, Pharmacy Guild of Australia NSW Branch

Mr. Daniel Kicuroski - NSW Branch Director (CEO) - Pharmacy Guild of Australia - NSW Branch

Mr. Kicuroski highlighted that there is a lot of overlapping between the Guild and CMA.
The potential for more people to be treated and screened at pharmacies could reduce the demands on the health system. There are 350 localities with a pharmacy in Australia, where there is no other health service.
People are waiting way too long for a GP appointment. I saw a doctor in Sydney yesterday with an hour’s notice but the majority of regional residents wait three weeks or more.
Urinary tract infection is now widely treated in community pharmacies, with over 20,000 women treated, nationally. Contraception and the shingles vaccine are also among the services provided in pharmacies.
By 2026, acute chronic conditions treatment will be trialed outside of Sydney, Wollongong and Newcastle. Eg. Antibiotics for an ear infection.

Mr. Mario Barone
Vaccination hesitancy is a huge issue. Increasing Pharmacy scope of practice can increase vaccinations levels.
You have to be a pharmacist to open a pharmacy. We put patients ahead of profits. You can only own a maximum of five pharmacies.
We got bipartisan support for patient access to affordable medications, namely the reduced co-payments.

A token of appreciation was presented to the Pharmacy Guild representatives by Mayor Firman.

Mayor Firman then presented a CMA pin to new member, Mayor of Balranald Shire Council Louie Zaffina.

12:00pm General Meeting

10. Attendance [134 in total]

Max Eastcott	GM	Gwydir Shire Council
Cr. Tiffany Galvin	Mayor	Gwydir Shire Council
Cr. Carol Oataway	Mayor	Hay Shire Council
David Webb	GM	Hay Shire Council
Cr. Rick Firman OAM	Chairman/Mayor	CMA/Temora Shire Council
Melissa Boxall	Secretary/GM	CMA/Temora Shire Council
Cr. Adam Roberts	Mayor	Port Macquarie Hastings Council
Cr. Steve Krieg	Mayor	Lismore City Council
Cr. John Medcalf OAM	Mayor	Lachlan Shire Council
Cr. Hugh Packard	Deputy Mayor	Snowy Valleys Council
Cr. Julia Ham	Mayor	Snowy Valleys Council
Cr. Ashley Hall	Mayor	Edward River Council
Jack Bond	CEO	Edward River Council
Cr. Cheryl Cook	Mayor	Federation Council
Cr. Kinne Ring	Mayor	Kempsey Shire Council
Michael Jackson	Acting GM	Kempsey Shire Council
Cr. Cassandra Coleman	Mayor	Lithgow City Council
Cr. Nina Dillon	Mayor	Goulburn Mulwaree Council
Marina Hollands	Acting CEO	Goulburn Mulwaree Council
Gary Woodman	GM	Warren Shire Council
Cr. Greg Whiteley	Mayor	Warren Shire Council
Cr. Russsell Fitzpatrick	Mayor	Bega Valley Shire Council
Anthony McMahon	CEO	Bega Valley Shire Council
Cr. John Harvie	Mayor	Murray River Council
Stacy Williams	CEO	Murray River Council
Sarah Ryan	Director	Murray River Council
Cr. Brian Ingram	Mayor	Hilltops Council
Anthony O'Reilly	GM	Hilltops Council
Cr. Jesse Fitzpatrick	Mayor	Wingecarribee Shire Council
Lisa Miscamble	GM	Wingecarribee Shire Council
Cr. Ray Smith	Mayor	Clarence Valley Council
Cr. Colleen Fuller	Mayor	Gunnedah Shire Council
Cr. Kate McGrath	Deputy Mayor	Gunnedah Shire Council
Eric Groth	GM	Gunnedah Shire Council
Cr. Jarrod Marsden	Mayor	Cobar Shire Council
Peter Vlatko	GM	Cobar Shire Council
Cr. Darrell Tiemen	Mayor	Narrabri Shire Council
Eloise Chaplain	GM	Narrabri Shire Council

Cr. Matthew Norris	Assistant Deputy Mayor	Shoalhaven City Council
Cr. George Weston	Mayor	Leeton Shire Council
Jackie Kruger	GM	Leeton Shire Council
Cr. Adam Shultz	Mayor	Lake Macquarie City Council
Cr. Margot Davis	Mayor	Glen Innes Severn Council
Bernard Smith	GM	Glen Innes Severn Council
Megan Mulrooney	CEO	REROC
Cr. Jasmin Jones	Mayor	Yass Valley Council
Cr. Ewen Jones	Mayor	Narromine Shire Council
Cr Kate Dight	Mayor	Inverell Shire Council
Cr Wendy Wilks	Councillor	Inverell Shire Council
Brett McInnes	GM	Inverell Shire Council
Cr. Kathryn Rindfleish	Mayor	Warrumbungle Shire Council
Lindsay Mason	GM	Warrumbungle Shire Council
Cr. Sharon Cadwallader	Mayor	Ballina Shire Council
Cr. Melissa Matters	Deputy Mayor	Kiama Municipal Council
Jane Stroud	CEO	Kiama Municipal Council
Cr. Paul Culhane	Mayor	Upper Lachlan Shire Council
Alex Waldron	CEO	Upper Lachlan Shire Council
Kathy Hetherington	GM–Service Delivery	RDN
Katie McDonnell	Community Solutions Manager	RDN
Cr. Eric Noakes	Mayor	Walcha Council
Cr. Susannah Pearse	Mayor	Moree Plains Shire Council
Natalia Cowley	Interim GM	Moree Plains Shire Council
Cr. Robert Bell	Mayor	Uralla Shire Council
Toni Averay	GM	Uralla Shire Council
Cr. Bruce Reynolds	Mayor	Blayney Shire Council
Mark Dicker	GM	Blayney Shire Council
Cr. Josh Black	Mayor	Dubbo Regional Council
Murray Wood	GM	Dubbo Regional Council
Cr. Ruth McRae	Mayor	Murrumbidgee Council
John Scarce	GM	Murrumbidgee Council
Cr. Bronwyn Petrie	Mayor	Tenterfield Shire Council
Cr. Mareeta Grundy	Councillor	Queanbeyan-Palerang Regional Council
Rebecca Ryan	GM	Queanbeyan-Palerang Regional Council
Cr. Lachlan Ford	Mayor	Bourke Shire Council
Leonie Brown	GM	Bourke Shire Council
David Reynolds	CEO	LGNSW
Cr. Leah Anderson	Mayor	Port Stephens Council
Cr. Danielle Mulholland	Mayor	Kyogle Council
Cr. Kieran Somerville	Councillor	Kyogle Council
Kate Barker	Acting CEO	CNSWJO
Meredith Macpherson	Regional Resilience Program Manager	CNSWJO
George Cowan	GM	Narrandera Shire Council
Cr. Neville Kschenka	Mayor	Narrandera Shire Council

Gavin Rhodes	GM	Lockhart Shire Council
Cr. Peter Sharp	Mayor	Lockhart Shire Council
Cr. Claire Pontin	Mayor	MidCoast Council
Greg Hill	GM	Central Darling Shire Council
Cr. Paul Smith	Mayor	Cowra Council
Paul Devery	GM	Cowra Council
Cr. Sarah Ndiaye	Mayor	Byron Shire Council
Mark Arnold	GM	Byron Shire Council
Cr. Abb McAlister	Mayor	Cootamundra-Gundagai Regional Council
Roger Bailey	Interim General Manager	Cootamundra-Gundagai Regional Council
Cr. Marg Applebee	Deputy Mayor	Parkes Shire Council
Cr. Louie Zaffina	Mayor	Balranald Shire Council
Peter Bascomb	GM	Balranald Shire Council
Cr. Matt Burnett	President	ALGA
Cr. Sue George	Deputy Mayor	Singleton Council
James Roncon	GM	Armidale Regional Council
Justin Fitzpatrick-Barr	GM	Singleton Council
Mary Purse	Chairperson	Walgett Aboriginal Medical Service
Christine Corby AM	CEO	Walgett Aboriginal Medical Service
Nik Seemann	Project Manager	Walgett Aboriginal Medical Service
Jenny Trindall	Jenny Trindall	Walgett Aboriginal Medical Service
Stephen Dunshea	CEO	Snowy Monaro Regional Council
Cr. Chris Hanna	Mayor	Snowy Monaro Regional Council
Cr. Robert Taylor	Mayor	Bathurst Regional Council
Cr. Paul Best	Mayor	Weddin Shire Council
Noreen Vu	GM	Weddin Shire Council
Cr. Brian Monaghan	Mayor	Bland Shire Council
Grant Baker	GM	Bland Shire Council
Richard Jane	AGM	Forbes Shire Council
Cr. Chris Roylance	Deputy Mayor	Forbes Shire Council
Cr. Steve Allan	Mayor	Bellingen Shire Council
Mark Griffioen	GM	Bellingen Shire Council
Cr. Kevin Beatty	Mayor	Cabonne Shire Council
Brad Byrnes	GM	Cabonne Shire Council
Cr. Digby Rayward	Mayor	Dungog Shire Council
Cr. Alexandria Carruthers	Deputy Mayor	Dungog Shire Council
Gareth Curtis	GM	Dungog Shire Council
Adrian Butler	GM	Federation Council
Ross Gurney	GM	Lithgow City Council
Cr. Des Kennedy	Mayor	Mid-Western Regional Council
Brad Cam	GM	Mid-Western Regional Council
Cr. Katie Graham	Deputy Mayor	Oberon Council
Mathew Webb	Acting GM	Oberon Council
Cr. Tony Mileto	Mayor	Orange City Council
David Waddell	CEO	Orange City Council
Jonathan Malota	Policy Advisor	NRMA

Jennifer Hickey		OLG
Sharne Colefax		OLG
Jodie Healy		OLG
Yvonne Lingua	EO	Riverina and Murray JO
David Kirby	GM	Brewarrina Shire Council

11. Apologies

Eber Butron	Acting General Manager	Lismore City Council
Cr. Daniel Linklater	Mayor	Wentworth Shire Council
Ken Ross	GM	Wentworth Shire Council
Cr. Tania Brown	Lord Mayor	Wollongong City Council
Jane Redden	GM	Narromine Shire Council
Cr.Dallas Tout	Mayor	Wagga Wagga City Council
Cr. Nikki Williams	Mayor	Coffs Harbour City Council
Cr. Sue Moore	Mayor	Singleton Council
Adrian Panuccio	GM	MidCoast Council
Cr. Neil Westcott	Mayor	Parkes Shire Council
Cr. Sam Coupland	Mayor	Armidale Regional Council
Cr. Russell Webb	Mayor	Tamworth Regional Council
Cr. Ken Cudmore	Mayor	Liverpool Plains Shire Council
Cr. Julia Cornwell McKean	Mayor	Berrigan Shire Council
Cr. Jim Hickey	Deputy Mayor	Broken Hill City Council
Jay Nankivell	GM	Broken Hill City Council
Cr. Kenrick Winchester	Mayor	Queanbeyan-Palerang Regional Council
Cr. Bob Callow	Mayor	Junee Shire Council
James Davis	GM	Junee Shire Council
Cr. Jasen Ramien	Mayor	Walgett Shire Council
Andrew Brown	GM	Walgett Shire Council
Cr. Daniel Keady	Mayor	Coonamble Shire Council
Paul Gallagher	GM	Coonamble Shire Council
Cr. Kevin Mack	Mayor	Albury City Council
Frank Zaknich	GM	Albury City Council
Cr. Doug Batten	Mayor	Gilgandra Shire Council
David Neeves	GM	Gilgandra Shire Council
Cr. Maurice Collison	Mayor	Upper Hunter Shire Council
Cr. Matt Gould	Mayor	Wollondilly Shire Could
Cr. Phyllis Miller	President	LGNSW (and Forbes Shire Mayor)
Greg Tory	GM	Lachlan Shire Council
Cr. Patricia White	Mayor	Shoalhaven City Council
James Ruprai	GM	Shoalhaven City Council

Recommendation: That the apologies be accepted and noted. Mayor Medcalf (Lachlan Shire Council) moved and Mayor Danielle Mulholland (Kyogle Council) seconded the motion. Carried unanimously.

12. Adoption of Minutes of Previous Meeting, 28 March 2025 (Copy Attached)

Recommendation: That the 28 March Minutes be accepted as a true record. Mayor Sharon Cadwallader (Ballina Shire Council) moved, Mayor Jasmin Jones (Yass Valley Council) seconded. Carried unanimously.

13. Matters Arising from Minutes

14. Correspondence

Outward	**Inward**
• Assistant Minister for Immigration, Senator the Hon. Matt Thistlethwaite MP – Supporting RDA Riverina's campaign against the NSW Government DAMA and supporting the Orana DAMA expansion. • Shadow Federal Local Government Minister, The Hon Darren Chester – online meeting with CMA Executive • Chief Engineer – Institute of Public Works, Engineers Australia, Mr. Joshua Devitt – Invitation to the June meeting • Chief Executive Officer – NSW Reconstruction Authority, Mr. Mal Lanyon APM – Invitation to the June meeting • National Rural Health Commissioner, Professor Jenny May AM – Invitation to the May meeting • Shadow Regional Health Minister Mr. Gurmish Singh MP – Invitation to the May meeting FAGs letters • Leader of the Australian Greens, Mr. Adam Bandt MP • Leader of the National Party, the Hon. David Littleproud MP • Leader of the Opposition, the	• NSW Regional Health Minister, the Hon. Ryan Park MP, in response to CMA correspondence and meetings regarding health cuts. • Murrumbidgee Local Health District Chief Executive, Jill Ludford PSM apologising regarding 9 May. • Communique: Regional Health Ministerial Advisory Panel • Parliamentary Secretary to the Premier, Mrs Julie Finn MP – responding to CMA letters concerning Fire Ants and Local Government financial Sustainability. Luke Sloane, Deputy Secretary, Rural and Regional Health – MPS Strategy feedback request

Hon. Peter Dutton MP • Prime Minister, the Hon. Anthony Albanese MP • Senator Pauline Hanson • Senator David Pocock • Ms Zali Steggall OAM, MP • Ms Allegra Spender MP • Ms Kylea Tink MP • Dr Sophie Scamps MP	

Recommendation: That the correspondence we be received and noted. Mayor Sharon Cadwallader (Ballina Shire Council) moved, Mayor Mulholland (Kyogle Council) seconded. Carried unanimously.

Media Releases

NSW Country Mayors welcome Coalition funding pledge Country Mayors Call Out Failure to Address Funding Shortfalls NSW Country Mayors and Police connect

15. Reports (attached)

Update from ALGA President Mayor Matt Burnett

Recommendation: That the Report be received and noted.

Mayor Cheryl Cook (Federation Council) moved. Mayor Colleen Fuller (Gunnedah Shire Council) seconded. Carried unanimously.

Update from President of LGNSW – Mayor Phyllis Miller OAM

Recommendation: That the Report be received and noted.
Mayor Mathew Hatcher (Eurobodalla Shire Council) moved. Mayor Dight (Inverell Shire Council) seconded. Carried unanimously.

Update from CMA Chairman Mayor Rick Firman OAM

Former CMA Chairman Jamie Chaffey was congratulated.

Premier Minns met yesterday with myself and Ms Boxall.

re: Premier's Rural & Regional Advisory Council… The Premier agreed to an initial two-year term, then to be reviewed. It is expected CMA will occupy at least one of the chairs, on what could be up to 11 members. The final terms of reference are being worked on by the Premier. This is a significant win for CMA as well as rural, regional and remote NSW.

The Treasurer also advised that he has been working hard on the RFS issue.

Recommendation: That the Report be received and noted.

Mayor Steve Allan (Bellingen Shire Council) moved. Mayor Brian Monaghan (Bland Shire Council) seconded. Carried unanimously.

Policy Advisor's Report – Mrs. Julie Briggs

Recommendation: that the Report be received and noted

Recommendations contained in the Policy Advisor's Report.

That the CMA adopt the response to* NSW Roads Act *1993 Issues Paper.

Mayor George Weston (Leeton Shire Council) moved. Mayor Monaghan (Bland Shire Council) seconded. Carried unanimously.

That the CMA Executive explore an advocacy campaign promoting a greater investment in Local Government through an increase in Financial Assistance Grants

Mayor Medcalf (Lachlan Shire Council) moved. Mayor Cadwallader (Ballina Shire Council) seconded. Carried unanimously.

Recommendation: That the Policy Advisor's Report be received and noted.
Mayor Mulholland (Kyogle Council) moved. Mayor Colleen Fuller (Gunnedah Shire Council) seconded. Carried unanimously.

Financial Report (CMA) – CMA Secretary Ms. Melissa Boxall

Mayor Cass Coleman (Lithgow City Council) moved. Mayor Steve Allan (Bellingen Shire Council) seconded. Carried unanimously.

16. Business with notice

Nil

17. Urgent business without notice

CMA Chairman and Bega Valley Mayor Fitzpatrick proposed a motion of support for the Rural Doctors Newtork - That the Country Mayors association reaffirms its support for funding of the Rural Doctors Network NSW to continue to focus on Rural Services within their agreements with DoHAC and not reduce the impact to rural, regional and remote NSW through the extension of their obligations to metropolitan areas.

Mayor Jones (Yass Valley Council) moved. Mayor Medcalf (Lachlan Shire Council) seconded. Carried unanimously.

Ms Boxall read the motion - The Executive Board recommends to members:

1. **The establishment of the Executive Officer's position for a period of two years, commencing 1 December 2025**
2. **That the Executive Board be given delegation to undertake an expression of interest (EOI) process to be undertaken from 1 July 2025 and that the outcome of this process be reported to the AGM in November 2025**

Mayor Mulholland (Kyogle Council) moved. Mayor Cadwallader (Ballina Shire Council) seconded. Carried unanimously.

18. Presentation [5 mins] - Dr Amanda Cohn Greens MLC, Chair of the Legislative Council Health committee, former Doctor and Deputy Mayor

Three key points where Local Government plays a key role in health.
Attracting health care workers. We need to consider the lives of the individuals, their partners, children etc.
Planning – you can shape the quality of lives in your communities,
Advocacy – your roles as mayors in advocating to Senate committee members and others cannot be understated. Please don't feel disempowered. My door is always open to hear from you and your health challenges.

19. Excelling CMA Members Segment – Health Theme

Bellingen Shire Council presentation. [10mins]

Talked about Bellingen and Dorrigo hospital. Dorrigo ward has been closed for three years. Lack of housing prevented the reopening of ward. The cost of housing post-Covid has sky-rocketed. Homes for Health – For essential workers across the Bellingen Shire.
The community was ready to protest but I sought to bring them together to focus on solutions. Billeting training nurses.
120 people attended a community meeting, over 70 put their hands up to offer accommodation.
We partnered with the Local Health District. The Welcome Experience has been vital to this initiative working. The program has already expanded to include pharmacists and ambos.
Hartley House will reopen and that we placed nurses into accommodation, we feel helped. It's a great story of what can be achieved and what Local Government can do when you work with the community.
A presentation was supplied and distributed.

Leeton Shire Council presentation. [10mins]

Spoke on Collaborative Care
We can be without a doctor for up to two weeks. Telehealth is meant to augment, not replace face to face service.

We had FIFO ambos. A heart attack patient waited 50mins, yet he was 2mins away. Had his neighbours known it was going to take that long – they would have taken him to hospital themselves. There was a drop in confidence in the health and ambulance service.

Being a migrant and refugee friendly Shire, we have been very supportive of them. We have a highly experienced doctor from Iran who is struggling to navigate the registration system.

We proposed having top paramedics manning our ED when there were no doctors. It was described as not clinically safe. There has not been a willingness to think outside the box to make solutions happen. Our Deputy Mayor met with Minister Ryan Park and they enlisted us into the Collaborative Care program. It is changing community health services (through co-design approaches) with the RDN. We will be identifying needs and solutions, from consultation and collaboration. A working group has been set up. A local project officer employed until 2026. We will collaborate with service providers to help deliver better health care for the Leeton Shire. Ongoing advocacy will be important and support for migrant doctors. Rural hospitals cannot just be a bed for convalescence. Our ambulance services have to do more than take us to a larger centre.

The Chairman thanked all for attending and with no further business, declared the meeting closed at 1:30pm.

The next meeting will be held in Orange on 11/12 June 2025.

ITEM 8.1.2. LGNSW ANNUAL CONFERENCE 2025 - COUNCILLOR ATTENDANCE

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: General Manager

SUMMARY/PURPOSE

The Local Government NSW (LGNSW) Annual Conference is the primary policy-making forum for the local government sector in New South Wales. Delegates vote on motions that shape LGNSW's advocacy agenda and influence broader sector policy.

The purpose of this report is to advise Council's that the Mayor and Deputy Mayor will attend the 2025 LGNSW Annual Conference as Council's two (2) official voting delegates. It also seeks approval for other interested Councillors to attend as non-voting delegates.

The LGNSW Annual Conference is scheduled to be held in Penrith from Sunday 23 to Tuesday 25 November 2025.

RECOMMENDATION

THAT Council:

1. Notes the Mayor and Deputy Mayor will be Council's two (2) voting delegates for the 2025 Local Government NSW Annual Conference, to be held from Sunday 23 to Tuesday 25 November 2025 in Penrith, NSW.

2. Authorises other interested Councillors to attend the Conference as non-voting delegates.

3. Notes that all registration fees, travel expenses, and other reasonable costs will be covered by Council in accordance with the Councillors' Expenses and Facilities Policy.

REPORT

(a) Background

The LGNSW Annual Conference is the peak policy-setting event for the local government sector in New South Wales. It provides an opportunity for member councils to submit and vote on motions that determine LGNSW's policy priorities and advocacy focus for the coming year.

The Conference also offers a valuable platform for networking, professional development, and sector-wide discussion of shared challenges and opportunities. The 2025 Conference will be held in Penrith from Sunday 23 to Tuesday 25 November 2025.

(b) Discussion

Under LGNSW membership entitlements, Leeton Shire Council is entitled to nominate two (2) voting delegates to participate in voting on motions at the Annual Conference. In line with the Councillor Expenses and Facilities Policy and past practice, the Mayor and Deputy Mayor are appointed to fulfil these roles.

For the 2025 Conference, the Mayor has also extended an invitation to all Councillors to attend as non-voting delegates, if they wish. Broader participation provides valuable opportunities for Councillors to learn, engage in sector-wide discussions and strengthen professional networks.

Attendance at the LGNSW Annual Conference supports Council's ongoing commitment to informed leadership and continuous professional development, as outlined in the Councillor Induction and Professional Development Framework.

It is recommended that the opportunity to attend is first offered to Councillors who have not attended peak body conferences during this term of Council.

(c) Options

THAT Council:

Option # 1 - *This is the recommended option.*

- Notes the Mayor and Deputy Mayor will attend LGNSW as voting delegates.
- Authorises attendance by all interested Councillors.
- Notes that all costs will be met by Council in accordance with the Councillors' Expenses and Facilities Policy.

Option # 2

- Notes the Mayor and Deputy Mayor will attend LGNSW as voting delegates.
- Limits attendance to voting delegates only (i.e. no non-voting attendees).
- Notes that all costs will be met by Council in accordance with the Councillors' Expenses and Facilities Policy.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Funding has been allocated in Council's 2025/26 operational budget to cover registration fees, accommodation, travel, and other associated expenses for Councillor attendance at the LGNSW Annual Conference. All costs will be managed in accordance with the Councillors' Expenses and Facilities Policy.

(b) Policy

Councillor Expenses and Facilities Policy
Councillor Induction and Professional Development Framework
Office of Local Government - Councillor Handbook 2024

(c) Legislative/Statutory

Local Government (General) Regulation 2021
Local Government Act 1993

(d) Risk

There is minimal risk associated with attendance, provided expenditure is managed within budget and policy. Not participating in the Conference could result in missed opportunities to influence sector policy, advocate for regional issues, and stay informed about emerging local government trends.

CONSULTATION

(a) External

Nil

(b) Internal

Mayor
General Manager
Executive Assistant to the Mayor and General Manager

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

9. Governance and Administration
9.3 Provide respected and effective representation, leadership and advocacy
This is in accordance with the Councillor Induction and Professional Development Guidelines and Committee Terms of Reference

9. Governance and Corporate Services
9.3 Provide respected and effective representation, leadership and advocacy
9.3.3 Implement training and development programs for Councillors in accordance with the Councillor induction and Professional Development Guidelines

ATTACHMENTS

Nil

ITEM 8.1.3. ADOPTION OF THE SUITE OF INTEGRATED PLANNING & REPORTING DOCUMENTS

AUTHOR/S: IP&R Coordinator

APPROVER/S: General Manager

SUMMARY/PURPOSE

The purpose of this report is to present to Council the following documents for adoption:

- Delivery Program 2025–2029 and Operational Plan 2025/26 (***Attachment 1***)
- Annual Budget Statement 2025/26 (***Attachment 2***)
- Revenue Policy including Fees and Charges 2025/26 (***Attachment 3***)
- Resourcing Strategy, comprising:
    - Long-Term Financial Plan 2025–2035 (***Attachment 4***)
    - Strategic Asset Management Plan 2026–2030 (***Attachment 5***)
    - Workforce Management Strategy 2026–2030 (***Attachment 6***)

RECOMMENDATION

THAT Council adopts the suite of Integrated Planning and Reporting (IP&R) documents as presented.

REPORT

(a) Background

This report seeks Council's adoption of key documents developed under the Integrated Planning and Reporting Framework to guide Council's planning, resourcing, and service delivery over the coming years. These documents align with legislative requirements, community expectations, and Council's commitment to long-term sustainability and transparency.

The documents include:

- a four-year Delivery Program and annual Operational Plan,
- a comprehensive Annual Budget Statement
- the Revenue Policy (including fees and charges), and
- a Resourcing Strategy, encompassing a Long-Term Financial Plan, Strategic Asset Management Plan, and Workforce Management Strategy.

The table below outlines the relevant legislative requirements under Sections 402 to 406 of the *Local Government Act 1993* (LG Act):

Review Schedule	IP&R Documents	Adoption/Endorsement/ Noting
Annually	Annual Operational Plan (including Budget and Revenue Policy)	By 30 June each year
Annually	Annual Report	By 30 November each year

Following each election	Delivery Program	By 30 June of the year following an election
Following each election	Resourcing Strategy • Long-Term Financial Plan (minimum 10 years) • Asset Management Strategy (minimum 10 years) • Workforce Management Strategy (minimum 4 years)	By 30 June of the year following an election
Following each election	Community Strategic Plan (minimum 10 years)	By 30 June of the year following an election
Start of a new Council term	State of the Shire Report	Second Meeting of newly elected Council

Note: Council opts to combine the Delivery Program and Operational Plan

(b) Discussion

At the Ordinary Council Meeting held on Tuesday 6 May 2025, Council resolved to endorse the DRAFT 2025-2029 Delivery Program & Long-Term Financial Plan and 2025/26 Operational Plan, Budget and Revenue Policy for public exhibition. The two (2) other draft documents that make up the Resourcing Strategy (Strategic Asset Management Plan 2026–2030 and Workforce Management Strategy 2026–2030) were also presented at this meeting. However, as per the Integrated Planning and Reporting (IP&R) Guidelines, there was no requirement to publicly exhibit these documents prior to their adoption.

The public exhibition period ran for the 28-day period from Wednesday 7 May 2025 until Tuesday 3 June 2025 and submissions were invited.

Total of 92 surveys were completed via Have Your Say and ten (10) written submissions were received. Council staff were also afforded the opportunity to make submissions. There were eight (8) submissions received.

All submissions were presented and considered at the Extraordinary Meeting held on Tuesday 10 June 2025. Amendments were made at this meeting which have been included in the final documents presented for adoption at this Ordinary Council Meeting (30 June 2025) unless specified otherwise. For a record of decisions made at the extraordinary meeting see (***Attachment 7***).

DELIVERY PROGRAM 2025-2029 AND OPERATIONAL PLAN 2025/26 (***Attachment 1***)

The Delivery Program and Operational Plan (***Attachment 1***) is a combined document that outlines how Leeton Shire Council will deliver on the community's aspirations as articulated in the "*Leeton on the Go - Towards 2035" Community Strategic Plan*.

The Delivery Program represents Council's four-year commitment to the community. It sets out the strategic objectives and initiatives that Council aims to achieve over its term in office. Each objective is supported by targeted activities, performance measures, and indicators to enable effective monitoring and reporting.

Supporting this, the Operational Plan is a detailed annual action plan that identifies the specific projects, programs, and services that Council will implement in 2025/26 to contribute to the broader Delivery Program objectives.

It includes:

- Defined activities aligned with strategic goals.
- Assigned responsibilities.
- Timeframes for delivery.
- Funding sources and budget allocations.

The Delivery Program and Operational Plan (DPOP) together ensure that Council remains accountable for the delivery of outcomes and services that meet community needs and expectations. The version attached to this report includes all amendments made at the Extraordinary Meeting on the 10 June 2025 plus the addition of a Stadium Expansion and Sports Precinct Masterplan in 2025/26 ***(Attachment 1)***.

Progress against the DPOP will be reported quarterly to Council and the community, ensuring transparency, ongoing performance tracking, and continuous improvement.

ANNUAL BUDGET STATEMENT FOR 2025/26 ***(Attachment 2)***

The Budget for 2025/26 provides the funding for Council to achieve the actions identified in the Operational Plan. The following identifies key information, assumptions and guidelines used in the preparation of the 2025/26 Budget:

- Rate Pegging set at 4.4%.
- Waste Annual Charges increased by 4%.
- Water Charges increased by 7% (except Tier 3 – kept same as 2024/25).
- Sewerage Charges increased by 7%.
- Salary and wages:
    - LG Award increases 3%, step increases, plus award lump sum payments,
    - New childcare splinter award increases,
    - Full Time Equivalents (FTE) increases to 170.10* (161.10 in 2024/25).
- Approximately $341K to be refunded via Government Grant for six (6) Trainee FTEs.
- Approximately 50% childcare splinter award increases to be Government Grant funded for two (2) years.
- Insurance Premium increases of 15%.
- All other expense items increased by approximately 3% overall.
- Developer contribution income has been forecast to increase to $360K in 2025/26 and $300K annually in future years.
- At the time of preparing this Budget Statement - the prepayment of FAGs had not yet been advised. Any consequent changes to FAGs will be updated in the 1st QBR.

**(4 additional Trainees, 1 HR, 1 IT, 1 Building Services and 2 Roxy)*

Operational Budget

The Operational Budget 2025/26 is prepared on a "by fund" basis with the General Fund excluding Domestic Waste Management (DWM), Water Fund and Sewer Fund separated where practicable. An analysis of the budgeted consolidated operating result for 2025/26 shows the following breakdown between the Funds, delivering a deficit overall.

Operating result excluding Capital Grants and Contributions

General Fund	$(4,265K)
Domestic Waste Management (DWM)	$ 288K
Water Fund	$ 530K
Sewerage Fund	$ (186K)
Consolidated	$(3,633K)

The Operating Result (excluding capital grants) provides an indication of the long-term viability of Council. In broad terms, a deficit in operations indicates that Council is not earning sufficient revenue to fund its ongoing operations (services) and to adequately renew existing assets over the longer term.

While this measure is important, it does include timing issues and impacts from specific transactions and operations which make it less accurate in demonstrating current performance. The operating deficit is reconciled back to a cash result as part of the Consolidated Cash Result table in (***Attachment 2***) showing that the forecast unrestricted cash position will decrease by $1,484K in 2025/26.

Capital Budget

The Capital Budget (***Attachment 2, page 12***) details Council's Capital Works Program for the 2025/26 Financial Year. The proposed Capital Works amounts to **$15.43M** including Revotes but excluding Carry Forward works, that will be re-introduced at the first quarterly budget review.

ANNUAL OPERATING & CAPITAL BUDGET – KEY CHANGES (Post Public Exhibition Period)

The below table lists all the budget changes post public exhibition period:

Entity	Project/Works Description	Amendment Reason	Reporting Line	Type	Adjustment Amount ($)
General	Sec 7.12 (S94A) Contributions	Contributions for 2025/26 expected to be higher	Grants and Contributions - Capital	Capital Income	-185,000
General	GF Developer Contributions income to reserve	Contributions for 2025/26 expected to be higher	Transfer to Dev Contributions Reserve	Transfers to Reserves	185,000
General	Sale of Golf Estate residential property	Sale of real estate instead of development	Net Gain from Disposal of Assets	Operating Income	-120,000
General	WDV of Real Estate Sold	See above	Net Gain from Disposal of Assets	Operating Income	26,000
General	Golf Club Estate Loan Funding	Golf Club Estate Land Development project cancelled and removed from Budget	New Loans Drawn	Capital Income	400,000
General	Golf Estate residential property development	Golf Club Estate Land Development project cancelled and removed from Budget	Capital Program	Capital Expenditure	-400,000
General	Museum Loan Funding	To be funded from other sources	New Loans Drawn	Capital Income	450,000
General	Efficiency Improvements Program	Additional funds required - Professor Drew and SRV related	Materials and Services	Operating Expense	50,000
General	Mountford Park Electrical Upgrade	Improvements fully funded by Crown Reserve Improvement Fund	Materials and Services	Operating Expense	205,539
General	Mountford Park Electrical Upgrade Funding	Improvements fully funded by Crown Reserve Improvement Fund	Grants and Contributions - Operating	Operating Income	-205,539
General	Public Art on "Cannery Corner"	Subject to 100% Grant funding	Materials and Services	Operating Expense	100,000
General	Public Art on "Cannery Corner" funding	Subject to 100% Grant funding	Grants and Contributions - Operating	Operating Income	-100,000
General	CBD Façade Painting - Yanco & Whitton	Subject to 100% Grant funding	Materials and Services	Operating Expense	60,000
General	CBD Façade Painting - Yanco & Whitton Grant Funding	Subject to 100% Grant funding	Grants and Contributions - Operating	Operating Income	-60,000
General	Transfer from CBD Façade Reserve	Funding of expenditure - as per DPOP	Transfers from Internal Reserves	Transfers from Reserve	-20,000
General	Yanco Social Housing	Additional expenditure in 2025/26	Capital Program	Capital Expenditure	200,000
General	Gogelderie Weir - Caretaker House Renewal Work	Funding of expenditure	Transfer from Dev Contributions Reserve	Transfers from Reserve	-40,000
General	Whitton Museum Renewals (including Courthouse)	Reduced expenditure and removed loan	Capital Program	Capital Expenditure	-350,000
General	Whitton Museum Renewals (including Courthouse)	Funding of expenditure	Transfer from Dev Contributions Reserve	Transfers from Reserve	-100,000
General	Sporting Precinct Expansion (including Stadiums)	Voted down by the Council	Capital Program	Capital Expenditure	-500,000

Entity	Project/Works Description	Amendment Reason	Reporting Line	Type	Adjustment Amount ($)
General	Cemetery Expansion	Reduced expenditure	Capital Program	Capital Expenditure	-570,000
General	Cemetery Expansion	Reduced Loan	New Loans Drawn	Capital Income	720,000
General	Cemetery Expansion	Funding of expenditure	Transfer from Dev Contributions Reserve	Transfers from Reserve	-150,000
General	Playgrounds (Gossamer Park)	Reduced expenditure	Capital Program	Capital Expenditure	-50,000
General	Playgrounds (Gossamer Park)	Funding of expenditure	Transfer from Dev Contributions Reserve	Transfers from Reserve	-50,000
General	Footpaths - New	Reduced expenditure	Capital Program	Capital Expenditure	-50,000
General	Bus Shelters	Funding of expenditure	Transfer from Dev Contributions Reserve	Transfers from Reserve	-20,000
General	Lake Paddock Waterfront Reserve Masterplan	100% Grant funded	Materials and Services	Operating Expense	50,000
General	Lake Paddock Waterfront Reserve Masterplan	Grant funding	Grants and Contributions - Operating	Operating Income	-50,000
Waste	Yanco Landfill Remediation	New item	Capital Program	Capital Expenditure	600,000
Waste	Yanco Landfill Remediation	Reserve Funding	Transfers from DWM Reserve	Transfers from Reserve	-300,000
Waste	Yanco Landfill Remediation	Grant Funding	Grants and Contributions - Capital	Capital Income	-300,000
General	Roxy Operating Income	Roxy Theatre budget changes	Income	Operating Income	153,920
General	Roxy Operating Expenses	Roxy Theatre budget changes	Expenses	Operating Expenses	-254,523
General	Renewable Energy Efficiencies	New program	Materials and Services	Operating Expense	100,000
General	Transfer from Renewable Energy Efficiency Reserve	New program	Transfers from Internal Reserves	Transfers from Reserve	-100,000

REVENUE POLICY INCLUDING FEES AND CHARGES FOR 2025/26 ***(Attachment 3)***

The Rate Peg of 4.4% has been applied to Council's General Rates. While this means that Council's total General Rates income increase is capped at 4.4%, it does not necessarily mean that any individual rates obligation will increase by 4.4% - some may be less, some may be more. This is the final year of "rate peg holiday" for farmers.

Other key fees & charge increases include:

- Waste Annual Charges increased by 4%.
- Water Charges increased by 7% (except Tier 3 – kept same as 2024/25).
- Sewerage Charges increased by 7%.

The maximum interest chargeable on overdue rates and accounts of 10.5% was advised by the Office of Local Government (OLG).

Following exhibition, the key changes to the Revenue Policy are as follows:

- Water Charges – Tier 3 was to increase by 7% – kept same as 2024-25 (refer page 5 of Revenue Policy).
- Statement of borrowings – updated with cemetery and stadium roof borrowings (refer page 8 of Revenue Policy).
- Leeton Golf Course fees – were to increase – kept same as 2024-25 (refer page 37 of Revenue Policy).
- Leeton Multipurpose Centre (MPC) and CWA halls hire fees – moved the MPC and CWA fees from page 18-19 to Public halls section. Removed fees related to kitchen hire as these are now all-inclusive (refer page 43-44 of Revenue Policy).
- Private swimming lesson instructors annual fee – were to increase - reduced from $209 to $120 (refer page 34 of Revenue Policy).
- Short-term holiday season student instructors – were to increase - kept same as 2024-25 (refer page 34 of Revenue Policy).

Once adopted the lines identified for removal will be taken out in the final version of the fee and charges within the Revenue Policy.

RESOURCING STRATEGY

The Resourcing Strategy is a critical component of the Integrated Planning and Reporting (IP&R) Framework. Its purpose is to ensure that Leeton Shire Council has the capacity—both now and into the future—to deliver on the commitments outlined in the Delivery Program.

Specifically, the Resourcing Strategy supports Council's decision-making by:

- Analysing the financial, asset, and workforce resources required to implement the Delivery Program effectively; and
- Exploring the long-term implications of these decisions, ensuring sustainability and informed strategic planning.

The Resourcing Strategy comprises three (3) key elements:

- Long-Term Financial Plan (LTFP) (***Attachment 4***) – ensuring Council's financial sustainability over a 10-year horizon. This has been updated since the draft. See commentary below.
- Strategic Asset Management Plan (SAMP) (***Attachment 5***) – guiding the maintenance, renewal, and development of Council's infrastructure and assets. This has been updated to reflect the LTFP changes.
- Workforce Management Strategy (***Attachment 6***) – ensuring Council has the right people, skills, and capacity to deliver services and achieve strategic outcomes. This has been updated and 0.6FTE removed.

Together, these components provide the foundation for responsible planning, informed resourcing, and sustainable service delivery into the future.

LONG TERM FINANCIAL PLAN 2025-2035 *(Attachment 4)*

Council's current Long Term Financial Plan (LTFP) has been reviewed and updated using Council's LTFP modelling tool developed by LG Solutions. The starting point for the LTFP is Council's current 2024/25 and 2025/26 budget decisions/forecasts.

The model then explores the Base Case and two (2) Alternative Scenarios i.e. Alternative Scenario 1 - Includes Sporting Precinct Development (including Stadium) and Alternative Scenario 2 (Excludes Discretionary Capital Projects).

The LTFP outlines the reality of what the Council is facing financially. The Base Case assumes business as usual along with several discretionary capital projects (excluding Sporting Precinct Development and Stadium Expansion) identified through community strategic plan consultation. The Base Case is financially unviable. In an Alternate Scenario 1, the Sporting Precinct and Stadium Expansion has been added back to the Base Case. This scenario increases the accumulated value of operating deficits and is also financially unviable.

In an Alternative Scenario 2, the discretionary projects have been removed to show key impacts on the LTFP. While there is some improvement, the Alternative Scenario 2 is still financially unsustainable and further intervention is required and will need to be reviewed and considered in the coming financial year. The details are included in the attached LTFP document *(**Attachment 4**)*.

(c) Options

Council has a legislative obligation to adopt a Delivery Program and Long Term Financial Plan no later than 30 June for commencement from 1 July. Major amendments to the documents would require that the documents be re-exhibited, which would mean that Council would be unable to meet the prescribed deadline.

Therefore, the options available to Council are:

1. Adopts the suite of Integrated Planning and Reporting (IP&R) documents as presented. ***This is the recommended option.***

2. Adopts the suite of Integrated Planning and Reporting (IP&R) documents with minor amendments.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Delivery Program includes financial forecasts for Council's operations as a whole for the term of the current Council (the next four years). The Long Term Financial Plan aligns with this but also considers the longer term financial implications of Council's decisions.

(b) Policy

Community Strategic Plan (CSP)

(c) Legislative/Statutory

Local Government Act 1993 (LG Act)

(d) Risk

If Council failed to adopt a Delivery Program and Long Term Financial Plan compliant with the Guidelines by 30 June 2025, Council would be in breach of the *Local Government Act 1993* and Regulations.

The Long Term Financial Plan (LTFP) highlights a sustainability risk to Council and investigates a variety of solutions to the issue.

CONSULTATION

(a) External

Council engaged with the community through a survey on its online engagement platform 'Have Your Say', newspaper advertisements, social media channels and at four in person consultation held across the Shire. Hardcopies of the draft documents were made available at Council's administration office, the Whitton Post Office, the Yanco Shop and the Leeton Library.

Submissions from the public were accepted in the 28-day period from Wednesday 7 May 2025 until Tuesday 3 June 2025. Council also specifically invited those who made formal submissions on the Integrated Planning and Reporting documents to attend and present at a public forum held on Tuesday 10 June 2025.

(b) Internal

All identified Operational Plan Responsible Officers
Senior Management Team
Audit Risk and Improvement Committee

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

9. Governance and Administration
9.2 Undertake authentic and timely community engagement where community input genuinely shapes Council decisions

9. Governance and Corporate Services
9.2 Undertake authentic community engagement
9.2.1 Run an active community engagement program

ATTACHMENTS

1. FINAL - VERSION - Delivery Program 2025-2029 and Operational Plan 2025-26 (DPOP) [**8.1.3.1** - 86 pages]
2. FINAL - VERSION - Annual Budget Statement 2025-26 [**8.1.3.2** - 19 pages]
3. FINAL - VERSION - Revenue Policy including Fees and Charges 2025-26 [**8.1.3.3** - 50 pages]
4. FINAL - VERSION - Long Term Financial Plan (LTFP) [**8.1.3.4** - 59 pages]
5. FINAL - VERSION - Strategic Asset Management Plan (SAMP) [**8.1.3.5** - 34 pages]
6. FINAL - VERSION - Workforce Management Plan 2025-2029 [**8.1.3.6** - 27 pages]
7. UNCONFIRMED MINUTES - 10 June 2025 Extraordinary Meeting [**8.1.3.7** - 13 pages]

LEETON SHIRE COUNCIL

Delivery Program

2025-2029

Operational Plan

2025/26

Adopted 30 June 2025

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Acknowledgement of Traditional Owners

Leeton Shire Council acknowledges the Traditional Custodians of Wiradjuri Country and recognises their continuing connection to land, waters and community. We pay our respects to all Aboriginal people and their cultures, and Elders, past, present and emerging of our Shire.

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Introduction from our Mayor and General Manager

On behalf of the elected Council, we are pleased to present Leeton Shire Council's Delivery Program 2025–2029 and Operational Plan 2025/26 (DPOP) which outlines Council's commitment to maintaining and building a strong, vibrant, and sustainable future for our community.

This DPOP is the first for this term of Council and follows our Integrated Planning and Reporting obligations under the *Local Government Act 1993*. Its final content has been shaped in-part by the Community Strategic Plan – Leeton on The Go Towards 2035 (which was endorsed in February 2025 after 6 months of community consultation) and in-part by the reality of our currently constrained financial capacity. As our community knows well by now, our general fund is not financially sustainable.

Being an asset-heavy organisation, we have as a priority sought to ensure our existing infrastructure - currently valued at $561M - is being looked after appropriately for both current and future generations (including catching up $8.54M of our $22.72M backlog over this term).

When engaging with residents over the last 12 months, Council generally heard that it needs to keep / maintain all the services / service levels we have. We also heard about the need to improve roads, housing, the Leeton Stadium/Ovals Sporting Precinct, and economic development opportunities and had requests for greater advocacy around important matters that are not core Council business (water buybacks, health, policing, housing and more).

Unfortunately we cannot do it all until our financial position is more secure, so – having regard to public feedback on the draft documents - Council has prioritised projects involving public safety, enabling infrastructure for housing and tourism (supported by significant grant funding and/or partnerships), and ensuring key Council investments are optimized such as operations of the Roxy (for a 2 year period while a set-up to access philanthropy and grants not available to Councils is pursued).

To contain spending on new capital projects, expansion plans for the stadium have been put on hold for now and not included in the adopted DPOP and budget but Council will proceed with a comprehensive masterplan and business case in the meantime. The full project may be revisited once Council's financial future is clearer.

We also plan to divest some land held by Council at Golf Course Estate.

Following advice from Professors Joseph Drew, Masato Miyazaki and Yunji Kim of Newcastle University who have been doing a review of Council's finances, Council has decided to hold off considering an SRV for 12 months (previously mooted for 25/26) in favour of setting up a Financial Sustainability Team (made up of staff, councillors and community representatives) to do a deep dive across all of Council's operations with a view to finding "efficiencies", including "technical efficiencies". This will be augmented by ongoing Service Reviews with the focus being on Parks & Open Spaces in 2025/26 and Roads 2026/27. Our Audit Risk and Improvement Committee will assist us to determine other Service Review priorities for future years.

Further, Council is working hard to develop more precise ways of depreciating assets and we have made good progress with roads due to greatly improved data capture / analysis. We will review all our Asset Management Plans to ensure that the backlog figures and depreciation rates being used are supported by evidence of actual conditions in the ground rather than age-based modeling. For our 287+ buildings, we will develop a comprehensive

Asset Management Plan informed by detailed data capture (an exercise that has already commenced).

Remember this DPOP should be read in conjunction with Council's Resourcing Strategy (Long Term Financial Plan, Asset Management Strategy and Workforce Plan), and the Annual Budget and Revenue Policy for 2025/26. Our full Integrated Planning and Reporting (IPR) suite of adopted documents can be found here. Of note, with a revised 'middle of the road' base case budget adopted, we have added a second alternative scenario to our final LTFP. One alternative scenario still has all discretionary projects removed and the other (additional) one has all discretionary projects remaining in place (except for keyworker / staff townhouses at Golf Course Estate which are off the table).

Council remains committed to delivering high-quality infrastructure, supporting local businesses, and ensuring that Leeton remains a great place to live, work, and play. We believe the adopted DPOP is a sound roadmap - given the context of a constrained general fund - for continuing our steady progress and fostering a resilient and prosperous Leeton Shire for generations to come.

Leeton Shire has a bright future despite the challenges of water buybacks, cost of living increases and Council's own financial sustainability. For nearly every challenge there is a solution and we look forward to ongoing engagement with our community on the best path forward.

In closing, we respectfully ask our community to stay alert to opportunities for further engagement via our notices in the local newspaper and on social media.

Thank you for being an active and engaged citizen of Leeton Shire.

Yours sincerely

Mayor
George Weston

General Manager
Jackie Kruger

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Community Vision

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

Community Values

What our community values most about Leeton Shire is the:

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

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Our Council Representatives

Cr George Weston
Mayor
Elected to Council 1995

Portfolio: Welcoming Leeton, WR Connect

georgew@leeton.nsw.gov.au

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

Portfolio: Arts and Culture, Health Services (including Mental Health)

michaelk@leeton.nsw.gov.au

Cr Tracey Morris
Elected to Council 2012

Portfolio: Agriculture (including Research & Development), Water Security

Traceym@leeton.nsw.gov.au

Cr Nicholas Wright
Elected to Council 2024

Portfolio: Diversity and Inclusion, Heritage & Art Deco

nicholasw@leeton.nsw.gov.au

Cr Krystal Maytom
Elected to Council 2021

Portfolio: Tourism & Events

krystalm@leeton.nsw.gov.au

Cr Sarah Tiffen
Elected to Council 2024

Portfolio: Education, Environmental Sustainability (including Climate Change)

sarah.tiffen@leeton.nsw.gov.au

Cr Sandra Nardi
Elected to Council 2016

Portfolio: Sports & Recreation, Youth & Children

sandran@leeton.nsw.gov.au

Cr Stephen Tynan
Elected to Council 2024

Portfolio: Housing

stephent@leeton.nsw.gov.au

Cr Boston Edwards
Elected to Council 2024

Portfolio: CBD enhancement and Local Economy (including Nighttime Economy), Digital Capability and Connectivity

bostone@leeton.nsw.gov.au

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Councillor Commitments

As a lead voice for the community, this term of Council has allocated portfolios across the team of elected representatives. This will spread the workload across the team and enable nominated Councillors to become the elected Council's subject experts, champions of the cause and go-to people on the specific topic or topics in their portfolios.

Our promise to the community is, by the end of our term, to have:

- Achieved financial sustainability pathway as a Council, responsibly and within the means of our ratepayers, including having thoroughly reviewed depreciation levels and practices.
- Reinstated trust in Council and Council services via transparent decision-making and improved resident engagement / involvement, supported by more mature and better resourced Council systems / processes that drive increased confidence in the underpinning data, reliable asset management, and greater assurance that services are being run as efficiently as possible.
- Positioned Leeton Shire as a forward focused, progressive and abundantly relevant to current and future generations, engendering strong community pride about our facilities, lifestyle, events and business prowess and increasing our profile and reputation with regional, state, national and international stakeholders.
- Driven growth locally – population, economy, business (including high tech), workforce, opportunities for youth, affordable housing, and advocacy for health services and policing.
- Ensured vibrancy and cohesion is further developed - community and place – fostering increased volunteerism, connections, positivity and hope.
- Retained our best and brightest, facilitated good jobs for the next generation and attracted more residents (number and diversity) to stand for leadership roles.
- Promoted the Shire's values and capabilities (business / industry, arts/culture, sport, education), attracting new residents and new business, and bringing home people who were raised in Leeton.

Our financial guard rails:

- We will be financially cautious when making decisions, having regard to whole-of-life costings for projects and services.
- We will distinguish between needs (essential) and wants (nice to have) when we consider capital projects and new services.
- We will get shovel ready for all identified needs and wants in the adopted Delivery Program and will actively pursue capital grants, where possible.
- We will only commit to doing major 'nice to have' capital projects once Council's financial sustainability path is clear and / or the full short and long-term implications of those projects are understood.

In order to be effective Councillors we will:

- Be ambassadors for Council, fostering pride in Council through what we say and do.
- Focus on strategic alignment, taking a systems thinking approach, looking at the big picture, and avoiding single issues / distractions.
- Turn up to meetings fully prepared, be fully present and contribute constructively.
- Require / call for full information so that good, evidence-based decisions can be made.
- Always assume good intent and discuss / debate with an open mind.
- Expect and respect differences of opinion and refrain from personal attacks.
- Aim for consensus / seek middle ground after thorough, respectful and robust debate.
- Respect the decision of the majority, with any post meeting commentary delivered graciously and factually (ensure a "united tone" even when disagreeing).
- Listen to and represent the voice of the community.
- Be prepared to make hard decisions and not populist decisions.
- Build respectful relationships with each other, community, senior staff and key stakeholders (including collaborating with and staying actively connected to stakeholders who can support outcomes for Leeton Shire).

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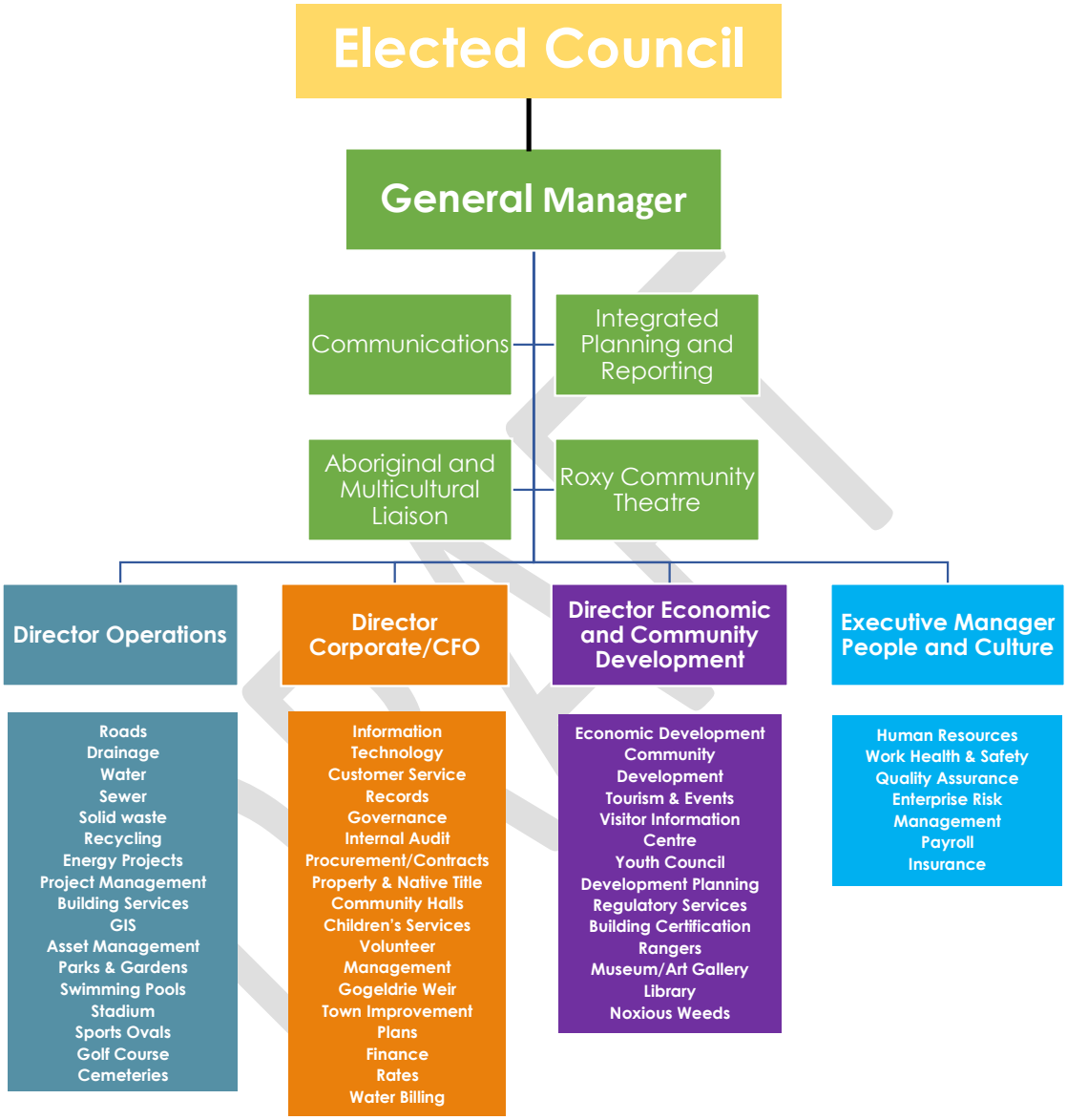
Our Organisational Structure



Integrated Planning and Reporting

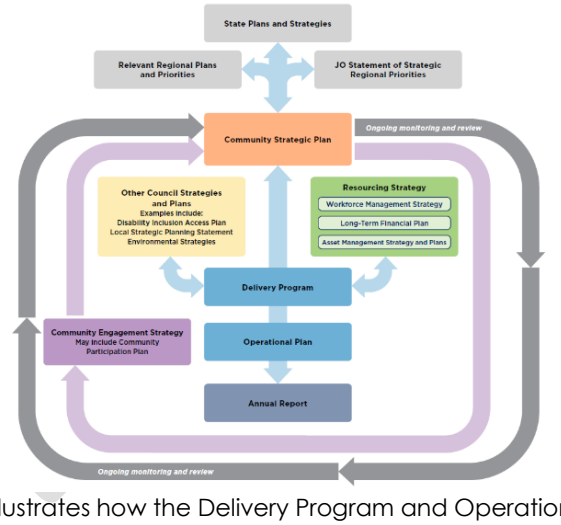
This Delivery Program and Operational Plan form part of Council's Integrated Planning and Reporting (IPR) suite, established under the NSW Local Government Act 1993. The IPR Framework provides a structured approach to long-term planning and performance monitoring, ensuring alignment between community aspirations, strategic priorities, and the responsible allocation of resources.

In February 2025, Council endorsed the *Leeton Community Strategic Plan (CSP) – Leeton on the Go: Towards 2035*, which sets out the community's vision and aspirations for the next decade. This Delivery Program outlines Council's commitment to delivering the actions required to help realise the outcomes identified in the CSP.

The IPR suite comprises:

- The Delivery Program and Operational Plan.
- The Resourcing Strategy, including the Long-Term Financial Plan, Strategic Asset Management Plan, and Workforce Management Plan.
- The Annual Budget.

Together, these plans form an integrated and interdependent suite, developed in alignment to ensure a clear line of sight between long-term community goals and Council's operational activities and resource planning.



The diagram below illustrates how the Delivery Program and Operational Plan sit within the broader IPR Framework and how each element interrelates.

Progress in delivering these plans is reported regularly through:

- Quarterly Progress Reports.
- Annual Reports.
- State of the Shire Reports.

These documents should be read together to gain a comprehensive understanding of Council's strategic direction, priorities, and resource commitments.

Community Strategic Plan Towards 2035

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

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

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

- Cc1.1 We are friendly, inclusive and connected
- Cc1.2 We value and celebrate our local history, culture and diversity
- Cc1.3 We are rich in arts and culture
- Cc1.4 We have access to a range of local educational opportunities for students of all ages and abilities

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

- Sc2.1 Our community is safe to live in and move about
- Sc2.2 We participate in active sports and leisure
- Sc2.3 We have access to health and support services that cater for all our needs
- Sc2.4 We have supported accommodation that meets the needs of all community members

FOCUS AREA 3. A thriving regional economy (Ec)

- Ec3.1 Our local businesses are prospering
- Ec3.2 We attract and retain new businesses and residents, and our population is growing
- Ec3.3 We have the infrastructure we need to support our economy
- Ec3.4 We have the skills and knowledge to undertake the work available
- Ec3.5 We have access to a range of housing options that suit the needs of short- and long-term residents
- Ec3.6 We have diverse employment opportunities
- Ec3.7 We are a popular tourist destination

FOCUS AREA 4. A quality environment (En)

- En4.1 We enjoy a protected natural environment and quality agricultural land
- En4.2 We live sustainably, use our resources responsibly and have adapted to climate change
- En4.3 Our built environment is attractive and serviceable
- En4.4 We balance the needs of our natural and built environments

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

- L5.1 We are well informed and engaged in decision-making
- L5.2 Our leaders speak out for the good our community
- L5.3 We work together to achieve our goals
- L5.4 We are active community members who recognise we all have a role to play
- L5.5 Our Council operates efficiently and effectively
- L5.6 We demonstrate leadership in the face of disaster

Leeton Shire's Community Strategic Plan "Leeton on the Go – Towards 2035" is available on Council's website: leeton.nsw.gov.au

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Achieving our Goals

Functional Areas and Responsibilities

Council has developed its Delivery Program and Operational Plan as its contribution to helping achieve the Directions and Outcomes identified in our Community Strategic Plan.

We have organised these Directions and Outcomes into nine functional areas. For ease of identification, each functional is defined by a specific colour, as shown below.

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

This next section provides details of the major Delivery Program Strategies, including the Operational Plan Actions, scheduled for the next four years.

Our progress towards achieving the Actions identified within the annual Operational Plan will be reported to Council and the community on a quarterly basis.

Our Commitment to Continual Improvement:

- To encourage continuous improvement, Council undertakes an independent Community Satisfaction Survey every two years. This information helps inform the priorities of Council.
- Management also conducts reviews of service delivery to identify operational efficiency opportunities.
- Our Audit, Risk and Improvement Committee, which consists of three independent representatives, also helps to support our on-going improvement.

FUNCTIONAL AREA 1:

COMMUNITY SERVICES AND COMMUNITY DEVELOPMENT

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

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

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

You also told us you have some concerns and want our help to rectify these important matters.

Advocacy Priorities:

- More GPs and dentists; a shift from locum to permanent doctors at Leeton Hospital; easier access to Mental Health and Allied Health services; and reliable, timely and effective ambulance services
- Improvement of government migrant labour schemes
- An increase in police numbers and their hours of service
- Increased local training opportunities for Childcare Workers and other workforce gaps
- Dedicated staff based at the Country Universities Centre – Leeton Campus
- Public transport accessibility

Leeton Shire Library

Our Library is a vital community hub. We are part of the Riverina Regional Library which means we get a greater range of services than we can deliver alone. The library provides more than just books, but also programs and events, learning opportunities, access to online books, magazine and audio apps and social interaction.

Town Improvement Program

Council works with the Town Improvement Committees in Whitton and Yanco to determine a project list of community, tourism, heritage, cultural, public infrastructure, economic growth and environmental based projects. Through the program Council supports each town to develop individual town improvement plans which highlight short term and long-term goals for each community.

Leeton Multipurpose Centre (MPC)

The MPC is a multipurpose, fully accessible building used for a variety of corporate and private events including workshops, training and community functions. It also has a number of leased (short and long term) office spaces which are utilised by not-for-profits, community organisations and private enterprises.

Children's Services

Council operates Leeton Out of School Care and Vacation Care (LOOSC) at Parkview Public School, 5 days per week from 3.10pm to 6pm during school terms and 8am to 6pm during school holidays. This service caters for children from Kindergarten to Year 6.

Council also operates the Leeton Early Learning Centre (LELC), a long day care service with an operating license for 88 children per day, five days per week, 50 weeks of the year. This service operates from 7.45am to 5.45pm each weekday and offers five (5) different classrooms across the centre including Nursery 1, Nursery 2, Toddlers, Preschool 1 and Preschool 2.

Both services are funded by the NSW Department of Education, Skills and Employment via the Childcare Subsidy and fees from parents.

Community Development

Council facilitates key partnerships and engagement, including liaison with Aboriginal and multicultural communities, as well as collaboration with local police to enhance social cohesion and safety.

Council owns 14 one-bedroom units (Eventide Homes) in Yanco, providing housing for older residents. The management of Eventide Homes is managed on behalf of Council by Argyle Housing.

Community grants provide funding opportunities to empower local groups, drive community-led projects, and enhance the well-being of Leeton Shire residents. There are three streams of funding – Community Strengthening Grants, Quick Response Grants and Youth Development Grants.

The Youth Council provides an important opportunity for young people to have input into Council decisions. The Youth Council provides advice to Council on issues that are important to young people in the local area and offers young people the opportunity to participate in the public life of Leeton Shire and develop as leaders.

Delivery Program Strategy: 1.1 Operate a library in Leeton as a member of the Riverina Regional Library, delivering books to Whitton quarterly and offering a delivery service to residents whose disabilities prevent them from leaving home monthly

- Council is a member of the Riverina Regional Libraries

Links to CSP: Cc1 Cc4 Ec4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.1.1	Offer library services with quality programming and events, including programmed sessions for children, young people and adults; school holiday sessions; special events that support community interests; and promote the Country Universities Centre	Number of programmed sessions held	x	x	x	x	Library Supervisor	Riverina Regional Library Deed of Agreement
		Number of participants in library activities	x	x	x	x		
		Number of items borrowed	x	x	x	x		
		Number of library memberships	x	x	x	x		
		Number of registered students at CUC	x	x	x	x		
1.1.2	Ensure consistent and active participation of Riverina Regional Libraries meetings to facilitate collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Director Economic & Community Development	Riverina Regional Library Deed of Agreement
1.1.3	Oversee capital works projects at the Library **Capex (General Fund)** $20K for parking and pedestrian study in 25/26 $50K for renewals in 28/29	Parking and pedestrian study completed	x	-	-	-	Manager Environmental Sustainability	Asset Management Policy
		Renewals completed	-	-	-	x		

Delivery Program Strategy: 1.2 Operate Children's Services, including a long day care service (Monday to Friday) at the Leeton Early Learning Centre; out of school hours care (after school) and vacation care

Links to CSP: Cc4 Ec6 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.2.1	Operate Leeton Early Learning Centre (LELC) as a long day care service (potential 88 places per day)	Percentage of booked numbers is maintained	x	x	x	x	Children's Services Manager	National Quality Framework (NQF) / *Education and Care Services*
		Service is accredited	x	x	x	x		

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1.2.2	Oversee capital works projects at Leeton Early Learning Centre (LELC) **Capex** $27.5K for office renovations in 25/26 (Childcare Internal Restriction Fund) $13.5K for automated watering system in 25/26 (Childcare Internal Restriction Fund)	Office renovations	x	-	-	-	Manager Business Services	*National Law Act 2010*
		New watering system	x	-	-	-		
1.2.3	Operate Leeton Out of School Care Service (LOOSC) during school terms (potential 40 places per day)	Percentage of booked numbers increases	x	x	x	x	Children's Services Manager	
		Service is accredited	x	x	x	x		
1.2.4	Operate Vacation Care during School Holidays (potential 50 places per day)	Percentage of booked numbers increases	x	x	x	x	Children's Services Manager	
1.2.5	Support the Whitton community in investigating After School Care	Outcome identified for path forward	x	x	x	x	Manager Business Services	

Delivery Program Strategy: **1.3 Provide CCTV and free Wi-Fi services in the CBD of Leeton and in all major Council facilities**

- Free Wifi is provided in the CBD and Sporting Precinct

Links to CSP: Cc1 Cc4 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.3.1	Maintain and enhance the CCTV network to promote community safety	Number of occasions police access CCTV footage	x	x	x	x	Manager IT & OT	CCTV MOU with Council and Police NSW CCTV Code of Conduct
		Number of additional CCTV deployed/ upgraded	x	x	x	x		

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Delivery Program Strategy: **1.4 Promote and support volunteering, both in Council and in the community, including the celebration of Volunteer Week**

Links to CSP: Cc1 L3 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.4.1	Manage Council's volunteer program and support Leeton Connect to promote volunteering across the Shire	Active volunteer numbers maintained (more than 80)	x	x	x	x	Manager Business Services	Volunteer Handbook & Policy
		Number of inductions completed	x	x	x	x		
		Training offered/ participation numbers	x	x	x	x		
		Annual recognition activity held in conjunction with National Volunteer Week	x	x	x	x		

Delivery Program Strategy: **1.5 Offer advice, active support and grants to community groups, including a community grants program, annual donations to the Town Band and Eisteddfod Society, annual school prizes, low or subsidised leases / licences for community groups and payroll services for grant funded staff at Leeton Connect, Leeton Multicultural Support Group and Jumpstart**

Links to CSP: Cc1 Cc2 Cc3 Cc4 Sc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.5.1	Offer a Community Grants program	Number of applications received/granted and value awarded	x	x	x	x	Community Development Coordinator	Community Grants Program Guidelines
1.5.2	Support the community by offering annual financial support and school prizes	Annual donations provided to community groups: • School prizes ($1,025) • Leeton Town Band ($6,000) • Leeton Eisteddfod Society ($6,000)	x	x	x	x	Community Development Coordinator	Community Grants Program Guidelines
		Current Memorandum of Understanding in place for Leeton Town Band and Leeton Eisteddfod Society	x	x	x	x		

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1.5.3	Support the community by offering premises for groups to work from: • *Leeton Connect at reduced rent in return for services* • *Leeton Family & Local History Society at WCIC for $1pa* • *Western Riverina Arts at WCIC at subsidised rent* • *Valmer Support Services (Meals on Wheels) at MPC* • *Leeton Golf Club lease land for $1pa for Club House (99 year lease)* • *Leeton Shire Men's Shed lease premises for $1pa* •*Miil Miil Productions at WCIC at $1pa*	Leases or licenses in place	x	x	x	x	Manager Governance, Corporate & Customer Service	Community Strategic Plan
1.5.4	Support the community by offering HR and payroll services to grant funded positions within Leeton Connect, Leeton Multicultural Support Group and Jumpstart	Contracts in place	x	x	x	x	Executive Manager People & Culture	Community Strategic Plan

Delivery Program Strategy: **1.6 Support a range of local community events including International Women's Day, Grandparents Day, International Day of People with Disability, Australia Day, Light Up Leeton and Fiesta La Leeton**

Links to CSP: Cc1 Cc2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.6.1	Coordinate key Council led community events including Australia Day, Light Up Leeton and Fiesta La Leeton	Attendance numbers	x	x	x	x	Events Officer	Community Strategic Plan
1.6.2	Provide events advice and support to local community and sporting groups	Number of events supported	x	x	x	x	Events Officer/Recreation Officer/Events & Tourism Officer	Community Event Guidelines

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1.6.3	Support key inclusive events such as Grandparents Day, International Day of People with Disability and International Women's Day	Number of events supported	x	x	x	x	Community Development Coordinator	

Delivery Program Strategy: **1.7 Promote community inclusion and wellbeing – including healthy lifestyles, safety at home, disability inclusion, ageing in place and new residents settlement support**

Links to CSP: Cc1 Sc1 Sc3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.7.1	Review the Ageing Well Strategy	Review of strategy completed	x	-	-	-	Community Development Coordinator	IP&R Guidelines & Handbook
		Percentage of actions completed	-	x	x	x		
1.7.2	Review Leeton Shire Council's Access for Everyone Disability Inclusion Action Plan 2022-2025 (DIAP)	Review of strategy completed	x	-	-	-	Community Development Coordinator	*Disability Inclusion Act 2014*
		Percentage of actions completed	-	x	x	x		
1.7.3	Support the 'Leeton Living' website in partnership with the Leeton Business Chamber and Leeton Connect	Level of website engagement	x	x	x	x	Marketing and Promotions Coordinator	Leeton Business Chamber and Leeton Connect MoU
1.7.4	Provide support to health professionals and medical students participating in the Rural Doctors Network Bush Bursary Program **Opex** $3,000 per annum for the Bush Bursary Student Doctor Program	Number of students hosted through the Bush Bursary Program	x	x	x	x	Community Development Coordinator	Community Strategic Plan
1.7.5	Coordinate programs in partnership with community to achieve positive wellbeing and safety outcomes	Participant numbers in the Gamechanger Program	x	x	x	x	Recreation Facilities & Program Coordinator/ Community Development Coordinator	Office of Sport / NSW Pathways to Prevention Strategy
		Number of domestic violence initiatives	x	x	x	x		

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1.7.6	Coordinate an assessment (including a survey) of community needs to determine and address potential gaps related to safety in public places and public transport	Survey results	x	x	-	-	Community Development Coordinator	Community Engagement Strategy (Incorporating Land Use Community Participation Plan)
1.7.7	Provide settlement support to new residents	Number of new residents supported	x	x	x	x	Manager Community Development & Cultural Services	LSC New Resident Kit
1.7.8	Install additional electronic signage at entranceways (x3 including Parkview)	Signage installed	-	x	-	-	Marketing and Promotions Coordinator	Asset Management Policy

Delivery Program Strategy: 1.8 Support and promote our local Aboriginal community and new migrants which includes supporting a range of local community events such as NAIDOC Week, Harmony Day, Reconciliation Day, Sorry Day and Citizenship Ceremonies

- Council seeks to further strengthen its relationship with the Leeton and District Local Aboriginal Land Council and maintain active membership of the Mayoral Alliance for the Pacific, Welcoming Cities and status as a Migrant and Friendly Zone

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.8.1	Promote wellbeing for our Indigenous community through regular liaison with the Leeton Aboriginal Interagency and Leeton & District Aboriginal Lands Council	Council Reconciliation Action Plan developed	x	-	-	-	Manager Community Development & Cultural Services	Aboriginal Recognition and Protocol Policy
		Percentage of Reconciliation Action Plan implemented	-	x	x	x		
		Number of interagency meetings and outcomes/key actions	x	x	x	x		
1.8.2	Provide active support and promotion of NAIDOC Week, Reconciliation Day and Sorry Day	NAIDOC flag raising ceremony coordinated	x	x	x	x	Manager Community Development & Cultural Services	Aboriginal Recognition and Protocol Policy
1.8.3	Maintain and build Leeton's reputation as a "migrant and refugee-friendly" Shire	Advanced accreditation achieved from Welcoming Cities	x	-	-	-	Manager Community Development & Cultural Services	Welcoming Cities Affiliation

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		Number of newcomers supported to move to/settle in Leeton	x	x	x	x		
		Support University SA project on settlement support for migrants and refugees	x	x	x	x		
1.8.4	Host Citizenship Ceremonies	At least two Citizenship Ceremonies held per year (including on Australia Day and Citizenship Day)	x	x	x	x	Events Officer	Australian Government Department of Home Affairs
		Number of residents naturalised (by country of origin)	x	x	x	x		

Delivery Program Strategy: **1.9 Provide halls for communities to meet, with the support of local hall committees in Whitton, Murrami and Yanco**

Links to CSP: Cc1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.9.1	Promote and maximise the use of the Leeton Community Centre halls (Gordon Hall and CWA exhibition Hall)	Number of occasions of hire	x	x	x	x	Manager Governance, Corporate & Customer Service	Community Strategic Plan
		Number of promotional activities	x	x	x	x		
1.9.2	Provide access to Yanco, Murrami and Whitton Community Halls through Section 355 Committees	Number of hires for each hall	x	x	x	x	Manager Business Services/ Manager Governance, Corporate & Customer Service	Section 355 Committees Procedures Manual / Terms of Reference
		Lease for Murrami Hall established if no Section 355 Committee	x	-	-	-		

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Delivery Program Strategy: **1.10 Foster youth leadership and engagement through the Leeton Youth Council**

Links to CSP: Cc1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.10.1	Coordinate the Leeton Youth Council	Youth Council Membership reviewed	x	x	x	x	Community Development Coordinator	Youth Council Terms of Reference
		Terms of Reference reviewed	x	-	-	-		
		Number of occasions Youth Council presents to Council	x	x	x	x		

Delivery Program Strategy: **1.11 Facilitate the implementation of town improvement planning in Whitton and Yanco in collaboration with local residents**

Links to CSP: Ec5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.11.1	Support the implementation of a Town Improvement Plan in Yanco (355 Committee)	Percentage of action plan implemented	x	x	x	x	Manager Business Services	Section 355 Committees Procedures Manual / Yanco Town Improvement Committee Terms of Reference
1.11.2	Support the implementation of a Town Improvement Plan in Whitton (355 Committee)	Percentage of action plan implemented	x	x	x	x	Manager Business Services	Section 355 Committees Procedures Manual / Whitton Town Improvement Committee Terms of Reference

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Delivery Program Strategy: **1.12 Provide social housing**

Links to CSP: Ec5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
1.12.1	Support the provision of Council's affordable housing service, Eventide Homes, Yanco (service delivered by Argyle Homes) **Capex** $10K per annum for renewals (General Fund)	Percentage occupancy	x	x	x	x	Manager Business Services	Asset Management Policy
1.12.2	Investigate options for expanding social housing – Eventide **Capex** $300K (General Fund) – concept planning and feasibility in 25/26 $2.75M Grant in 27/28 $1.75M Grant + $500K Loan in 28/29	Conceptual planning and feasibility study completed	x	-	-	-	Manager Business Services	LSC Housing Strategy / NSW Local Government Housing Kit
		Detailed design completed	x	x	-	-		
		Seek grants/external investment in enabling infrastructure and homes including government	x	x	x	x		
		Constructed of houses completed	-	-	x	x		

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FUNCTIONAL AREA 2:

MUSEUMS, ARTS AND CULTURAL SERVICES

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

We recognise that these aspects are vital in building a vibrant, connected community. According to recent feedback, 71% of you feel there is a good range of cultural and artistic activities available in Leeton Shire, and we are committed to continuing to deliver these services while also building upon the opportunities available to our community.

It is clear that our community is passionate about the Leeton Roxy Community Theatre. With Stage 1 of the revitalisation project now completed, we are excited to focus on the next steps that will see the theatre fully operational once again, offering even more opportunities for cultural engagement and enjoyment.

The Australian Art Deco Festival Leeton, hosted by Leeton Shire Council, celebrates the town's rich Art Deco heritage. Held annually in July, The festival attracts visitors with historical tours, jazz performances, and themed dining experiences. We aim to further develop and elevate the festival to a premier cultural showcase, drawing more visitors to Leeton.

Through this Delivery Program, we aim to invest in the future of our arts and cultural offerings, ensuring they reflect the interests and needs of our residents while preserving the unique heritage of Leeton Shire.

Leeton Museum and Art Gallery

Council operates the Leeton Museum and Art Gallery (LMAG), a key cultural venue that showcases creativity, preserves local history, and engages the community. The facility features multiple exhibition spaces, including a dedicated gallery for rotating art exhibitions and a museum space showcasing the irrigation heritage of Leeton Shire. In addition to these public spaces, the museum and gallery also hosts a variety of tenants, including Western Riverina Arts, Miil Miil Productions, and the Leeton Family and Local History Society, providing them with a platform to collaborate, create, and share their work.

Leeton Roxy Community Theatre

The Leeton Roxy Community Theatre is a cherished cultural hub, hosting live performances, film screenings, and community events that promote education, engagement, and enjoyment for people of all ages. Following the successful completion of Stage 1 of the theatre's refurbishment—which focused on vital structural improvements—the venue now features a main auditorium with a seating capacity of 160 downstairs on retractable seats and an additional 330 seats on the balcony. Smaller spaces are used for cinema screenings, meetings, and rehearsals, supporting a wide range of community and creative activities.

Stage 2 of the refurbishment will deliver the following new spaces:

1. Blackbox Theatrette (Roxy2) and Performing Arts Educational Training Facility – A versatile space designed to host a small cinema and a function/rehearsal area that can operate alongside the main auditorium. This facility will enhance opportunities for learning and creative development, with structural modifications to support heavy lighting bars, wall speakers, acoustic curtain tracks, projector screens, acoustic wall panelling, and retractable seating.
2. Function Prep Kitchen and Café – A welcoming space that includes integrated ovens, dishwasher, stainless steel benchtops, wall shelving, fridges, bain-maries, overhead.

Delivery Program Strategy: **2.1 Operate the Leeton, Museum and Art Gallery**

Links to CSP: CC1 CC2 CC3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.1.1	Operate the Leeton Museum and Art Gallery (LMAG)	At least six gallery exhibitions and events held	x	x	x	x	Museum, Gallery & Heritage Coordinator	National Standards for Australian Museums and Galleries/ICOM Code of Ethics for Museums/Australian Government Cultural Gifts Program Guidelines (2022)
		Income earned from travelling exhibitions	x	x	x	x		
		Number of visitors to LMAG	x	x	x	x		
		Governance policies are developed	x	x	x	x		
		Governance policies are implemented	x	-	-	-		
2.1.2	Complete renewals and upgrades to the Leeton Museum and Art Gallery (LMAG) **Capex** $265K for the removal of redundant plant and equipment and replace sections of the roof to improve storm water drainage (General Fund)	Renewals and/or upgrades completed	x	-	-	-	Manager Environmental Sustainability	Asset Management Policy
2.1.3	Support the annual Penny Paniz Acquisitive Arts Exhibition Competition and add acquisitions to Council's art collection **Opex** $1,200 per annum (General Fund)	Annual financial contribution by Council to the PPAAEC sustained	x	x	x	x	Museum, Gallery & Heritage Coordinator	Exhibition Policy / Museum and Gallery Collection Policy
2.1.4	Support the installation of the Wiradjuri Story Exhibition, including a launch event **Capex** *$100K for Wiradjuri Story Exhibition* (Grant Funding)	Launch event held	x	-	-	-	Museum, Gallery & Heritage Coordinator	Protocols for using First Nations Cultural & Intellectual Property in the Arts (2019) / Indigenous Cultural and Intellectual Property

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2.1.5	Support the refurbishment of the old laboratories into office spaces and develop new exhibition spaces upstairs **Capex** To be determined (100% Grant Funding or Sponsorship)	Refurbishment completed		x	x	-	Museum, Gallery & Heritage Coordinator / Project & Contract Management Specialist	Asset Management Policy
		Exhibition plans finalised	-	-	x	x		

Delivery Program Strategy: **2.2 Support the Whitton Museum Committee and Yanco Museum Committee**

Links to CSP: CC2 L1 CC4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.2.1	Support the Whitton Museum Committee (355) **Capex** $100K (Section 7.12) in 25/26 $484K (Grant Funding) in 26/27 $484K (Grant Funding) in 27/28 $242K (General Fund) in 28/29 Note – capital works will only proceed once masterplan is completed and adopted by Council (including operations and governance Action Plan)	Masterplan and future governance arrangements developed	x	x	x	-	Museum, Gallery & Heritage Coordinator	Section 355 Committees Procedures Manual / Whitton Town Improvement Committee Terms of Reference
		Action Plan for operations and governance developed (25/26) and implemented	x	x	x	x		
		Capital works plan implemented	-	x	x	x		
2.2.2	Support the Yanco Powerhouse Museum	Action plan developed (25/26) and implemented	x	x	x	x	Museum, Gallery & Heritage Coordinator	Yanco Town Improvement Plan

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Delivery Program Strategy: **2.3 Support and Partner with WRA, Leeton Family and Local History Society and Miil Miil Productions**

Links to CSP: CC2 L1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.3.1	Host and collaborate with Western Riverina Regional Arts to successfully deliver events, public art projects and programs in Leeton Shire, including providing opportunities to promote local artistic endeavour **Opex** $13,134 per annum to be a member of WRA which is calculated based on population	More than five activities undertaken in Leeton	x	x	x	x	Museum, Gallery & Heritage Coordinator	MOU with Western Riverina Regional Arts
2.3.2	Host and collaborate with Leeton Family & Local History Society to successfully deliver heritage information, collection services and exhibitions	Report on activities, including oral histories and collection management	x	x	x	x	Museum, Gallery & Heritage Coordinator	*National Standards for Australian Museum and Galleries 2.0, 2003* / MOU with Leeton Family & Local History Society
2.3.3	Host and collaborate with Miil Miil Productions to deliver public art projects	Projects as they occur	x	x	x	x	Museum, Gallery & Heritage Coordinator	Australia Council for the Arts Protocols For Using First Nations Cultural And Intellectual Property In The Arts (2019) / MOU with Miil Miil Productions

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Delivery Program Strategy: **2.4 Deliver a Program of Public Art including visual and projection art**

Links to CSP: CC4 CC2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.4.1	Coordinate the digital silo art project on Leeton Water Tower **Opex** $15K in 25/26 (General Fund - grant funding to also be sought)	Number of stories projected	x	x	x	x	Museum, Gallery & Heritage Coordinator	National Association for the Visual Arts (NAVA) Code of Practice (2017)
2.4.2	Host a Henry Lawson Poetry event at Henry Lawson Cottage as part of Art Deco Festival	Number of events	x	x	x	x	Museum, Gallery & Heritage Coordinator	Economic Development, Tourism, and Events Strategic Plan, "Ambition 2030"
		Number of people attending	x	x	x	x		
2.4.3	Explore public art opportunities on "Cannery Corner" Wamoon Ave with SunRice **Opex** $100K (Grant/External Funding)	Concept plan developed	x	-	-	-	Museum, Gallery & Heritage Coordinator	National Association for the Visual Arts (NAVA) Code of Practice (2017) NSW Public Government Art Toolkit
		Plan implemented	-	x	x	X		

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Delivery Program Strategy: 2.5 Operate the Roxy Community Theatre

- *Council is considering alternative options for day-to-day operations of the Theatre*

Links to CSP: CC3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
2.5.1	Program an annual program of events for the theatre	Program launched	x	x	x	x	Manager Community Development & Cultural Services	Roxy Community Theatre Business Plan / Strategy ?
		Program delivered including participation numbers	x	x	x	x		
2.5.2	Support the set up and implementation of the Roxy Institute of Performing Arts (RIPA)	Constitution, charitable status and DGR status finalised	x	-	-	-	Manager Community Development & Cultural Services	MoU with RIPA
		Report on Program outcomes including NIDA Connect	-	x	x	x		
2.5.3	Complete Stage 2 of the Roxy Redevelopment **Capex** $1M in 25/26 for upgrades ($200K S 7.12 and $800K Growing Regions Grant)	Completion of Stage 2	x	-	-	-	Redevelopment Project Manager	Asset Management Policy

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FUNCTIONAL AREA 3:

PARKS, STREETSCAPES AND SPORTING FACILITIES

As your Council, we understand that you, our residents, want us to continue investing time and resources into maintaining and improving our parks, streetscapes, and sporting facilities.

We are pleased to hear that, in general, you are highly satisfied with the quality of our parks, playgrounds, golf course, ovals, sportsgrounds, and sporting facilities. We are committed to maintaining these high standards and ensuring that our community continues to benefit from well-maintained, accessible, and enjoyable spaces.

In addition to maintaining these facilities, we have noted your interest in extending the stadium and exploring options and costs for expanding the indoor stadium to accommodate more basketball and netball activities. Through this Delivery Program, we aim to address these community aspirations while ensuring our public spaces continue to foster health, wellbeing, and active lifestyles for all residents.

Sports and Oval Facilities

Council maintains many recreational facilities that allow for the enjoyment of community and sporting associations. The level of service may vary depending on the season and number of sporting events held. For example in summer months, irrigated sporting fields have increased mowing requirements.

Parks and Open Spaces

Council manages a total of 17 parks with playgrounds and approximately 25 open spaces across the Shire. Council focuses its efforts on parks, with cleaning of amenities, maintenance of play equipment, soft fall, tree pruning, weed management, and mowing.

Council's secondary focus following its established parks is the maintenance of the various open spaces across the Shire. Council's maintenance of these areas consists of mowing/slashing, tree pruning, and weed management.

Cleaning of toilets, BBQs and removal of rubbish is undertaken on a regular basis. Additional cleaning is on an as needed basis subject to special events, where Council has been notified and suitable arrangements are put in place.

Cemeteries

Council manages both the Leeton and Whitton Cemeteries. Leeton Cemetery has been under the care of Leeton Shire Council since 1957, and in 1961, following an extension of the Shire boundaries, Council also assumed responsibility for Whitton Cemetery.

Leeton Cemetery is now nearing capacity, and planning for its expansion must commence immediately.

Council is responsible for a range of cemetery services, including grounds maintenance, interments, record keeping, and coordination with funeral directors. Mowing is carried out at least once a month, with frequency increasing based on seasonal growth—typically fortnightly in summer and monthly in winter. Maintenance schedules are flexible to accommodate funerals and to meet the needs of residents and families.

Delivery Program Strategy: 3.1 Provide attractive town entrances, streetscapes and town centres

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.1.1	Carry out nuisance weeds management in urban areas	Routine spraying completed in accordance with works program	x	x	x	x	Manager Open Space & Recreation	Weeds Management Plan 2023-2025
		100% CRM actions responded to	x	x	x	x		
3.1.2	Maintain entrance ways to the town **Opex** $20K (General Fund) for painting works 27/28	Repaint entry signs	-	-	x	-	Manager Open Space & Recreation	Asset Management Policy
		Install solar lighting of entry signs (funding permitting)	-	x	-	-		

Delivery Program Strategy: 3.2 Provide quality parks, ovals, sporting fields and public toilets

Links to CSP: Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.2.1	Promote usage of sporting ovals and skateparks	Number of bookings taken including their sporting codes	x	x	x	x	Recreation Facilities & Program Coordinator	Parks, Playground & Recreational Facilities Management Policy
		Number of people that participated in the Riverina Skate Championships	x	x	x	x		
3.2.2	Maintain and operate the Leeton Golf Course *Leeton Golf Club is building a Club House on Council land which they will lease for 99 years for $1pa. The Clubhouse is not a Council Asset*	Number of events held at Leeton Golf Course	x	x	x	x	Manager Open Space & Recreation	Parks, Playground & Recreational Facilities Management Policy
		Number of rounds of golf played at the Leeton Golf Course	x	x	x	x		
3.2.3	Provide a network of public toilets **Capex** $50K (General Fund) per annum	Completion of renewals program	x	x	x	x	Manager of Environmental Sustainability	Buildings and Facilities Asset Management Plan
		100% of all CRM actions responded to	x	x	x	x		

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3.2.4	Provide dog friendly facilities *Council has dedicated off leash dog parks on Brobenah Road in Leeton and McCaughey Park in Yanco* **Capex** Cost to be determined once location is determined	Investigate the development of a replacement dog park in Leeton	x	x	-	-	Manager Open Space & Recreation	Asset Management Policy
		Retrofit dog bowls to hydration stations	x	-	-	-		

Delivery Program Strategy: **3.3 Provide safe, accessible, interesting and fun playgrounds across the Shire**

Links to CSP: Cc1 Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.3.1	Maintain and improve Council's playgrounds **Capex** $50K (General Fund) Gossamer Park 25/26 $100K (Section 7.12) Mountford Park 26/27 $50K (General Fund) Central Park 27/28 $50K (General Fund) Whitton Park 28/29	Gossamer Park renewals completed	x	-	-	-	Manager Open Space & Recreation	Playground Strategy 2017-2032 / Parks, Playground & Recreational Facilities Management Policy
		Mountford Park Playground Upgrade completed	-	x	-	-		
		Central Park renewals completed	-	-	x	-		
		Whitton Park renewals completed	-	-	-	x		
		100% of safety checks completed	x	x	x	x		
		100% of CRM actions responded to	x	x	x	x		

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Delivery Program Strategy: 3.4 Provide safe, accessible and fun sports and entertainment facilities

Links to CSP: Cc1 Sc2 En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.4.1	Provide an Indoor Stadium and tennis facility in Leeton **Capex 25/26** $450K (General Fund) for repairs to roof **Opex 25/26** $100K (General Fund) for stadium expansion and sports precinct masterplan in 25/26	Number of user groups using the Stadium	x	x	x	x	Recreation Facilities & Program Coordinator	Parks, Playground & Recreational Facilities Management Policy
		Total number of participants utilising the Stadium per year	x	x	x	x		
		Masterplan completed	x	-	-	-		
3.4.2	Investigate stage at Rotary Park	Feasability and costing determined	-	-	-	x	Manager Environmental Sustainability	Asset Management Policy

Delivery Program Strategy: 3.5 Provide safe, accessible and fun swimming pools in Leeton and Whitton

Links to CSP: Cc1 Sc2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.5.1	Provide public swimming pools in Leeton and Whitton	Number of carnivals held at the pools	x	x	x	x	Recreation Facilities & Program Coordinator	Asset Management Policy
		Number of admissions – Leeton Pool	x	x	x	x		
		Number of admissions – Whitton Pool	x	x	x	x		
		Develop a Swimming Pool Entry Fees Policy (for both Leeton and Whitton)	x	-	-	-		
3.5.2	Investigate swimming programs for the community (eg tailored classes for multicultural groups **Opex** TBD – grant funding to be sought	At least x 2 programs and participant numbers	x	x	x	x	Recreation Facilities & Program Coordinator	Community Strategic Plan

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3.5.3	Enhance and upgrade facilities at the Whitton Pool **Capex** $10K per annum for minor renewals (General Fund) $200K for detailed design works in 28/29 (Pool Reserve Fund)	Minor renewals completed at the Whitton Pool	x	x	x	x	Manager Environmental Sustainability Manager Open Space & Recreation	Buildings and Facilities Asset Management Plan / Asset Management Policy
		Detailed design works completed	-	-	-	x		

Delivery Program Strategy: 3.6 Provide cemetery and burial support services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
3.6.1	Maintain cemetery and cemetery grounds in Leeton and Whitton	100% of maintenance completed	x	x	x	x	Manager Open Space & Recreation	*Cemeteries and Crematoria Act 2013* / Asset Management Policy
3.6.2	Implement the Leeton Cemetery Expansion Plan **Capex** $480K Loan + $150K S7.12 in 25/26 $480K Loan + $150K S7.12 in 26/27	Percentage of construction completed	x	x	-	-	Manager Open Space & Recreation	Masterplan – Leeton Cemetery

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FUNCTIONAL AREA 4:
ECONOMIC DEVELOPMENT

As your Council we understand that you, our residents, would like us to invest time and resources into economic development with 81% of residents surveyed indicating it as being important.

Housing is big concern for you, and you have said that you would like to see more advocacy around this. This includes for the development of aged residential living, tiny houses and affordable housing.

You also said that you wanted Council to support the agricultural industry, existing local businesses and promote Leeton Shire to attract new businesses.

Festivals and events are of high importance to you, and you have expressed that you would like to see the Art Deco Festival grow as an economically activating "hero event" for the region.

Advocacy Priorities:

- More action and advocacy for Affordable Housing (including lifestyle village for new retirees)
- Future of Yanco Agricultural Institute (Crown Land and Department of Primary Industries and Regional Development)
- Increased flight services
- WRConnect Freight Intermodal
- Funding for Gogeldrie Weir
- Improved Designated Area Migration Agreements to better suit Leeton Business visa needs
- Ultra high speed internet
- Mobile phone coverage

Economic Development

Council's Economic Development team is dedicated to fostering sustainable growth and enhancing the economic vitality of our region. The team focuses on attracting new businesses, supporting local industries, and creating opportunities for job creation and innovation. By collaborating with key stakeholders, including businesses, government agencies, and community groups, Council works to improve infrastructure, promote visitation, and enhance the overall business environment.

Council is a member of the Leeton Business Chamber and Business NSW

Tourism and Events

Council offers Marketing and Promotions Services that help coordinate tourism products across Leeton Shire and develop proactive strategies to build the visitor economy in the region. Council does this by working with businesses, tourism operators, volunteers, Council Committees and community groups to increase visitation and drive economic growth.

Council is a member of regional tourism groups including Visit Riverina Inc (11 Local Government Areas) and Destination Riverina Murray (encompasses 22 Local Government Areas).

Council also supports the visitor economy with event management coordination, support, financial assistance and promotions of key events. Council is the lead on a number of key events including Art Deco Festival and Leeton Chill and Grill.

Visitor Information Centre

The Leeton Visitor Information Centre (VIC) serves as a key resource for tourists, offering guidance on local attractions, events, and experiences. The VIC is supported by a team of volunteers to oversee and manage visitor information services, ensuring guests receive expert advice and a warm welcome. Open five days per week, the VIC provides maps, brochures, and recommendations on where to stay, dine, and explore. A highlight of the centre is its "Taste of Leeton" tours, giving visitors a chance to experience the region's rich agricultural heritage and local produce firsthand. The VIC plays a vital role in promoting tourism in Leeton.

Delivery Program Strategy: **4.1 Implement local and regional economic development strategies**

Links to CSP: Ec2 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.1.1	Implement 'Ambition 2030', the Leeton Shire Council Economic Development Strategy	100% of actions completed	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
		Develop capability statement	x	-	-	-		
		Review strategy	-	-	x	-		

Delivery Program Strategy: **4.2 Develop land at Vance Industrial Estate and WR Connect Freight Intermodal - ideally break even to Council in the long term**

Links to CSP: L3 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.2.1	Facilitate the growth of local industry at Vance Industrial Estate (north)	Number of lots sold (100% by 2028/29)	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
4.2.2	Provide support to the WRConnect project to ensure that its shovel ready for State and Federal funding investment through governance and advocacy *ARTC is installing a rail loop valued at $19M*	Value of regional investment	x	x	x	x	Director Economic & Community Development/ Director Operations	RAMJO Freight Strategy Riverina Murray Plan – NSW Gov
		Value of State/Federal Government investment	x	x	x	x		
		Progress with road linkages to WRConnect	x	x	x	x		
4.2.3	Ensure consistent and active participation in the RAMJO Freight committee to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Director Operations	RAMJO Regional Freight Plan

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Delivery Program Strategy: **4.3 Develop land for housing at Brobenah Road, Leeton (former caravan park) and in Whitton at Conapaira Street – ideally break even to Council in the long term**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.3.1	Facilitate housing development on council-owned land at the former caravan park, by progressing subdivision and planning for affordable housing **Capex** $2.66M in 25/26 (grant funding) $3.2M in 26/27 ($2M grant funding and $1.16M loan funding)	Value of government investment for enabling infrastructure	x	-	-	-	Director Economic & Community Development	Leeton Shire Council Housing Strategy and Implementation Plan
		Percentage completion of development	-	x	x	-		
4.3.2	Council to consider housing development opportunities on Council-owned land in Whitton (Conapaira Street) *Currently unfunded in budget*	Value of government investment for enabling infrastructure	x	x	-	-	Director Economic & Community Development	
		Percentage completion of development	-	-	x	x		

Delivery Program Strategy: **4.4 Continue to enhance the CBD of Leeton**

Links to CSP: Ec1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.4.1	Annual commercial clean of the CBD	Feasibility determined and plan actioned	x	x	x	x	Manager Roads and Drainage	Asset Management Policy
4.4.2	Continue CBD Façade Painting in Leeton **Opex** *$20K (Leeton Facade Painting Reserve) per annum which will exhaust this reserve*	Project scope including funding source identified	x	x	x	x	Manager Business Services	Asset Management Policy

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4.4.3	Commence CBD Façade Painting in Yanco and Whitton **Opex** *$30K (Grant/External Funding) in 25/26 Endeavour to create a reserve from income from benefitting properties for future years, as per Leeton Scheme*	Project scope including funding source identified	x		-	-	Manager Business Services	Asset Management Policy

Delivery Program Strategy: **4.5 Continue to invest in the Narrandera – Leeton Airport Shared Service**

Links to CSP: Ec3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.5.1	Collaborate with Narrandera Shire Council to operate and maintain the Narrandera/Leeton Airport **Opex** $55K contribution for capital works as part of it being a shared service $67K contribution for operational activities as part of it being a shared service	Number of passengers (arrivals)	x	x	x	x	Director Economic & Community Development	MOU between Narrandera Shire Council and Leeton Shire Council
		Number of passengers (departures)	x	x	x	x		
		Number of capital works projects completed	x	x	x	x		

Delivery Program Strategy: **4.6 Support the local economy by supporting local businesses and attracting new businesses**

Links to CSP: Ec1 Ec2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.6.1	Support and facilitate the retention and expansion of existing local business, industry or government services in Leeton Shire	Number of development approvals for expanding businesses	x	x	x	x	Director Economic & Community Development	Leeton Shire Ambition 2030
4.6.2	Support and facilitate potential new business, industry or government services in the Leeton Shire	Number of development approvals for new businesses	x	x	x	x	Director Economic & Community Development	Leeton Shire Business Attraction Prospectus

Delivery Program Strategy: **4.7 Develop Commercial business units for the Council owned quarry and Gogeldrie Weir Riverside Park**

Links to CSP: Ec7 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.7.1	Support the operation of Gogeldrie Weir Riverside Park to run as a break-even business	Number of day visitors	x	x	x	x	Manager Business Services	Gogeldrie Weir Riverside Park Business Plan
		Number of campers	x	x	x	x		
		Income higher than expenditure	x	x	x	x		
4.7.2	Progress the masterplan for Gogeldrie Weir	Grant funding opportunities sought	x	x	x	x	Manager Business Services	Gogeldrie Weir Riverside Park Masterplan
4.7.3	Install cabins at Gogeldrie Weir **Capex** $200k (25% Section 7.12 and 75% General Fund) for business plan and detailed design plans in 26/27 **Cabins are not to be a cost to ratepayers*	Business plan and detailed design plans developed	-	x	-	-	Manager Business Services	Gogeldrie Weir Riverside Park Business Plan / Asset Management Policy
4.7.4	Complete renewals of Gogeldrie Weir House **Capex** $40k in 25/26 (Section 7.12)	Works completed	x	-	-	-	Manager Business Services	Buildings & Facilities Asset Management Plan
4.7.5	Undertake a feasibility study for LSC Quarry Business **Opex** $20K in 25/26 and 26/27 for a feasibility study	Study completed	-	x	-	-	Director Operations	Asset Management Policy

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Delivery Program Strategy: **4.8 Promote Leeton as a visitor destination via Murrumbidgee Trails Visitor Guide, Visit Riverina and the Leeton Visitor Information Centre, and develop new tourism product to attract increased visitation to the area**

Links to CSP: Ec7

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.8.1	Operate a friendly and welcoming Visitors Information Service	Number of visitors to the Leeton Visitor Information Centre	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Number of visits to the Visit Leeton Facebook/website	x	x	x	x		
		Number of bednights at Leeton Hotels and Motels	x	x	x	x		
4.8.2	Promote Leeton Shire as a tourist destination by participating in regional tourism forums and joint marketing and promotion, including: • Visit Riverina Inc • Destination Riverina Murray • Murrumbidgee Trails **Opex** $8K per annum to Visit Riverina Inc $5K per annum to Murrumbidgee Trails	Number of initiatives undertaken/supported	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Total value of investments in regional marketing initiatives	x	x	x	x		
4.8.3	Promote Leeton Shire as a tourist destination by developing a marketing plan	Plan developed	x	-	-	-	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Plan implemented	-	x	x	x		
4.8.4	Complete Art Deco Way Tourist Route signage including investigating commercial sponsorship for signage on State highways **Capex** $117K for Art Deco Signage (this is a revote)	Undertake feasibility study	x	-	-	-	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan
		Effectiveness of attracting visitation	-	x	x	x		

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4.8.5	Strengthen tourism product in the Shire – enhance existing or support development of new product	Report on opportunities that arise/are identified	x	x	x	x	Marketing and Promotions Coordinator	Envisage 2024 Economic Development and Tourism Strategic Plan

Delivery Program Strategy: **4.9 Host major destinational events including Art Deco Festival (annual), SunRice Festival (bi-annual), Chill and Grill (annual) and Outback Band Spectacular**

Links to CSP: Cc2 Cc3 Ec7

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
4.9.1	Coordinate the Australian Art Deco Festival in Leeton, and elevate it to a NSW "hero or flagship event"	Number of patrons	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Grants and Sponsorship awarded	x	x	x	x		
		Estimated economic return	x	x	x	x		
4.9.2	Help coordinate the Outback Band Spectacular in association with the Leeton Town Band **Opex** $5K per annum as Council contribution	Number of participants	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Estimated economic return to Leeton	x	x	x	x		
4.9.3	Help coordinate the biannual SunRice Festival in association with the Leeton Sunrice Festival Committee (355 Committee) **Opex** $15K financial support to cover staff costs for road closures for the parade, and the hire of the ovals for the Balloon Glow	Number of patrons	x	-	x	-	Events Officer	Section 355 Committees Procedures Manual
		Estimated economic return to Leeton	x	-	x	-		
4.9.4	Coordinate the Annual Leeton Chill and Grill event	Number of patrons	x	x	x	x	Events Officer	Community Event Guidelines
		Percentage of participants from outside the region	x	x	x	x		
		Grants and Sponsorship awarded	x	x	x	x		
		Estimated economic return	x	x	x	x		

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FUNCTIONAL AREA 5:

PLANNING, BUILDING AND HEALTH

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

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

71% of you told us you were satisfied with the planning and building assessment services. We will actively report on our progress and continue to invite anyone planning a development to come and see us well before you start to make your plans.

Community and heritage buildings are of high importance to you. Heritage planning will continue to be of great consideration for our Planning, Building and Health team.

Advocacy Priorities:

- Ensure Leeton is not listed as Bushfire Prone Land
- Requesting NSW Government to make Planning Portal more customer friendly
- WRConnect to be elevated as a regional planning priority with State and Federal investment in infrastructure
- Funding support for enabling infrastructure for housing

Regulatory Services

Council operates an animal pound to service the Shire. The Animal Control function is coordinated by Council's Rangers who undertake a wide range of duties including animal control, daily operation and maintenance of the pound and regulation of companion animals and off-leash areas.

This team also oversees regulatory services to address abandoned vehicles, illegal dumping, noise complaints, overgrown properties, graffiti, and car parking (time enforcement and disability).

Town Planning

Council's Planning & Development team are responsible for leading, planning, delivering and managing development control in the Leeton Shire. The overarching legislation for planning in NSW is the Environmental Planning and Assessment Act.

The Planning & Development team are also responsible for strategic planning, which includes preparation of key strategic planning documents including Planning Proposals, Housing Strategy and Implementation Plan, Local Strategic Planning Statement, Development Control Plan and Developer Contribution Plans.

Through the planning department, Council also oversees the facilitation of the Local Heritage Grants Program in partnership with the Heritage Advisor.

Public Health Services

Council employs staff who specialise in environmental health activities to carry out a broad range of inspections from an educational and enforcement perspective.

Council has been a part of the NSW Food Regulation Partnership which was introduced in NSW in 2003. The Partnership defines the responsibilities of the New South Wales Food Authority and NSW Councils in relation to food safety issues. Leeton Shire Council, as a Category B Council, is required to conduct inspections of retail food businesses to ensure compliance with the Food Act 2003 and Food Safety Standards 3.2.2 and 3.2.3.

Under the *Local Government Act 1993* Council is to maintain a register of all On-Site Sewage Management Systems (OSSMS) installed throughout the local government area and carry out an inspection program according to a level of hazard associated with a particular system. There are 1,697 properties with OSSMS in Leeton Shire, which consists of 795 rural and 902 urban.

In compliance with the *Swimming Pools Act 1992*, Council conducts regular inspections to verify that pools are properly fenced and have appropriate safety signage to reduce risks associated with drowning and accidents. The program helps pool owners stay compliant with the legislation while ensuring the safety and wellbeing of the community.

Mosquito Monitoring Program

Operating from October to April, Council undertakes regular monitoring of mosquito populations in key areas, Council works to identify potential risks and manage mosquito-borne diseases. This program includes the collection and testing of mosquito samples, as well as the use of environmentally responsible control measures to reduce the risk of outbreaks.

Delivery Program Strategy: 5.1 Undertake and implement strategic land use planning, including the Implementation of Local Strategic Planning Statement (LSPS) and a growth strategy for Leeton Shire Council

Links to CSP: Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.1.1	Review the Leeton Local Environmental Plan (LEP) as required	Review/s completed	x	x	x	x	Manager Planning, Building & Health	*Environmental Planning and Assessment Act 1979*
5.1.2	Review the Leeton Development Control Plan 2022	Updated plan adopted	x	x	-	-	Manager Planning, Building & Health	*Environmental Planning and Assessment Act 1979*
5.1.3	Develop an Employment Zone Strategy to plan for future industrial land in Leeton	Produce an employment plan strategy	-	x	x	-	Manager Planning, Building & Health	Employment Zone Strategy
5.1.4	Implement all short-term goals and medium-term goals identified in Council's Local Strategic Planning Statement (LSPS)	Percentage of short-term goals (by June 2026)	x	-	-	-	Manager Planning, Building & Health	Local Strategic Planning Statements Guidelines for Councils
		Percentage of medium-term goals implemented (by June 2027)	x	x	-	-		
5.1.5	Protect agricultural land within the Shire by conducting a minimum lot size study to preserve prime farmland, reduce land use conflicts and prevent fragmentation of agricultural land	Carry out minimum lot size study	x	x	x	-	Manager Planning, Building & Health	Local Strategic Planning Statements Guidelines for Councils
5.1.6	Develop a masterplan for a waterfront reserve at Lake Paddock to enhance Leeton's liveability and transform it into a vibrant destination for living, working and recreation **Opex** Cost TBD – 100% grant funding	Create a masterplan	x	x	x	x	Manager Planning, Building & Health	Masterplan for a waterfront reserve at Lake Paddock

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Delivery Program Strategy: 5.2 Provide timely planning and building assessment services in compliance with the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021

Links to CSP: Cc1 Cc4 Ec3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.2.1	Provide timely, accurate and professional development services to the Shire	Number of pre-lodgement meetings held	x	x	x	X	Manager Planning, Building & Health	*Environmental Planning and Assessment Act 1979*
		Number of Development Applications lodged	x	x	x	x		
		Number of Development Applications determined (including breakdown of residential type DA's)	x	x	x	x		
		Percentage of complying Development Applications determined within 40 days	x	x	x	x		
5.2.2	Provide timely, accurate and professional Subdivision Work Certificates for subdivisions in	Number of Subdivision Work Certificates approved	x	x	x	x	Development and Drainage Engineer	Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021
		Number of lots approved	x	x	x	x		
5.2.3	Provide quality building certification services	Implement initiatives to promote Council's building certification services to developers and community	x	x	x	x	Manager Planning, Building & Health	*Environmental Planning and Assessment Act 1979*
		Number of Construction Certificates issued	x	x	x	x		
5.2.4	Receive and assess applications for Planning Certificates	Percentage of applications determined within the 10 to 20 day processing times specified in the State Environmental Planning Policy	x	x	x	x	Town Planner	*Environmental Planning and Assessment Act 1979*
		Number of Section 10.7(2) Planning Certificates determined	x	x	x	X		

Delivery Program Strategy: **5.3 Collect developer contributions and review developer contribution plans**

Links to CSP: Cc1 L3 L4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.3.1	Implement Council's Section 64 Water and Sewer Headworks Plan and levy headworks development contributions via water and sewer compliance certificates	Number of compliance certificates issued	x	x	x	x	Director Operations	Section 306 of *Water Management Act* Environmental Planning and Assessment Act 1979 / *Local Government Act 1993*
		Current dollar value of levies received YTD and current balance	x	x	x	x		
5.3.2	Implement Council's Section 7.12 plan and levy development contributions	Percentage of development contributions spent within 5-years of being collected and balance	x	x	x	x	Manager Planning, Building & Health	*Environmental Planning and Assessment Act 1979*
		Percentage of all levied contributions received when due	x	x	x	x		
		Current dollar value of levies recieved	x	x	x	x		
		Review plan to incorporate recommendations from the Leeton Housing Strategy and Implementation Plan and develop incentives to promote future development	x	x	-	-		
5.3.3	Apply section 7.12 development contributions	Projects undertaken and their dollar value from accumulated development contributions	x	x	x	x	Manager Finance	*Environmental Planning and Assessment Act 1979*
		Balance remaining in S7.12 development contributions received	x	x	x	x		

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Delivery Program Strategy: 5.4 Provide built heritage advisory service and funding
Links to CSP: Cc3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.4.1	Offer an annual Heritage Grants program with a focus on Leeton's CBD to promote Leeton's position as a regional Art Deco capital of Australia	Number of applications received	x	x	x	x	Town Planner	Heritage Strategy for 2025-2027
		Value of grants awarded from available budget	x	x	x	x		
5.4.2	Contract and provide expert heritage advice to assist with heritage conservation	Number of instances of advice provided	x	x	x	x	Town Planner	Heritage Strategy for 2025-2027

Delivery Program Strategy: 5.5 Provide regulatory / ranger services

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.5.1	Provide an emergency response to call outs for dog attacks	Respond to and investigate all reported dog attacks and instigate appropriate course of action	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
5.5.2	Rehome and/or return impounded companion animals	Number of companion animals impounded	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
		Percentage of animals rehomed and/or returned to owners	x	x	x	x		
5.5.3	Promote and foster responsible pet ownership, including: • Annual free microchipping day • All-year-round subsidised microchipping • monitoring feral cat populations	Number of free microchipping days held	x	x	x	x	Manager Planning, Building & Health	Companion Animals Management Plan 2024
		Number of animals microchipped	x	x	x	x		

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5.5.4	Provide Ranger Services to address: • Abandoned vehicles • Illegal dumping • Noise complaints • Overgrown properties • Car parking time limit enforcement • Graffiti	Number of reports/ complaints per year	x	x	x	x	Manager Planning, Building & Health	Protection of the Environment Operations Act Public Spaces Unattended Property Act / Roads Regulations
		Percentage of complaints responded to within 2 working days	x	x	x	x		
		Percentage of incidences resolved without resorting to a PIN (fine)	x	x	x	x		
		Number of carparking tickets issued	x	x	x	x		

Delivery Program Strategy: 5.6 Provide public health services

Links to CSP: Cc1 Cc2 Cc3 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
5.6.1	Undertake food premises inspection programs to ensure premises are compliant including promotion of training	Percentage of food premises inspected	x	x	x	x	Manager Planning, Building & Health	*Food Act 2003* (NSW), Food Regulation 2015 (NSW) *Public Health Act*
		Number of breaches recorded	x	x	x	x		
		Increase in number of 5-star food premises	x	x	x	x		
5.6.2	Undertake skin penetration establishment inspection programs to ensure businesses are compliant	Percentage of inspections completed	x	x	x	x	Manager Planning, Building & Health	*Public Health Act 2010 No 127* *Public Health Regulation 2022*
		Number of breaches recorded	x	x	x	x		
5.6.3	Undertake on-site sewer management inspection programs	Number of inspections compared to total number of houses on septic	x	x	x	x	Manager Planning, Building & Health	Section 191-193 of *Local Government Act 1993*
		Number of non-complying septic systems	x	x	x	x		
5.6.4	Undertake backyard swimming pool inspection programs	Number of swimming pool inspections undertaken	x	x	x	x	Manager Planning, Building & Health	Section 22B of the *Swimming Pools Act 1992*
		Number of breaches recorded	x	x	x	x		
5.6.5	Undertake a mosquito monitoring program from October to April	Number of monitoring activities to detect arbovirus	x	x	x	x	Manager Planning, Building & Health	*Public Health Act 2010*
		List any detections	x	x	x	x		

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FUNCTIONAL AREA 6:

ROADS AND DRAINAGE

As your Council, we acknowledge the strong feedback from our residents regarding the importance of roads and drainage in our community.

You have made it clear that maintaining and upgrading local roads should be one of our top priorities in the coming years. We understand that well-maintained roads are essential for safe and efficient travel, whether for daily commutes, business operations, or community activities.

In recent surveys, you highlighted local sealed town roads and rural roads as services of the highest importance. This reinforces our commitment to improving road conditions, ensuring regular maintenance, and strategically investing in upgrades that will enhance accessibility and safety for all road users.

In addition to roads, we recognise that drainage remains a significant concern in some areas. More than 40% of residents have expressed the need for greater investment in stormwater drainage and shared pathways. Proper drainage infrastructure is critical to preventing flooding, reducing water damage, and maintaining the integrity of our roads and footpaths.

Many of you have emphasised the importance of improving connectivity of shared pathways, and prioritising pedestrian safety in key locations.

Advocacy Priorities:

- Increased funding for roads, road safety initiatives and shared pathway projects

Roads

Council has responsibility for over 772 kilometres of roads (409km sealed and 363km unsealed), 42 kilometres of footpaths, 3 road bridges, 30 car parks, 38 bus stops and a range of support infrastructure such as traffic management assets. These assets are central to an effective transport network and provide the community, road users and pedestrians with a safe, functional, and fit for purpose road and pathway networks. They help to connect the community, providing accessibility and linkages for efficient movement throughout Leeton Shire.

In 2020 Council undertook a condition assessment of the entire local sealed road network. The pavement conditions within Council's sealed road network were as follows:

Rating	What does this mean	% sealed road network	% unsealed road network
1	Asset looks new or very close to as new	9.8%	50.4%
2	Asset is no longer in new condition. Only minor maintenance may be required	31%	42.6%
3	The asset is serviceable and in a satisfactory condition however some maintenance may be required to address aesthetic, safety, or functional issues	25.5%	6.2%
4	Asset requires significant maintenance or replacement of the asset is required	18.9%	0.8%
5	Asset is physically unsound, and replacement is required	14.9%	0.1%

Council regularly undertakes inspections of the network to review priorities based upon the road segment condition for pavement and seal. This further enables Council to better target renewal/ rehabilitation works that may include heavy patching, line marking and resealing.

The current service levels of planned maintenance activities are presented in the Table below

Service type/Activity	Road Class	Intervention/Service Level
Local Roads Planned Maintenance		
Bridge maintenance	*All*	*For 'as required' works*
Line marking – Longitudinal	*1*	*Remarked once per 12 years*
	2	*Remarked once per 12 years*
	3	*Remarked once per 12 years*
Line marking – Transverse	*All*	*Remarked once per 12 years*
Road Grading (Dry Weather Only Network)	*4*	*Graded once per 3 years*
	5	*Graded once per 3 years*
Road Grading (Gravel Network)	*4*	*Graded once per year*
	5	*Graded once per year*
Shoulder Grading (Sealed Network Only)	*1*	*Graded once per 5 years*
	2	*Graded once per 10 years*
	3	*Graded once per 10 years*
	4	*Graded once per 25 years*
	5	*Graded once per 25 years*
Slashing (Sealed Network Only)	*1*	*Slashed 3 times per year*
	2	*Slashed 2 times per year*
	3	*Slashed once per year*
	4	*Slashed as required*
	5	*Slashed as required*
Street Sweeping	*All*	*Generally, once per week*
		CBD 3 times per week
Regional Roads Planned Maintenance		
Line marking – Longitudinal	*All*	*Remarked once per 10 years*
Line marking – Transverse	*All*	*Remarked once per year*
Shoulder Grading (Sealed Network Only)	*All*	*Graded once per 5 years*
Slashing	*All*	*Slashed 3 times per year*

Delivery Program Strategy: 6.1 **Provide a network of safe (lit if urban) sealed roads**

Links to CSP: Ec3 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.1.1	Shoulder widening (safety only) **Capex** $150K (General Fund) per annum - Wattle Road to Boundary Road **Works are determined by what needs completing, new works will not be initiated*	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
6.1.2	Road rehabilitation – sealed **Capex Per Annum** $1,050,225 (Roads to Recovery Grant funding) + $700K (General Fund) - Research Road - Stony Point Road - Houghton Road - Dunn Avenue - Murrami Road - Jurambula Street - Chelmsford Place - Boronia Road - Wade Avenue (Irrigation Way to Jarrah Street) - Wade Avenue (Jarrah Street to Church Street) - Roxy Lane - Glover Road (resident request) - Almond Road (resident request) **A new program of works will be listed each financial year*	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
		Total km of roads rehabilitated	x	x	x	x		
6.1.3	*Road resealing* - **Capex Per Annum** $725K (General Fund) Walsh Road - Yarmwal Road - Kooba Street - Melaleuca Avenue - Cross Street (Birch Street to Tristania Avenue) - Cross Street (Birch Street to Park Avenue)	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
		Total area of roads resealed	x	x	x	x		

	- Saunderson Road - Merungle Hill Road - Stannard Road - Murrami Road - Jacaranda Avenue - Symes Place - Birbara Place - Guild Place - Hillview Place - Kindred Place - Letona Place - Bella Vista Drive - Cassia Road - Brobenah Road - Garner Road - Colinroobie Road - Thompson Road **A new program of works will be listed each financial year*							
6.1.4	Sealed roads heavy patching works **Capex Per Annum** $60K (General Fund)	Area of road heavy patched, in square metres including locations	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan

Delivery Program Strategy: 6.2 **Provide a network of safe gravel roads**

Links to CSP: En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.2.1	Resheeting of gravel roads **Capex per annum** $350K (General Fund)	Number km of roads re-graveled/resheeted	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
		Number km of roads graded	x	x	x	x		

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Delivery Program Strategy: **6.3 Provide bridges, culverts, kerb and guttering, bus stops, street furniture and carparking**

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.3.1	Renew kerb and guttering **Capex per annum** $80K (General Fund) - Mallee Street from, Myrtle Street to High School entrance - Sections of Russet Street **A new program of works will be listed each financial year*	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan
6.3.2	Provide safe car parking, bus shelters and other traffic facilities **Capex** $20K (Section 7.12) per annum in 25/26 to 27/28 $10K (Section 7.12) in 28/29 - Wirildra Street bus shelter - Lillypilly Road bus shelter **A new program of works will be listed each financial year*	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Active Transport Plan
6.3.3	Undertake bridge renewals **Capex per annum** $100K (General Fund)	Completion of level 1-3 inspections	x	x	x	x	Manager Roads & Drainage	Transport Asset Management Plan

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Delivery Program Strategy: **6.4 Undertake active transport planning and provide connectivity to a network of footpaths and cycleways**

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.4.1	Ensure a safe and maintained footpath and cycleway network **Capex per annum** $100K (General Fund) per annum for new works $100K (General Fund) per annum for renewals - Wilga Street/Willow Street intersection - Almond Road connection to skate park - Gogeldrie Street – McCaughey Park to Main Avenue - Mallee Street from Myrtle Street **A new program of works will be listed each financial year*	Percentage completion of scheduled works	x	x	x	x	Manager Roads & Drainage	Active Transport Plan

Delivery Program Strategy: **6.5 Provide road safety programs, including roadside vegetation management, permitting and traffic management**

Links to CSP: Sc1 En3 En4 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.5.1	Improve road safety by undertaking activities such as vegetation / weed management and road sign replacement	Slashing and spraying completed	x	x	x	x	Manager Roads and Drainage	Active Transport Plan
6.5.2	Implement programs and campaigns that foster and promote road safety	Number of grant funded programs delivered	x	x	x	x	Road Safety Officer	Active Transport Plan
		Number of Council funded programs delivered (RYDA)	x	x	x	x		
		Crash data trends	x	x	x	x		
6.5.3	Promote road safety through design and appropriate regulation **Capex** $20K (General Fund) per annum	Works completed	x	x	x	x	Road Safety Officer	Active Transport Plan
		Investigate the feasibility of a road safety audit at intersection of Vance Road/Koonadan Road	x	x	-	-		

Delivery Program Strategy: **6.6 Undertake "ordered works" from TfNSW (MR 80 - Irrigation Way, MR 539 - Whitton Darlington Point Rd and signage)**

Links to CSP: Sc1 En4 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.6.1	Construct and repair State roads (MR 80) under the Road Maintenance Council Contract (RMCC) for Transport for NSW	Annual number of ordered works entered into	x	x	x	x	Manager Roads & Drainage	*Roads Act 1993v/* Transport Asset Management Plan
		Total value of contracts	x	x	x	x		
6.6.2	Repair MR 539 (Whitton to Darlington Point) **Capex per annum** $200K (Transport for NSW)	Number of works undertaken	x	x	x	x	Manager Roads & Drainage	*Roads Act 1993 /* Transport Asset Management Plan

Delivery Program Strategy: **6.7 Provide safe, efficient drainage systems to cope with normal rainfall**

Links to CSP: Sc1 En4 L3 L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
6.7.1	Manage stormwater through rectifying drainage issues and undertaking strategic drainage planning, collaborating with MI Ltd to support the delivery of the urban drainage project to ensure Council's vision is incorporated **Capex** $50K (General Fund) per annum for urban $50K (General Fund) per annum for rural $75K (General Fund) in 25/26 for renewal $70K (SMSC Reserve) per annum for condition assessment and data collection $20K (SMSC Reserve) per annum for minor urban drainage extensions/upgrades	Number of drainage works completed (including clearing of table drains)	x	x	x	x	Manager Roads & Drainage	Stormwater Asset Management Plan

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FUNCTIONAL AREA 7:

WATER AND WASTEWATER

As your Council, we recognise that access to safe, clean, and reliable water and wastewater services is essential for the health, wellbeing, and prosperity of our community.

You have told us that maintaining a consistent and dependable town water supply is one of your highest priorities, and we are committed to ensuring that this vital service remains a top focus in our delivery program.

We are actively investing time, resources, and infrastructure improvements to strengthen the reliability of our water and sewerage systems. This includes maintaining and upgrading existing pipelines, treatment plants, and reservoirs to meet growing demands and environmental standards. We are also dedicated to proactive planning to address future needs, ensuring that our water supply remains secure and resilient in the face of population growth and climate variability.

We are proud that you are satisfied with the quality of your drinking water, and we intend to maintain and enhance these high standards. Through ongoing monitoring, regular maintenance, and strategic investment, we will continue to provide safe, high-quality water and efficient wastewater management that meets the needs of our community—now and into the future.

Wastewater

Council operates three separate wastewater systems in Leeton, Yanco and Whitton. The separate systems are organised into catchments which comprises a network of reticulation pipes, carrier mains, pressure mains, pumping stations and a treatment plant.

It is the Council's responsibility to ensure both human health and the environment are protected from wastewater produced through our sewerage system. The NSW Environmental Protection Authority (EPA) require Council to have a license to enable discharge of the sewage to the environment. However, the sewage must go through a treatment process and meet key criteria prior to discharge into the environment. The EPA Licence outlines the criteria the treatment process and the locations for discharge.

The following table shows the summary of Council's wastewater assets

Asset Class	Asset Type	Asset Quantity
Wastewater	Sewer Mains	100km
	Wastewater Treatment Plants	3
	Sewer Pump Stations	42
	Manholes/Vents/End Caps	1,494

Each year, Council is required to submit an annual report to EPA on performance and compliance of the STP and sewer network, in accordance with its licence conditions. A fee is charged to property owners within the area serviced by the system, to enable Council to deliver this service to the community. Fees are identified in Council's Annual Fees & Charges.

Water

Council operates three separate potable water systems located in Leeton, Whitton and Murrami. The separate systems comprise a network of reticulation pipes, trunk mains, pumping stations and a filtration plant. The following table shows the summary of our water assets.

Asset Class	Asset Type	Asset Quantity
Water	Water Mains	187km
	Water Storage Dams	6
	Water Filtration Plants	3
	Water Reservoirs	10
	Hydrants/Valves	3,037
	Water Meters	5,090

In 2023/24 financial year the following was supplied:

Leeton Water Treatment plant - 2083ML of water
Murrami Water Treatment plant - 21.5ML of water
Whitton Water Treatment plant - 72ML of water

Trade Waste

Council conducts routine inspections and compliance checks on businesses that generate trade waste, including restaurants, cafes, automotive workshops, laundromats, and industrial facilities. Inspections focus on pre-treatment systems, discharge compliance, record keeping and education.

Delivery Program Strategy: 7.1 Provide water filtration services to urban residents of Leeton Shire

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.1.1	Supply potable water across the Shire **Capex (Water Reserve Fund) - 25/26** $20K for installation of SMART metres $150K for sedimentation tank launder replacement $50K for soda ash system upgrade at Leeton Water Filtration Plant $150K for dosing pumps upgrade at Leeton Water Filtration Plant $100K for automation of dosing pumps at all plants $100K for upgrade to batching system at Whitton Water Filtration Plant $70K for chemical storage sensors $75K for sludge valve automation $50K for Whitton and Murrami Telemetry Upgrade **Capex (Water Reserve Fund) - 26/27** $20K for installation of SMART metres $1M per annum for maintenance of raw water storage dam $50K for soda ash system upgrade at Leeton Water Filtration Plant $80K for Whitton and Murrami Telemetry Upgrade $50K for Water telemetry upgrades as per the AMP **Capex (Water Reserve Fund) - 27/28** $20K for installation of SMART metres $75K for solar array at Murrami WTP in $150K for Leeton WTP sedimentation tank refurbishment $208K for switchboard upgrades at the Leeton raw water pumpstation $250K for Murrami Filtration Plant upgrade $150K in 26/27, $50K in 27/28 and $50K in 28/29 for Water telemetry upgrades as per the AMP	Compliance with drinking water standard	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan / Australian Drinking Water Guidelines
		Volume of potable water	x	x	x	x		
		Average water usage	x	x	x	x		
		Average water loss	x	x	x	x		
		Percentage completion of scheduled works	x	x	x	x		

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	Capex (Water Reserve Fund) - 28/29 $20K for installation of SMART metres $250K for switchboard upgrades at the Leeton raw water pumpstation $50K for Water telemetry upgrades as per the AMP							
7.1.2	Ensure consistent and active participation in Water Directorate meetings to facilitate informed decision-making and collaboration	Number of meetings attended and outcomes/key actions	x	x	x	x	Manager Water & Waste Water	Integrated Water Cycle Management Plan
7.1.3	Develop a Water Mains -Servicing Strategy **Capex (Water Fund) – 27/28** $250K	Strategy completed and implemented	-	-	x	-	Manager Water & Waste Water	Water Mains - Servicing Strategy

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Delivery Program Strategy: 7.2 Provide wastewater treatment services to urban residents of Leeton Shire

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.2.1	Operate and maintain sewage treatment and effluent discharge plants and pump stations services at Leeton, Yanco, Whitton and Wamoon **Capex (Sewer Reserve Fund) – 25/26** $250K for overhauls of sewer pump station $150K for overhaul of No. 4 pump station – Vance Estate $15K for overhaul of No. 27 pump station $100K for sedimentation tank automation of all plants $15K for replacing alum dosing tank level sensors and indictors $325K for redesign of access to sludge transfer pump $300K for upgrade and recoat of inlet at LSTP $200K for design and install of a new septic tank waste receival facility $650K for construction of additional tank **Capex (Sewer Reserve Fund) – 26/27** $250K for overhauls of sewer pump station $150K for overhaul of No. 4 pump station – Vance Estate $15K for overhaul of No. 27 pump station $350K for pump replacements $50K for sedimentation tank automation of all plants $50K for design and install of a new septic tank waste receival facility **Capex (Sewer Reserve Fund) – 27/28** $250K for overhauls of sewer pump station $150K for overhaul of No. 4 pump station – Vance Estate $437K for upgrades to waste water telemetry and automation $650K for construction of additional tank	Number of non-compliances in relation to effluent discharge	x	x	x	x	Manager Water & Waste Water	Wastewater Asset Management Plan
		Percentage completion of scheduled works	x	x	x	x		

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	Capex (Sewer Reserve Fund) – 28/29 $250K for overhauls of sewer pump station $150K for overhaul of No. 4 pump station – Vance Estate $390K for upgrades to waste water telemetry and automation $650K for construction of additional tank							

Delivery Program Strategy: 7.3 Provide reticulated water and sewer services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.3.1	Undertake maintenance of the water pipework **Capex (Water Reserve Fund) – per annum** $200K per annum upgrades to general water mains $470K per annum for water main replacements **Capex – 25/26** $30k for valve audit and repair (Water Reserve Fund) **Capex – 26/27** $938K for ring main extensions Sewer Reserve Fund) $200K for design works for access at Wattlehill and Parkview Sewer Reserve Fund) **Capex – 27/28** $30k for valve audit and repair (Water Reserve Fund) $150K for water reservoir OHS upgrades (Sewer Reserve Fund) $950K for ring main extensions(Sewer Reserve Fund)	Number of water main bursts including location	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan / Wastewater Asset Management Plan
		Percentage completion of scheduled works	x	x	x	x		
7.3.2	Investigate installing new water reticulation services to houses	Percentage completion of scheduled works	x	x	x	x	Manager Water & Waste Water	Water Asset Management Plan

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	that don't have them (locations to be identified **Budget** Plans and costs / feasibility prepared using voted opex budgets							
7.3.3	Undertake maintenance of the sewer pipework **Capex (Sewer Reserve Fund)** $190K per annum for replacement and renewal of sewerage mains, manholes and vents	Number of sewer main bursts including location	x	x	x	x	Manager Water & Waste Water	Wastewater Asset Management Plan
		Percentage completion of scheduled works	x	x	x	x		
7.3.4	Investigate costs of installing sewerage systems to houses in urban areas that don't have them (locations to be identified) **Opex** Plans and costs / feasibility prepared using voted budgets	Reports and plans / feasibility studies completed and reported to Council for 100% of unserviced areas across the town of Leeton	x	x	x		Manager Water & Waste Water	Wastewater Asset Management Plan

Delivery Program Strategy: 7.4 Provide tradewaste regulatory services

Links to CSP: En3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
7.4.1	Continue implementation of Council's Liquid Trade Waste program	Number of businesses inspected	x	x	x	X	Trade Waste and Technical Officer	NSW Framework for Regulation of Sewerage and Trade Waste / Liquid Trade Waste Policy
		Percentage of all currently discharging businesses with approvals issued	x	x	x	X		
		Number and value of trade waste penalties imposed	x	x	x	X		

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FUNCTIONAL AREA 8:

ENVIRONMENTAL SUSTAINABILITY AND EMERGENCY SERVICES

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

You said that one of the Council services of most importance to you is waste management (including recycling and landfill) with 87% of you indicating satisfaction with this area. It has been positive to see the community embrace the FOGO system. We will continue to support you to reduce waste.

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

We will also respond to your ideas about cooling the urban areas during the hotter months by planting more trees as part of our Urban Tree Planting Strategy.

Advocacy Priorities:

- Energy saving measures
- Biodiversity
- NSW National Parks, a walking track between Narrandera and Darlington Point
- Solar on buildings
- Increased weeds funding

Leeton Landfill and Recycling Centre

The Leeton Landfill and Recycling Centre is open 7 days a week, excluding some public holidays. Fees and charges for both domestic and commercial waste collection, tipping fees and waste management levy are presented in the Fees and Charges.

The Waste Collection Service (WCS) comprises of a weekly FOGO collection service and an alternating fortnightly recycling/ waste collection service throughout the Shire.

The WCS is provided to Leeton and all villages throughout the Shire and rural premises along the collection runs between each village and is currently contracted to JR Richards until July 2034.

Council must meet all environmental compliance standards and guidelines for all waste facilities and collection services which is licenced and regulated by the NSW Environmental Protection Authority (EPA).

A transfer station in Whitton for the disposal of additional household waste and resource recovery has also been developed for residents in Whitton and nearby surrounds.

Waste Services operates on a full cost recovery basis from user charges to fund all operating and capital expenditure, in addition to provision for future landfill remediation expenses.

Contributions to Emergency Services

Leeton Shire Council contributes to the NSW Fire and Rescue, Rural Fire Service (RFS) and the State Emergency Service (SES) for their role within the Local Government Area. This is as part of a partnership with various government agencies in relation to disaster planning and emergency response.

Council has a Local Emergency Management Committee that is currently supported by the Manager of Environmental Sustainability as the Local Emergency Management Officer (LEMO). The role of the LEMO is to advise, support and assist the Local Emergency Operations Controller, to monitor, control and coordinate emergency response operations as necessary.

Priority Weeds (previously called noxious weeds)

Council is responsible for managing weeds on public land managed by the Council and collaborating with landholders and other stakeholders to ensure that weeds are contained, controlled or managed as far as practicable.

Council has engaged an independent contractor to help manage its functions under the Weeds Action Plan and to carry out inspection and weed control activities in accordance with the Plan and the new *Biosecurity Act*.

Environmental Responsibility

Council is committed to creating an environmentally responsible and resilient Leeton by investing in renewable energy, reducing waste, using resources wisely and conserving biodiversity. This will be achieved through proactive policies and partnerships; integrated planning and operational practices; and evidence-based approaches that support sustainable growth while protecting, restoring and enhancing our natural environment

Delivery Program Strategy: **8.1 Deliver recycling and solid waste management services including re-use. recycling, kerbside collection and landfilling**

Links to CSP: En2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.1.1	Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life, minimise nuisance and achieve environmental compliance in accordance with NSW Environment Protection Authority	Tonnes of waste entering Resource Recovery Facility	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority License / MoU / Waste Management Strategy
		Tonnes of waste disposed to landfill	x	x	x	x		
		Tonnes of waste generated from kerbside collection (red bins)	x	x	x	x		
		Projected landfill life (in years)	x	x	x	x		
		Compliance with EPA licence for landfill operations	x	x	x	x		
8.1.2	Undertake recycling in the community to divert waste from landfill	Percentage of waste diverted at the Resource Recovery Facility per waste category	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority Waste and Sustainability Materials Strategy / Waste Management Strategy
		Tonnes of recycling collected from kerbside collection (yellow bins)	x	x	x	x		
		Tonnes of recycling collected from kerbside collection (green bins)	x	x	x	x		
8.1.3	Offer kerbside collection service, including recycling (under contract) and monitor and control contaminants	Number of mixed waste bins collected	x	x	x	x	Waste & Recycling Coordinator	NSW Environment Protection Authority Waste and Sustainability Materials Strategy / Waste Management Strategy
		Number of recycling bins collected	x	x	x	x		
		Number of FOGO bins collected	x	x	x	x		
		Number of contaminated bins per category	x	x	x	x		

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8.1.4	Ensure consistent and active participation in the Riverina Waste Group to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x		Waste Management Strategy

Delivery Program Strategy: **8.2 Enhance Leeton Shire's climate resilience and reduce its environmental footprint**

Links to CSP: En2

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.2.1	Implement Council's Energy Masterplan **Opex** $100K in 25/26 (Renewable Energy Efficiencies Internal Reserve) $100K in 26/27 to 28/29 (General Fund)	Total amount of renewable energy generated – number of kilowatt hours (kWh)	x	x	x	X	Manager of Environmental Sustainability	Council's Energy Masterplan
		Energy savings as a percentage of total energy use	x	x	x	x		
		Estimated reduction in carbon footprint	x	x	x	x		
8.2.2	Implement the Urban tree planting strategy **Opex** $208K (General Fund) per annum (inclusive of purchases, planting, maintenance such as watering	Number of activities undertaken	x	x	x	x	Manager Open Space & Recreation	Tree Management Policy
8.2.3	Promote water saving measures across Leeton Shire	Average household water use (kL/household)	x	x	x	x	Manager Water & Waste Water	NSW Water Efficiency Framework
		Number of water education / conservation activities per trimester					Manager Water & Waste Water	NSW Water Efficiency Framework

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Delivery Program Strategy: **8.3 Improve Leeton Shire's emergency preparedness**

Links to CSP: En2 L6

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.3.1	Have ready access to Leeton's Emergency Management Plan and be prepared	Coordinate an annual challenge test and update Plan if required	x	x	x	x	Director Operations/ Manager of Environmental Sustainability	Leeton Local Emergency Plan
		Coordinate a review of emergency centres	x	x	x	x		
8.3.2	Test and maintain Council's Business Continuity Plan (BCP) annually	Coordinate an annual challenge test and update BCP if required	x	x	x	x	Manager WHS, QA and Risk	Business Continuity Plan
8.3.3	Ensure consistent and active participation in the Local Emergency Management Committee to facilitate informed decision-making and collaboration	Number of meetings and outcomes/key actions	x	x	x	x	Manager of Environmental Sustainability	Leeton Local Emergency Plan

Delivery Program Strategy: **8.4 Deliver priority (noxious) weeds management**

Links to CSP: En1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.4.1	Identify and manage high risk weeds in accordance with Council's Weed Action Plan **Opex** $140K ($50K grant funding and $90K General Fund)	Percentage of annual Weeds Action Plan delivered	x	x	x	x	Manager Planning, Building and Health	Weed Management Program 2023-2025
		Number of new noxious weed incursions reported	x	x	x	x		
		Grant funding applications applied for/received	x	x	x	x		

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Delivery Program Strategy: **8.5 Support local biodiversity**

Links to CSP: En1 En4

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
8.5.1	Monitor trends through external agencies to support key natural assets such as Fivebough Wetlands and Murrumbidgee River/National Park	Biodiversity increased	x	x	x	x	Manager Environmental Sustainability	Fivebough Tuckerbil Adaptive Environmental Management Plan
8.5.2	Provide access for disabled and aged residents and visitors to Freckled Duck lookout at Fivebough Wetlands overlooking Council settling ponds (subject to external / grant funding and permission from the landowner)	Explore concept and undertake feasibility study	x	-	-	-	Manager Environmental Sustainability	Fivebough Tuckerbil Adaptive Environmental Management Plan
		Undertake construction	-	-	x	-		
8.5.3	Ensure consistent and active participation in the WaterNSW Customer Advisory Group to facilitate informed decision-making and collaboration.	Number of meetings attended and outcomes/key actions	x	x	x	x	Manager Environmental Sustainability	WaterNSW Customer Advisory Group Action Plan

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FUNCTIONAL AREA 9:
GOVERNANCE AND CORPORATE SERVICES

As your Council we understand that you, our residents, would like us to invest time and resources into good governance and smart administration.

80% of you are at least somewhat satisfied with Councils customer service overall, but we acknowledge you would like to see improvement in involving community members in decision making. We want to ensure all residents feel informed and we will engage with you when we are planning for the future, consider your opinion when making decisions, and practice sound financial management.

Very importantly, we know you are wanting a Council that is efficient and effective and uses ratepayer funds responsibly. This will continue to be a focus and we will be undertaking service reviews to ensure we are getting this right.

Advocacy Priorities:

- Local Government Financial Sustainability
- Accounting Treatment of Red Fleet (RFS)
- Saving the Irrigator – printed newspaper

Executive Services
The General Manager's office is responsible for all aspects in relation to the management and leadership of the organisation. The General Manager must efficiently and effectively manage the organisation and without undue delay implement the decisions of Council. In particular, the General Manager is responsible for ensuring that Council meets all legislated compliance and reporting requirements including the IP&R framework.

Human Resources (HR)
The HR Team coordinates and administers all aspects of the Council's human resources including workforce planning, recruitment, employee training and development, performance management, leadership development, employee assistance program, industrial and employee relations and equality and diversity management. HR works to ensure that Council has the people and performance capabilities necessary to fulfil its corporate objectives. Council's annual training program is developed in consultation with relevant departmental Directors and Managers to ensure that staff are suitably trained and skilled to proactively deliver the full range of services that Council provides to its community and other stakeholders. A key document that is prepared by HR is the Workforce Management Plan, which forms part of the Resourcing Strategy.

Work, Health & Safety (WHS) and Integrated Risk Management
The Manager WHS, QA & Risk facilitates the development, review and implementation of Council's Integrated Risk Management Strategy and processes. This includes leading and encouraging a culture of risk awareness across all aspects of Council's operations. A part of Council's Integrated Risk Management is the development, implementation and review of Work Health and Safety (WHS) programs, policies and procedures to ensure continuous improvement and compliance with WHS Legislation. Council is a member of both Statewide Mutual and StateCover and participates in their risk management programs and improvement programs which enables Council to reduce Council's exposure to risk

Governance, Corporate Services and Customer Service
Council's Governance, Corporate Services and Customer Service team is responsible for delivering frontline services to residents, community members, and ratepayers, while also supporting staff across the organisation. The team ensures Council meets its statutory and legislative obligations, maintains up-to-date policies and procedures, manages Council records, and upholds the Customer Experience Guarantee. Additionally, the team oversees key corporate functions including property management, contract administration, the GIPA register, internal audits, coordination of Council meetings, and the Audit, Risk and Improvement Committee (ARIC), supporting strong governance and operational efficiency across Council.

Finance
Council's Finance team is responsible for the management of all financial aspects of Council's business. This includes daily functions such as accounts payable, accounts receivable, rating, payroll, general ledger administration, cash management, investment management, and tax compliance. In addition, there are a number of major projects undertaken including the preparation of Council's Budget, Long Term Financial Plan, Financial Statements and Quarterly Budget Review Statements. Finance is a support function for Council and is essential in ensuring that the provision of services by Council is cost effective, efficient, and financially sustainable in the long term.

Information and Operational Technology
Council's Information and Operational Technology (ITOT) team provides a professional service that supports the needs of staff and Councillors to deliver cyber security, telephone, software licensing, hardware, mobile devices, internet services and infrastructure renewal. New technology initiatives and innovation are also facilitated through ITOT for preliminary assessment and ongoing support. The team also manages Supervisory Control and Data Acquisition (SCADA) systems, which are critical for monitoring and controlling infrastructure operations, ensuring efficient and secure management of essential services.

Asset Management and Geographic Information System (GIS)
The Assets team is responsible for developing, implementing, and maintaining Council's Asset Management Policy and Strategy. It also supports asset managers in creating and carrying out individual Asset Management Plans for infrastructure assets—including transport, buildings, pools, sewer systems, parks, and gardens. This section plays a vital role in strategic planning to ensure the sustainable delivery of services to the Leeton community by ensuring assets are appropriately valued and managed efficiently and effectively.

Delivery Program Strategy: **9.1 Deploy reliable and efficient corporate and project governance**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.1.1	Prepare and issue Council business papers, meeting minutes, and coordinate Council Committee reports back to Council	Number of Council Meetings per year including Councillor attendance	x	x	x	x	Manager Governance, Corporate & Customer Service	Code of Meeting Practice
9.1.2	Continuously review and update Council policies and plans to appropriately support Council's operations	Currency of policies register	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Post election guide 2024 / IP&R Framework
9.1.3	Operate Project Control Groups for major capital projects	Bi-monthly updates reports to Council	x	x	x	x	Director Operations	Asset Management Policy
9.1.4	Deliver Council's Integrated Planning and Reporting (IP&R) in alignment with statutory requirements, on time and in support strategic decision-making	100% compliance with statutory timeframes and requirements for all IP&R documents	x	x	x	x	Integrated Planning and Reporting Coordinator	IP&R Framework / Guidelines
		All required plans adopted by Council within legislative deadlines	x	x	x	x		
9.1.5	Offer first class customer services (acknowledgement within 24 hours phone; 3 days email; 10 days letter; plus close the loop once matter is addressed)	Percentage of customer requests (via CRM) responded to within customer service guarantee	x	x	x	x	Manager Governance, Corporate & Customer Service	Customer Experience Guarantee
9.1.6	Maintain an interactive website solution that will enhance Council's digital customer service delivery	Number of visitors increasing	x	x	x	x	Communications Coordinator	Community Engagement Strategy
		Annual Review	x	x	x	X		
9.1.7	Maintain a reliable, compliant, and accessible record keeping system that supports transparency, accountability, and operational efficiency	100% of staff trained in record keeping obligations within 3 months of commencement and annually thereafter	x	x	x	x	Manager Governance, Corporate & Customer Service	Records Management Policy / *State Records Act 1998*
		Increase compliance with internal audit priority actions on record keeping to meet target levels	x	x	x	x		

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9.1.8	Manage leases and licences for Council properties in line with Council's objectives	Maintain register ensuring 100% currency at all times	x	x	x	x	Manager Governance, Corporate & Customer Service	Licence and Lease Register
		100% of lease/licence income collected	x	x	x	x		
		Utilisation of Council owned accommodation	x	x	x	x		
9.1.9	Prepare and implement Plans of Management (PoM) for Crown Lands properties (including Crown Land managed by Council), and user agreements for sports ovals on Crown Land ** Council has been authorised to manage and operate 63 parcels of Crown Land under the LG Act, subject to each parcel having a POM*	100% of outstanding POMs (28) completed at 30% each for the first 3 years and 10% in 28/29	X	x	x	x	Manager Governance, Corporate & Customer Service	*Crown Land Management Act 2016* *Local Government Act 1993*
9.1.10	Undertake Native Title responsibilities	Annual training completed	x	x	x	x	Manager Governance, Corporate & Customer Service	*Native Title Act 1993*
9.1.11	Maintain an Accurate and Compliant Delegations Framework	100% completion of annual Delegations Register review - including legal updates - and affected staff notified	x	x	x	x	Manager Governance, Corporate & Customer Service	**Section 377** of the Local Government Act 1993 (NSW) grants councils the power to delegate certain functions to the general manager or other persons or bodies, but it also outlines specific functions that cannot be delegated
		100% of new staff with responsibilities issued operational and financial delegations within a fortnight of commencing at Council	x	x	x	x		

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9.1.12	Ensure council meets its legislative and ethical obligations by maintaining accurate and up-to-date compliance registers and responding to disclosures in a timely and transparent manner	100% of GIPA access applications and decisions recorded within 5 business days of determination	x	x	x	x	Manager Governance, Corporate & Customer Service	*Government Information (Public Access) Act 2009* *Public Interest Disclosure Act 2022*
		Annual GIPA reporting to Information and Privacy Commission	x	x	x	x		
		100% of PIDs assessed, managed, and reported	x	x	x	x		
		100% of reportable gifts and benefits declared within 5 business days	x	x	x	x		
		100% of Councillor Disclosure Statements submitted by the statutory deadline	x	x	x	x		
9.1.13	Enhance the effectiveness and efficiency of local government administration by leveraging Information and Communication Technology (ICT) to drive business process improvements and infrastructure development **Capex (General Fund)** $110K per annum for network and server infrastructure $200K per annum for business improvements $60K for major server replacement in 27/28	Number of HelpDesk requests completed	x	x	x	x	Manager IT & OT	ICT Strategy
		Upgrades to network and server infrastructure	x	x	x	x		
		Undertake digital business improvements including process improvements and improved integration	x	x	x	x		
9.1.14	Enhance the resilience and security of local government digital infrastructure by implementing comprehensive cybersecurity measures and protocols **Capex (General Fund)** $50K for core firewall replacement in 25/26 $50K for core firewall replacement in 25/26 **Opex** $100K for implementation of a SOC (Security Operations Centre) 24/7 monitoring of cybersecurity	No reportable cybersecurity breaches	x	x	x	x	Manager IT & OT	OLG Cyber Security Guidelines for Local Government ICT Policy Suite ICT Strategy

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Delivery Program Strategy: **9.2 Support a reliable and effective Audit Risk and Improvement Committee**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.2.1	Ensure ARIC operates in line with its Charter and that its membership structure supports effective oversight and decision-making	Quarterly meetings per year with ARIC Chair Reports going to Council	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Guidelines for Risk Management Internal Audit for Local Government 2022 ARIC Terms of Reference
		Currency of Charter	x	x	x	x		
9.2.2	Implement an Internal Audit Program *Payroll & Leave Management and Plant & Fleet Management in 25/26* *Aim is to complete a minimum of two (2) Internal Audits per FY.*	Scopes prepared	x	x	x	x	Manager Governance, Corporate & Customer Service	Internal Audit Function Charter
		Reports tabled	x	x	x	x		
9.2.3	Engage with external auditors with a view to ensuring better / best practice at Council	100% of agreed actions implemented in full and on time	x	x	x	x	Director Corporate/CFO	*Local Government Act 1993* / NSW Audit Office Reports
9.2.4	Ensure the Integrated Enterprise Risk Management Framework remains current, relevant, and aligned with organisational objectives and industry standards	Updated strategic risk register presented quarterly to ARIC	x	x	x	x	Manager WHS, QA & Risk	Integrated Enterprise Risk Management Plan, Policy & Procedure
9.2.5	Deliver an annual service review program *New Services Reviews will be added annually after consultation with ARIC, Senior Management and Council	*Service review for Parks & Open Spaces	x	x	x	x	Director Operations	IP&R Framework /Parks, Playgrounds & Recreational Facilities Maintenance Management Policy
		*Service review on roads	x	x	x	x		

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Delivery Program Strategy: **9.3 Deploy reliable, efficient and effective financial management**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.3.1	Achieve long term financial sustainability **Opex** $50K (General Fund) for an Efficiency Improvements Program in 25/26	Establish a Financial Sustainability Advisory Group and develop an Efficiency Improvements Program	x	x	-	-	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting
		Undertake an Efficiency Improvements Program	x	x	x	x		
		Explore a potential Special Rate Variation (SRV) during the 2026/27 financial year	-	x	X	-		
9.3.2	Foster Council's financial sustainability through maximising investment returns, including water sales	Value of investment earnings across all funds	x	x	x	x	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting Temporary Sale of Water Policy
		Value of temporary water sales earnings	x	x	x	x		
9.3.3	Practice sound financial management	Receive an unqualified audit opinion	x	x	x	x	Director Corporate/CFO	Local Government Code of Accounting Practice and Financial Reporting
9.3.4	Practice procurement across the organisation in accordance with the Local Government Act and Council's Procurement Policy	Number of tenders conducted for spends over $250,000	x	x	x	x	Manager Finance	Procurement Guidelines, Policy & Procedures
		Currency of contracts register	x	x	x	x		

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9.3.5	Report on directly received grants	Value of Roads to Recovery funds received RFS	x	x	x	x	Manager Finance	OLG Compliance Calendar
		Value of Financial Assistance Grant received	x	x	x	x		
		Value of State Library NSW - Public Library Infrastructure Grant received	x	x	x	x		
		Value of RFS 'maintenance' funds received	x	x	x	x		
9.3.6	Investigate revenue raising opportunities through community sponsorships and requests (e.g. sponsoring park benches)	Program developed and implemented	x	x	x	x	Director Corporate/CFO	Long-Term Financial Plan
9.3.7	Coordinate the application of discretionary grants to help deliver Council's adopted programs	Summary of applications submitted and results	x	X	x	x	Executive Assistant to General	Grants Register
9.3.8	Ensure timely, accurate, and transparent financial reporting to support informed decision-making and maintain fiscal responsibility.	Monthly management reports issued	x	X	x	x	Director Corporate/CFO or Manager Finance	Local Government Code of Accounting Practice and Financial Reporting
		Quarterly budget reviews reported to Council	x	X	x	x		
9.3.9	Undertake a review of Council's Local Water Utility Water Pricing Policy	Review completed	x	-	-	-	Director Corporate/CFO	

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Delivery Program Strategy: **9.4 Deploy reliable, efficient and effective asset management**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.4.1	Continue effective Asset Management Planning (AMP) including the governance of the Asset Management Steering Committee *AMPS to be reviewed:* *Transport and Drainage 25/26* *Water and Wastewater 26/27* *Buildings, Land & Other Structures 28/29*	AMPs reviewed (one per year)	x	x	x	x	Asset Management & GIS Coordinator	Strategic Asset Management Plan / Asset Management Policy
		Revaluation and condition assessments – Water and Sewer	x	-	-	-		
		Revaluation and condition assessments – Buildings and Land	-	-	x	-		
		Number of committee meetings held and outcomes	x	x	x	x		
		Implementation of the Asset Management System and Program	x	x	x	x		
		Strategy is reviewed and updated at least every 4 years	-	-	-	x		
9.4.2	Administer Council's plant and fleet by conducting effective light and heavy plant replacement programs **Capex Plant Reserve** $1.484M 25/26 $920K 26/27 $1.5M 27/28 $950K 28/29	Percentage of light plant replacement program completed and expenditure YTD	x	x	x	x	Manager Open Space & Recreation	Plant and Fleet Asset Management Plan
		Percentage of heavy plant replacement program completed and expenditure YTD	x	x	x	x		
9.4.3	Manage and maintain council buildings and structures (49 commercial, 57 community, 120 operational and 61 public amenities) including having current	Regular meetings with relevant service agencies	X	x	x	x	Manager Environmental Sustainability/ Contracts and Projects Specialist	Asset Management Policy and Plans
		All service agreements are valid and Council is 100% compliant	X	x	x	x		

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	service agreement contracts (for example cleaning and fire evacuation) **Capex – commercial building renewals (General Fund)** $99K in 25/26 $87K in 26/27 $134K in 27/28 $204K in 28/29 **Capex – community building renewals (General Fund)** $40K in 25/26 $133K in 26/27 $166K in 27/28 $254K in 28/29 **Capex – operational building renewals (General Fund)** $62K in 25/26 $238K in 26/27 $327K in 27/28 $449K in 28/29 **Capex – public amenity renewals (other than conveniences) (General Fund)** $74K in 25/26 $58K in 26/27 $116K in 27/28 $204K in 28/29 **Capex – Council owned House Renewals (General Fund)** $10K per annum	Significant maintenance completed and renewal works undertaken in full and on time	x	x	x	x		
9.4.4	Enhance the capability, accuracy and accessibility of Council's Geographic Information System (GIS)	95% accuracy of core GIS datasets as verified through annual audits	x	x	x	x	GIS Officer	Asset Management Policy
		100% of works done to or added to Council infrastructure reported to GIS by asset managers for inclusion in asset registers within 1 month if completion	x	x	x	x		

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Delivery Program Strategy: **9.5 Provide respected and effective representation, leadership and advocacy**

Links to CSP: L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.5.1	Continue advocacy efforts on key issues for the Shire and the Region	Activities and their outcomes	x	x	x	x	General Manager	*Local Government Act 1993*
9.5.2	Implement training and development programs for councillors in accordance with the Councillor induction and Professional Development Guidelines	Activities offered and attendance rates	x	x	x	x	Manager Governance, Corporate & Customer Service	OLG Post Election Guide 2024
9.5.3	Councillor and Staff representation on or significant engagement with regional, state and national executive bodies	Occurrence, with notes on roles performed	x	x	x	x	Manager Governance, Corporate & Customer Service	

Delivery Program Strategy: **9.6 Nurture strong, strategic partnerships across the region, NSW and the Commonwealth, LGNSW, ALGA and Office of Local Government, Country Mayors Association and key government departments and parliamentary representatives**

Links to CSP: L1 L3

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.6.1	Participate in State and national Local Government Associations (LGNSW, ALGA, Country Mayors and Local Government Professionals)	Participation in and submissions to LGNSW	x	x	x	x	General Manager	Section 335 of Local Government Act 1993
		Participation in and submissions to ALGA	x	x	x	x		
		Participation in and submissions to Country Mayors	x	x	x	x		
		Participation in LGProfessionals Programs	x	x	x	x		
9.6.2	Membership of Riverina and Murray Joint Organisation (RAMJO)	Number of initiatives progressed	x	x	x	x	General Manager	RAMJO Strategy

9.6.3	Membership of Murray Darling Association Region 9 (MDA)	Number of initiatives progressed	x	x	x	x	General Manager	MDA Vision 2025: Strategic Plan 2020-2025
9.6.4	Undertake strategic engagement with Murrumbidgee Irrigation Ltd (MI Ltd)	Number of initiatives progressed	x	x	x	x	Director Operations	Community Engagement Strategy
9.6.5	Undertake strategic engagement with Department of Planning, Housing and Infrastructure - Crown Lands and Public Spaces	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.6	Undertake strategic engagement with Murrumbidgee Local Health Services	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.7	Undertake strategic engagement with Police Local Area Command	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy
9.6.8	Undertake strategic engagement with member for Murray and member for Farrar	Number of initiatives progressed	x	x	x	x	General Manager	Community Engagement Strategy

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Delivery Program Strategy: **9.7 Deploy reliable, efficient, effective and safe workforce management**

Links to CSP: L5

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.7.1	Implement Council's WorkForce Management Plan	100% of actions on track (that are not reported below)	x	x	x	x	Executive Manager People & Culture	Workforce Management Plan
9.7.2	Provide local apprenticeship, traineeship and work experience opportunities at Council	Number of apprenticeships provided	x	x	x	x	Executive Manager People & Culture	Workforce Management Plan
		Number of traineeships provided	x	x	x	x		
		Number of work experience students placed in Council	x	x	x	x		
9.7.3	Implement Council's Cultural Plan	100% of actions on track	-	-	-	x	Executive Manager People & Culture	Cultural Plan
9.7.4	Implement Council's Health and Safety Program	100% of actions on track	x	x	x	x	Manager WHS, QA & Risk	Workforce Management Plan / WHS Commitment Statement
		Lost time to injuries expressed as the average number of days per 100 employees	x	x	x	x		
		Percentage of leave entitlements for the year taken	x	x	x	x		

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Delivery Program Strategy: **9.8 Deploy reliable, effective and authentic community engagement**

Links to CSP: L1

Code	Operational Plan Activity	Measures	Timeframe				Responsibility	Supporting Resources
			25/26	26/27	27/28	28/29		
9.8.1	Communicate and engage with the community effectively	Number of media releases	x	x	x	x	Communications Coordinator	Community Engagement Strategy / Media Policy (including Social Media)
		Number of social media posts	x	x	x	x		
		Average engagement with social media posts	x	x	x	x		
		Number of public engagement sessions and participation	x	x	x	x		
		Number of 'Have Your Say' surveys and participation	x	x	x	x		
		Number of "Noticeboard" items in The Irrigator	x	x	x	x		
		Online community newsletter and number of subscribers	x	x	x	x		
		Number of on-line videos	x	x	x	x		
9.8.2	Undertake a biannual Community Survey for Council	Survey results	x	-	x	-	Integrated Planning and Reporting Coordinator	Community Engagement Strategy Media Policy (including Social Media)

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Annual Budget Statement

Financial Year 2025/26

LEETON
SHIRE COUNCIL

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1. Introduction

The Annual Budget provides an overview of Council's forecast position for the 2025-26 financial year.

The following financial reports are included in the Annual Budget document:

- The consolidated budget summary includes the General Fund, Water and Sewer Fund financial information. This is a budget summary statement showing the forecast income statement or operating result. This includes a reconciliation of the operating result back to the forecast cash position or unrestricted cash result.
- Income and Expense Budget Review Statement by Fund.
- Capital Budget Review Statement. This report provides a summary of the proposed Capital program for 2025/26.
- Cash and Reserves Statement. This report shows the Council's total cash and reserves, including the working fund balance or unrestricted cash position forecast for the financial year.
- Consolidated Balance Sheet.
- Key Performance Indicators Statement.
- Loan Funds Statement.

The 2025-26 budget has been built on the premise that existing services will be maintained, however a number of factors have had an impact on Council's draft budget for 2025/26:

- Rate Pegging set at 4.4%
- Waste Annual Charges increased by 4%
- Water Charges increased by 7% (except Tier 3 – kept same as 2024/25)
- Sewerage Charges increased by 7%
- Salary and wages
    - LG Award increases 3%, step increases, plus award lump sum payments,
    - New childcare splinter award increases
    - Full Time Equivalents (FTE) increases to 170.10* (161.10 in 2024/25)
- Approximately $341K to be refunded via Government grant for 6 Trainee FTEs
- Approximately 50% childcare splinter award increases to be Grant funded for 2 years
- Insurance Premium increases of 15%
- All other expense items increased by approximately 3% overall
- Developer contribution income has been forecast to increase to $360K in 2025/26 and $300K annually in future years.
- At the time of preparing this Budget Statement - the prepayment of FAGs had not yet been advised. Any consequent changes to FAGs will be updated in the 1st QBR.

**(4 additional Trainees, 1 HR, 1 IT, 1 Building Services and 2 Roxy)*

2. Consolidated Budget Summary

The consolidated Budget Review Statement presents the forecast performance for the Total or Consolidated Council, while still showing the individual fund results. The financial data includes the following information:

- Consolidated Draft Budget 2025/26 (forecast for next financial year)
- Total income from operations (each fund and consolidated)
- Total expenses from operations (each fund and consolidated)
- Operating result (each fund and consolidated)
- Capital expenditure and Capital funding movements (reserves, sales, loans etc)
- Budget result which shows whether or not Council is forecasting a cash surplus or (deficit)

This revised format shows Council's consolidated operating result is forecast to be a deficit before Capital of ($3,632,915). The operating deficit is reconciled back to a cash result as part of the Consolidated Cash Result table showing that the forecast Cash position will decrease by ($1,483,946) in 2025/26. Noting that there are a number of non-cash items in the operating result amounting to a decrease in cash.

Consolidated Operating Result

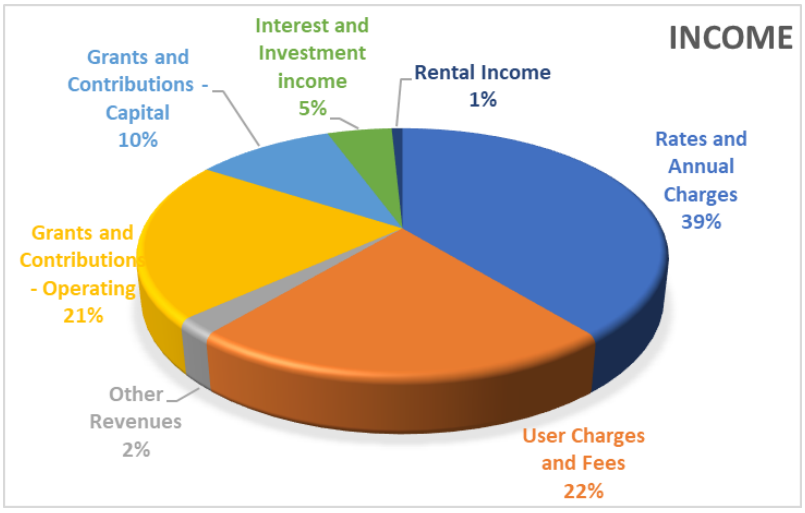
Description	General Fund	Waste Fund	Water Fund	Sewer Fund	Consolidated Budget 2025/26
Income from continuing operations					
Rates and Annual Charges	8,861,764	2,557,822	1,951,586	3,347,784	16,950,721
User Charges and Fees	5,094,332	1,190,000	3,112,968	90,671	9,576,982
Other Revenues	671,345	190,455	60,600	6,828	929,228
Grants and Contributions - Operating	8,946,127	0	59,059	59,059	9,064,245
Grants and Contributions - Capital	4,088,081	300,000	31,000	27,000	4,446,081
Interest and Investment income	850,858	97,825	788,903	330,113	2,067,699
Rental Income	344,900	0	0	0	344,900
Net Gain from Disposal of Assets	140,175	0	0	0	140,175
Total Income from continuing operations	28,997,582	4,336,102	6,004,116	3,861,455	43,520,031
Expenses from continuing operations					
Employee Benefits and oncosts	13,321,687	890,624	902,810	862,327	15,977,448
Materials and Services	7,770,384	2,335,637	2,912,405	2,064,633	15,403,835
Borrowing Costs	480,850	0	0	0	480,850
Depreciation, Amortisation and Impairment of Assets	7,226,238	311,904	1,627,659	1,093,715	10,259,516
Other Expenses	375,216	210,000	0	0	585,216
Net Loss from the Disposal of Assets	0	0	0	0	0
Total Expenses from continuing operations	29,174,375	3,748,165	5,442,874	4,020,675	42,706,865
Operating Surplus/(Deficit)	**-176,793**	**587,937**	**561,242**	**-159,220**	**813,166**
Operating Surplus/(Deficit) before Capital Grants & Contributions	**-4,264,874**	**287,937**	**530,242**	**-186,220**	**-3,632,915**
Operating Surplus/(Deficit) before Capital Grants & Contributions & One off sales	**-4,405,049**	**287,937**	**530,242**	**-186,220**	**-3,773,090**

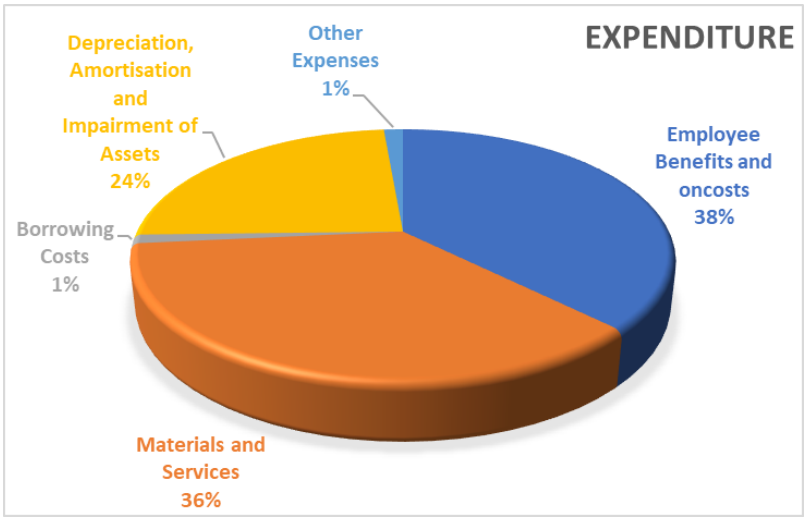
** Consolidated includes adjustment of internal net offs (as per LG solutions) of $320,776 for rates & user charges income and materials & services expense). Net impact $0*

Consolidated Cash Result

Description	General Fund	Waste Fund	Water Fund	Sewer Fund	Consolidated Budget 2025/26
Add Back Non Cash					
Depreciation	7,226,238	311,904	1,627,659	1,093,715	10,259,516
Net Gains / Losses from Disposal of Assets	-140,175	0	0	0	-140,175
Provision Expenses	0	210,000	0	0	210,000
Contract Liability Movements	0	0	0	0	0
Contract Receivable Movements	0	0	0	0	0
Net Cash Provided (or used) in Operating Activities	**6,909,270**	**1,109,841**	**2,188,901**	**934,495**	**11,142,507**
Cash Flow from Investing Activities					
Receipts:					
Sale Real Estate Assets	0	0	0	0	0
Sale Infrastructure, Property, Plant & Equipment	1,912,000	0	0	0	1,912,000
Deferred Debtor Receipts	0	0	0	0	0
Payments:					
Purchase of Infrastructure, Property, Plant & Equipment	-11,820,682	-600,000	-1,465,000	-1,545,000	-15,430,682
Deferred Debtor Advances Made	0	0	0	0	0
Net Cash Provided (or used) in Investing Activities	**-9,908,682**	**-600,000**	**-1,465,000**	**-1,545,000**	**-13,518,682**
Cash Flow from Financing Activities					
Receipts:					
New Loans Drawn	930,000	0	0	0	930,000
Payments:					
Loan Principal Repayment	-954,127	0	0	0	-954,127
Net Cash Provided (or used) in Financing Activities	**-24,127**	**0**	**0**	**0**	**-24,127**
Net Increase / (Decrease) in Cash	**-3,023,539**	**509,841**	**723,901**	**-610,505**	**-2,400,302**
Transfers to Reserves					
Transfers to DWM Reserve	0	-809,841	0	0	-809,841
Transfer to Dev Contributions Reserve	-365,000	0	-31,000	-27,000	-423,000
Transfer to Unspent Grants	0	0	0	0	0
Transfer to Stormwater	-90,000	0	0	0	-90,000
Transfers to Water External	0	0	-2,157,901	0	-2,157,901
Transfers to Sewer External	0	0	0	-907,495	-907,495
Transfers to Internal Reserves	-6,830,531	0	0	0	-6,830,531
Transfers to Carryovers Reserves	0	0	0	0	0
Transfers from Reserves					
Transfers from DWM Reserve	0	300,000	0	0	300,000
Transfer from Dev Contributions Reserve	360,000	0	0	0	360,000
Transfer from Unspent Grants	1,164,331	0	0	0	1,164,331
Transfer from Stormwater	90,000	0	0	0	90,000
Transfers from Water External	0	0	1,465,000	0	1,465,000
Transfers from Sewer External	0	0	0	1,545,000	1,545,000
Transfers from Internal Reserves	7,210,793	0	0	0	7,210,793
Transfers from Carryovers Reserves	0	0	0	0	0
Net Reserve Movements	**1,539,593**	**-509,841**	**-723,901**	**610,505**	**916,356**
Net Increase / (Decrease) in Unrestricted Cash	**-1,483,946**	**0**	**0**	**0**	**-1,483,946**

Budgeted Sources of Income and Expenditure





3. Budget Operating Result by Entity

The Budget Operating Result by Fund presents the Council forecast performance for each of the different funds being General Fund, Waste Fund, Water Fund and Sewerage Fund. The financial data includes the following information:

- Current budget (December Budget Review)
- Preliminary Actuals year to date data to the end of March (for 2024/25)
- Budget 2025/26 (forecast for next financial year)
- Total income (current and draft 2025/26 year end result)
- Total expenses (current and draft 2025/26 year end result)
- Operating result (current and draft 2025/26 year end result)

General Fund - Operating Result

Description	Current Budget Mar QBR	Actual 31/3/25	Original Budget 2025/26	$ Var To Current Budget	% Var To Current Budget
Income from continuing operations					
Rates and Annual Charges	8,496,412	8,498,121	8,861,764	365,352	4.30%
User Charges and Fees	4,770,854	2,827,253	5,094,332	323,478	6.78%
Other Revenues	613,953	587,420	671,345	57,392	9.35%
Grants and Contributions - Operating	8,492,715	2,415,079	8,946,127	453,412	5.34%
Grants and Contributions - Capital	6,112,911	1,834,063	4,088,081	-2,024,830	-33.12%
Interest and Investment income	1,061,826	1,021,861	850,858	-210,968	-19.87%
Rental Income	311,173	251,875	344,900	33,727	10.84%
Net Gain from Disposal of Assets	0	85,273	140,175	140,175	0.00%
Total Income from continuing operations	29,859,844	17,520,945	28,997,582	-862,262	-2.89%
Expenses from continuing operations					
Employee Benefits and oncosts	12,061,478	9,462,692	13,321,687	1,260,209	10.45%
Materials and Services	7,495,462	5,127,062	7,770,384	274,922	3.67%
Borrowing Costs	398,207	253,943	480,850	82,643	20.75%
Depreciation, Amortisation and Impairment of Assets	7,226,238	3,468,089	7,226,238	0	0.00%
Other Expenses	352,073	280,858	375,216	23,143	6.57%
Net Loss from the Disposal of Assets	80,000	0	0	-80,000	-100.00%
Total Expenses from continuing operations	27,613,458	18,592,644	29,174,375	1,560,917	5.65%
Operating Surplus/(Deficit)	**2,246,386**	**-1,071,699**	**-176,793**	**-2,423,179**	**-107.87%**
Operating Surplus/(Deficit) before Capital Grants & Contributions	**-3,866,525**	**-2,905,762**	**-4,264,874**	**-398,349**	**10.30%**
Operating Surplus/(Deficit) before Capital Grants & Contributions & One off sales	**-3,786,525**	**-2,991,035**	**-4,405,049**	**-618,524**	**16.33%**

Domestic Waste Fund - Operating Result

Description	Current Budget Mar QBR	Actual 31/3/25	Original Budget 2025/26	$ Var To Current Budget	% Var To Current Budget
Income from continuing operations					
Rates and Annual Charges	2,462,072	2,449,938	2,557,822	95,750	3.89%
User Charges and Fees	1,192,000	882,993	1,190,000	-2,000	-0.17%
Other Revenues	106,267	156,069	190,455	84,188	79.22%
Grants and Contributions - Operating	0	0	0	0	0.00%
Grants and Contributions - Capital	0	0	300,000	300,000	0.00%
Interest and Investment income	97,825	16,393	97,825	0	0.00%
Rental Income	0	0	0	0	0.00%
Net Gain from Disposal of Assets	0	0	0	0	0.00%
Total Income from continuing operations	3,858,164	3,505,393	4,336,102	477,938	12.39%
Expenses from continuing operations					
Employee Benefits and oncosts	682,272	597,740	890,624	208,352	30.54%
Materials and Services	2,237,384	1,314,582	2,335,637	98,253	4.39%
Borrowing Costs	0	0	0	0	0.00%
Depreciation, Amortisation and Impairment of Assets	311,904	158,707	311,904	0	0.00%
Other Expenses	200,000	0	210,000	10,000	5.00%
Net Loss from the Disposal of Assets	0	0	0	0	0.00%
Total Expenses from continuing operations	3,431,560	2,071,029	3,748,165	316,605	9.23%
Operating Surplus/(Deficit)	**426,604**	**1,434,364**	**587,937**	**161,333**	**37.82%**
Operating Surplus/(Deficit) before Capital Grants & Contributions	**426,604**	**1,434,364**	**287,937**	**-138,667**	**-32.50%**
Operating Surplus/(Deficit) before Capital Grants & Contributions & One off sales	**426,604**	**1,434,364**	**287,937**	**-138,667**	**-32.50%**

Water Fund - Operating Result

Description	Current Budget Mar QBR	Actual 31/3/25	Original Budget 2025/26	$ Var To Current Budget	% Var To Current Budget
Income from continuing operations					
Rates and Annual Charges	1,830,134	1,823,826	1,951,586	121,452	6.64%
User Charges and Fees	2,910,493	1,590,555	3,112,968	202,475	6.96%
Other Revenues	58,046	175,363	60,600	2,554	4.40%
Grants and Contributions - Operating	100,927	0	59,059	-41,868	-41.48%
Grants and Contributions - Capital	531,000	53,279	31,000	-500,000	-94.16%
Interest and Investment income	766,211	699,814	788,903	22,692	2.96%
Rental Income	0	0	0	0	0.00%
Net Gain from Disposal of Assets	0	0	0	0	0.00%
Total Income from continuing operations	6,196,811	4,342,837	6,004,116	-192,695	-3.11%
Expenses from continuing operations					
Employee Benefits and oncosts	1,023,751	925,704	902,810	-120,941	-11.81%
Materials and Services	2,879,953	1,387,515	2,912,405	32,452	1.13%
Borrowing Costs	0	0	0	0	0.00%
Depreciation, Amortisation and Impairment of Assets	1,627,659	835,572	1,627,659	0	0.00%
Other Expenses	0	0	0	0	0.00%
Net Loss from the Disposal of Assets	0	0	0	0	0.00%
Total Expenses from continuing operations	5,531,363	3,148,791	5,442,874	-88,489	-1.60%
Operating Surplus/(Deficit)	**665,448**	**1,194,046**	**561,242**	**-104,206**	**-15.66%**
Operating Surplus/(Deficit) before Capital Grants & Contributions	**134,448**	**1,140,767**	**530,242**	**395,794**	**294.38%**
Operating Surplus/(Deficit) before Capital Grants & Contributions & One off sales	**134,448**	**1,140,767**	**530,242**	**395,794**	**294.38%**

Sewerage Fund - Operating Result

Description	Current Budget Mar QBR	Actual 31/3/25	Original Budget 2025/26	$ Var To Current Budget	% Var To Current Budget
Income from continuing operations					
Rates and Annual Charges	3,128,965	2,663,681	3,347,784	218,819	6.99%
User Charges and Fees	84,739	56,399	90,671	5,932	7.00%
Other Revenues	6,540	160	6,828	288	4.40%
Grants and Contributions - Operating	0	0	59,059	59,059	0.00%
Grants and Contributions - Capital	527,000	36,861	27,000	-500,000	-94.88%
Interest and Investment income	311,682	299,831	330,113	18,431	5.91%
Rental Income	0	0	0	0	0.00%
Net Gain from Disposal of Assets	0	0	0	0	0.00%
Total Income from continuing operations	4,058,926	3,056,932	3,861,455	-197,471	-4.87%
Expenses from continuing operations					
Employee Benefits and oncosts	806,725	489,835	862,327	55,602	6.89%
Materials and Services	2,298,608	932,519	2,064,633	-233,975	-10.18%
Borrowing Costs	0	0	0	0	0.00%
Depreciation, Amortisation and Impairment of Assets	1,093,715	754,977	1,093,715	0	0.00%
Other Expenses	0	0	0	0	0.00%
Net Loss from the Disposal of Assets	0	0	0	0	0.00%
Total Expenses from continuing operations	4,199,048	2,177,331	4,020,675	-178,373	-4.25%
Operating Surplus/(Deficit)	**-140,122**	**879,601**	**-159,220**	**-19,098**	**13.63%**
Operating Surplus/(Deficit) before Capital Grants & Contributions	**-667,122**	**842,740**	**-186,220**	**480,902**	**-72.09%**
Operating Surplus/(Deficit) before Capital Grants & Contributions & One off sales	**-667,122**	**842,740**	**-186,220**	**480,902**	**-72.09%**

4. Capital Budget Review Statement

The Consolidated Capital Statement focuses on Council's Capital Works Program and summarises financial information by asset category and identifies how the capital program is funded.

Description	Revised Budget Mar QBR	Original Budget 2025/26
New Assets		
Office Equipment	468,360	205,000
Plant & Equipment	0	0
Land & Buildings	773,424	3,974,581
Parks, Gardens & Recreation	871,882	0
Roads, Bridges & Footpaths	50,000	210,000
Other Structures	0	780,000
Drainage	0	100,000
Library Books	0	0
Waste	68,317	600,000
Water Supply	618,212	1,235,000
Sewerage Services	792,021	640,000
Total New Assets	3,642,216	7,744,581
Renewal (Replacements)		
Office Equipment	174,700	200,000
Plant & Equipment	1,738,195	1,484,000
Land & Buildings	9,818,004	1,227,186
Parks, Gardens & Recreation	249,233	0
Roads, Bridges & Footpaths	5,830,805	3,465,225
Other Structures	0	10,000
Drainage	200,000	164,690
Library Books	0	0
Waste	0	0
Water Supply	962,914	230,000
Sewerage Services	832,808	905,000
Total Renewal (Replacements)	19,806,659	7,686,101
Total Capital Works Program	**23,448,875**	**15,430,682**
Total General Fund Only	**20,174,603**	**11,820,682**
Funding Sources		
Rates and Other untied funding	-1,791,970	4,028,903
Grants & Contributions - Capital	6,477,645	3,961,081
Grants & Contributions - Operating	1,203,851	1,050,225
Internal Restrictions	3,677,370	1,700,473
External Restrictions		
- Unexpended Grants & Contributions	0	0
- Stormwater Levy	0	90,000
- S.712 Developer Contributions	1,430,037	360,000
- Domestic Waste Management	68,317	300,000
- Water Supply	1,480,200	1,465,000
- Sewerage Services	1,124,829	1,545,000
Loans	9,778,596	930,000
Total Capital Funding Sources	23,448,875	15,430,682

Council's detailed Capital Works Program is shown below by Directorate, Department and Asset Category including the funding sources.

Capital Program	2025/26 Original Budget	Grants & Contributions Funding	Internal Restrictions Funding	External Restrictions Funding	Loans	General Funds Required
Corporate Services	**796,000**	**0**	**41,000**	**40,000**	**0**	**715,000**
Business Services	**391,000**	**0**	**41,000**	**40,000**	**0**	**310,000**
Land & Buildings						
Eventide Homes - Annual Renewal	10,000	0	0	0	0	10,000
Gogelderie Weir Caretaker House Renewal Work	40,000	0	0	40,000	0	0
Eventide Homes - Yanco Social Housing Expansion Project - Design Planning	300,000	0	0	0	0	300,000
LELC Administration Office Renovation Works	27,500	0	27,500	0	0	0
LELC New Automated Watering System	13,500	0	13,500	0	0	0
Information Technology	**405,000**	**0**	**0**	**0**	**0**	**405,000**
Office Equipment						
PC Replacements - Annual computer fleet replacement	45,000	0	0	0	0	45,000
Corporate Information Systems Annual allocation	200,000	0	0	0	0	200,000
Network Infrastructure	160,000	0	0	0	0	160,000
Econcomic and Community Development	**3,026,081**	**2,661,081**	**180,000**	**100,000**	**0**	**85,000**
Cultural Services	**365,000**	**0**	**180,000**	**100,000**	**0**	**85,000**
Land & Buildings						
LMAG Renewals and Upgrades - Roof replacement	265,000	0	180,000	0	0	85,000
Whitton Museum Renewals - safety priorities including Courthouse	100,000	0	0	100,000	0	0
Economic & Community Development	**2,661,081**	**2,661,081**	**0**	**0**	**0**	**0**
Land & Buildings						
Brobenah Road Affordable Housing - enabling infrastructure for subdivision	2,661,081	2,661,081	0	0	0	0
Operations	**10,608,601**	**1,350,225**	**1,479,473**	**3,620,000**	**930,000**	**3,228,903**
Environmental Sustainability	**600,000**	**300,000**	**0**	**300,000**	**0**	**0**
Waste						
Yanco Landfill Remediation	600,000	300,000	0	300,000	0	0
Open Space & Recreation	**2,724,000**	**0**	**1,479,473**	**200,000**	**930,000**	**114,527**
Land & Buildings						
Stadium Roof	450,000	0	0	0	450,000	0
Plant & Equipment						
Plant & Vehicle Replacement	1,484,000	0	1,479,473	0	0	4,527
Other Structures						
Playground Upgrades (Graham Park)	50,000	0	0	50,000	0	0
Stadium and Sporting Precinct Masterplan	100,000	0	0	0	0	100,000
Cemetery Expansion	630,000	0	0	150,000	480,000	0
Minor Renewals of the Whitton Pool	10,000	0	0	0	0	10,000
Operations	**334,686**	**0**	**0**	**0**	**0**	**334,686**
Land & Buildings						
Commercial building renewals (49 Buildings)	99,157	0	0	0	0	99,157
Community building renewals (Excl Whiton Museum, LMAG, Library, Roxy)(57 Buildings)	39,629	0	0	0	0	39,629
Operational building renewals (120 Buildings)	62,321	0	0	0	0	62,321
Public Amenity Renewals (other than conveniences) (61 Buildings)	73,579	0	0	0	0	73,579
Council Owned House Renewals	10,000	0	0	0	0	10,000
Renewal of Council toilet blocks, change rooms, BBQ areas and shelters.	50,000	0	0	0	0	50,000
Roads & Drainage	**3,939,915**	**1,050,225**	**0**	**110,000**	**0**	**2,779,690**
Drainage						
General Rural Stormwater Drainage	50,000	0	0	0	0	50,000
SMSC Projects	90,000	0	0	90,000	0	0
General Urban Drainage	50,000	0	0	0	0	50,000
Renewal Demand	74,690	0	0	0	0	74,690
Roads, Bridges & Footpaths						
Annual Reseal Program- Sealed Rural and Urban Road	725,000	0	0	0	0	725,000
Bus Shelter Upgrades	20,000	0	0	20,000	0	0
Footpath Renewals	50,000	0	0	0	0	50,000
Gravel Road Resheeting	350,000	0	0	0	0	350,000
Kerb & Gutter	80,000	0	0	0	0	80,000
Regional Road - MR539	200,000	0	0	0	0	200,000
Roads to Recovery Program	1,050,225	1,050,225	0	0	0	0
Sealed Road Rehabilitation Program	700,000	0	0	0	0	700,000
Library Pedestrian crossing, disabled carpark and signage	20,000	0	0	0	0	20,000
Traffic Facilities Committee works	20,000	0	0	0	0	20,000
New Footpaths	150,000	0	0	0	0	150,000
Bridge Renewals	100,000	0	0	0	0	100,000
Corbie Hill Road over MI Supply Channel plus Minor Heavy Patching works	60,000	0	0	0	0	60,000
Shoulder Widening - Wattle Road	150,000	0	0	0	0	150,000

Water & Waste Water	**3,010,000**	**0**	**0**	**3,010,000**	**0**	**0**
Sewerage Services						
Sewerage mains, manholes and vents	190,000	0	0	190,000	0	0
Sewage pumping stations Overhauls	250,000	0	0	250,000	0	0
Pump Station No. 4 Overhaul - Vance Estate Phase 1	150,000	0	0	150,000	0	0
Sedimentation Tank Automation	100,000	0	0	100,000	0	0
Leeton STP Alum Dosing tank level sensors and indicators	15,000	0	0	15,000	0	0
Leeton STP Sludge Transfer Pump - Redesign Access	325,000	0	0	325,000	0	0
Leeton STP Upgrade and recout inlet (inc. walkways and gantries)	300,000	0	0	300,000	0	0
Pump Station No. 27 Overhaul	15,000	0	0	15,000	0	0
Leeton STP - New Septic Tank Waste Receival Facility including new sedimentation ponds	200,000	0	0	200,000	0	0
Water Supply						
Soda Ash System Upgrade	50,000	0	0	50,000	0	0
Water Mains - Replacements	470,000	0	0	470,000	0	0
Ongoing installation of Town Supply metering to SMART meters where complications have occurred	20,000	0	0	20,000	0	0
Whitton & Murrami Telemetry Upgrades	50,000	0	0	50,000	0	0
Leeton WFP - Valve Audit & Repair	30,000	0	0	30,000	0	0
Leeton WFP - Sedimentation Tank Launder Replacement	150,000	0	0	150,000	0	0
Upgrades to Dosing Pumps	150,000	0	0	150,000	0	0
Automation of dosage Pumps	100,000	0	0	100,000	0	0
Upgrade batching system to Whitton plant	100,000	0	0	100,000	0	0
Chemical Storage sensors	70,000	0	0	70,000	0	0
Sludge valve automation	75,000	0	0	75,000	0	0
Water Mains - Renewal	200,000	0	0	200,000	0	0
General Manager	**1,000,000**	**1,000,000**	**0**	**0**	**0**	**0**
Cultural Services	**1,000,000**	**1,000,000**	**0**	**0**	**0**	**0**
Land & Buildings						
Roxy 2 Development	1,000,000	1,000,000	0	0	0	0
Grand Total	**15,430,682**	**5,011,306**	**1,700,473**	**3,760,000**	**930,000**	**4,028,903**

5. Cash and Investments Budget Review Statement

The cash and budget reserves summary presents Council's forecast movements for each key reserve categories. Most of Council's cash is restricted in its use to specific purposes by external bodies, legislation and Council resolution. The cash position is further broken down as part of this report to reflect the split of cash and investments across the internal restrictions, external restrictions and the unrestricted cash position.

Description	Opening Balance Mar QBR 1/7/25	Original Budget Movements	Closing Balance Forecast 30/6/26
Internal Restrictions			
Aerodrome	200,000	0	200,000
Buildings	0	0	0
Infrastructure Replacement	0	0	0
Plant & Vehicle Replacement	161,466	-54,466	107,000
Roads General	0	0	0
Swimming Pool	0	0	0
Childcare Centre	140,000	-41,000	99,000
Land Development	255,093	0	255,093
Leeton Museum & Art Gallery (WCIC)	180,000	-180,000	0
Renewable Energy Efficiencies	120,000	-100,000	20,000
Sportsgrounds Improvements	0	0	0
Employee Leave Entitlements (50%)	1,391,005	0	1,391,005
Workers Compensation	0	0	0
Façade Painting Reserve	82,061	-20,000	62,061
Fire and Emergency Services	0	0	0
Unfinished Works (General) Restriction	1	0	1
Election Reserve	0	0	0
Financial Assistance Grant Prepayment	5,390,320	15,204	5,405,524
Total Internal Restrictions	7,919,945	-380,262	7,539,683
External Restrictions			
Unexpended Loans - General	0	0	0
Developer Contributions - General	-82,420	5,000	-77,420
Developer Contributions - Water	562,325	31,000	593,325
Developer Contributions - Sewer	27,000	27,000	54,000
Unexpended Grants - Contract Liability	0	0	0
Unexpended Grants - Other	1,164,331	-1,164,331	-0
Unexpended Grants - WF Contract Liability	-0	0	-0
Stormwater Management	284,083	0	284,083
Deposits, Bonds & Retentions - General	921,440	0	921,440
Deposits, Bonds & Retentions - Water	2,010	0	2,010
Carry Over Works - Water	0	0	0
Water Supply	20,679,405	692,901	21,372,306
Carry Over Works - Sewerage	-0	0	-0
Sewerage Services	9,090,434	-637,505	8,452,929
Domestic Waste Management	1,518,428	289,841	1,808,269
Landfill Remediation	4,786,480	220,000	5,006,480
Total External Restrictions	38,953,515	-536,094	38,417,421
Total Restricted Cash and Investments	**46,873,461**	**-916,356**	**45,957,105**
Total Cash & Investments	**50,002,383**	**-2,400,302**	**47,602,081**
Unrestricted Cash	**3,128,922**	**-1,483,946**	**1,644,976**

Notes:

- Opening Unrestricted cash represents balance as per March Budget Review.

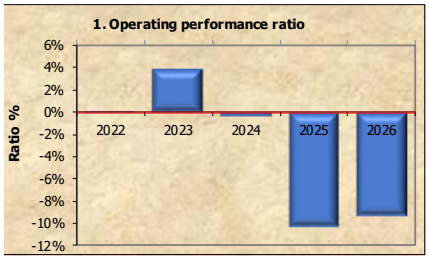
- At the time of preparing this Budget Statement - the prepayment of FAGs had not yet been advised. Any consequent changes to FAGs will be updated in the 1st QBR .

6. Consolidated Balance Sheet Budget Review Statement

Description	Opening Balance Forecast Mar QBR	Original Budget Movements	End of Year Adjustments	Closing Balance Forecast 30/6/26
Current Assets				
Cash and Cash Equivalents	26,602,383	-2,400,302	0	24,202,081
Investments	18,500,000	0	0	18,500,000
Receivables	6,131,592	0	0	6,131,592
Inventories	1,121,694	0	0	1,121,694
Other	62,003	0	0	62,003
Total Current Assets	52,417,671	-2,400,302	0	50,017,369
Non-Current Assets				
Investments	4,900,000	0	0	4,900,000
Receivables	14,674	0	0	14,674
Infrastructure, Property, Plant & Equipment	369,590,126	3,399,341	0	372,989,467
Intangible Assets	9,648,500	0	0	9,648,500
Total Non-Current Assets	384,153,301	3,399,341	0	387,552,642
Total Assets	**436,570,971**	**999,039**	**0**	**437,570,010**
Current Liabilities				
Payables	6,921,497	0	0	6,921,497
Contract Liabilities	91,017	0	0	91,017
Borrowings	878,109	0	-878,109	0
Employee Benefit Provisions	2,837,259	0	0	2,837,259
Total Current Liabilities	10,727,883	0	-878,109	9,849,774
Non-Current Liabilities				
Payables	0	0	0	0
Borrowings	10,780,979	-24,127	878,109	11,634,961
Employee Benefit Provisions	252,782	0	0	252,782
Provisions	5,109,339	210,000	0	5,319,339
Total Non-Current Liabilities	16,143,100	185,873	878,109	17,207,082
Total Liabilities	**26,870,983**	**185,873**	**0**	**27,056,856**
Net Assets	**409,699,989**	**813,166**	**0**	**410,513,155**
Equity				
Retained Earnings	152,531,226	813,166	0	153,344,392
Revaluation Reserves	257,168,763	0	0	257,168,763
Total Equity	**409,699,989**	**813,166**	**0**	**410,513,155**

7. Key Performance Indicators

The financial indicators have been selected to address operational liquidity, fiscal responsibility and financial sustainability goals across short, medium and long-term time frames. The indicators will highlight historical and forecast performance.



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

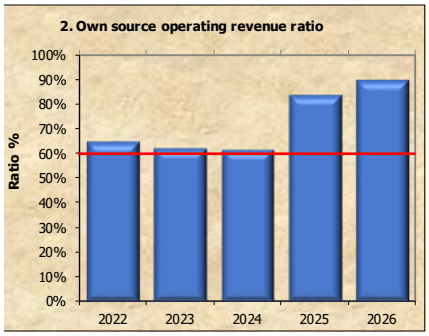
Operating performance ratio

Continuing operating revenue excluding capital grants and contributions less operating expenses

Total continuing operating revenue excluding capital grants and contributions

Benchmark: ——— Minimum >=0.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #26



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

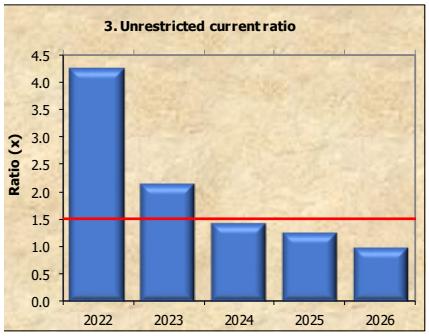
Own source operating revenue ratio

Total continuing operating revenue excluding capital grants and contributions

Total continuing operating revenue

Benchmark: ——— Minimum >=60.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting #26



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

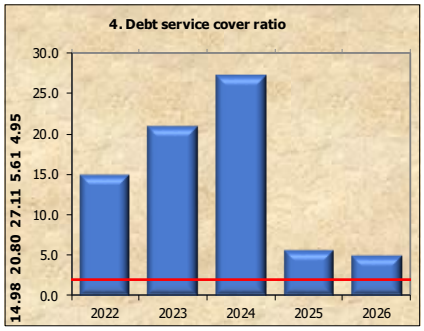
Unrestricted current ratio

Current assets less all external restrictions

Current liabilities less specific purpose liabilities

Benchmark: ——— Minimum >=1.50

Source for benchmark: Code of Accounting Practice and Financial Reporting #26



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

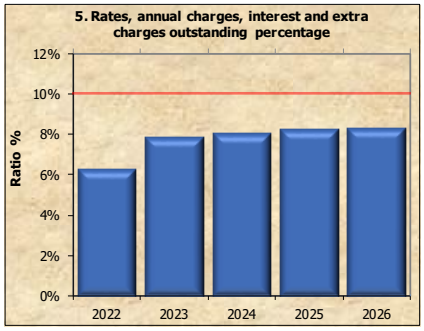
Debt service cover ratio

Operating result before capital excluding interest and depreciation/impairment/amortisation

Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)

Benchmark: ——— Minimum >=2.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #26



Purpose of rates and annual charges outstanding ratio

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

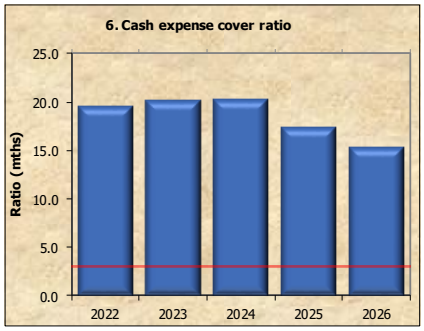
Rates, annual charges, interest and outstanding %

Rates, annual and extra charges outstanding

Rates, annual and extra charges collectible

Benchmark: ——— Maximum <10.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting #26



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Cash expense cover ratio

Current year's cash and cash equivalents plus all term deposits

Payments from cash flow of operating and financing activities

Benchmark: ——— Minimum >=3.00

Source for benchmark: Code of Accounting Practice and Financial Reporting #26

8. Borrowings Statement

The Statement below shows a summary of the current and new loan borrowings included in the Annual Budget.

Description	Purpose	Loan % Rate	Final Payment Date	Opening Balance	New Loan	Annual Repayment	Principal Repayments	Interest Repayments	Principal Outstanding
LIRS 3 - Leeton Ovals - Dressing Shed	Sporting Grounds and Facilities	4.34%	22/07/2024	0	0	0	0	0	0
Leeton Pool Refurbishment	Sporting Grounds and Facilities	4.34%	30/04/2040	1,798,051	0	147,625	97,960	49,664	1,700,090
Showground Grandstand	Sporting Grounds and Facilities	4.85%	30/04/2030	106,255	0	22,751	20,200	2,551	86,055
Roxy Theatre	Community Services	4.59%	31/08/2026	3,853,748	0	375,885	202,933	172,952	3,650,816
Roxy Theatre	Community Services	4.76%	27/08/2026	225,603	0	27,483	18,738	8,745	206,865
Vance Estate	Economic Development	4.59%	31/08/2026	5,151,557	0	780,928	557,016	223,912	4,594,541
LELC	Community Services	4.59%	31/08/2026	524,291	0	80,304	57,279	23,025	467,012
Cemetery Expansion	Community Services	4.00%	30/06/2036	0	480,000	0	0	0	480,000
Stadium Roof - Sporting Precinct	Sporting Grounds and Facilities	4.00%	30/06/2036	0	450,000	0	0	0	450,000
Total Loans				**11,659,505**	**930,000**	**1,434,976**	**954,126**	**480,850**	**11,635,379**

Note 1- Additional loan funding of $930K will be drawn towards end of 2025/26 . Current loans for Roxy, Vance and LELC are for 2 years fixed period (with repayments based on amortisation of 20 and 10 years) and will be refinanced before expiry of the term at the best possible interest rates.

LEETON
SHIRE COUNCIL

Revenue Policy
Including Fees and Charges

2025/2026

Revenue Policy

This document constitutes the Leeton Shire Council Revenue Policy and is prepared in accordance with Section 405 of the *Local Government Act 1993* .

Each year Council is required to determine fees and charges for services it provides. In the setting of the fees for its goods and services, the Council is endeavouring to adopt a "user-pays" principle, while being ever mindful of the capacity of the client to pay the fees being set out. Accordingly, the fees set by Council in some will not recover the full cost of providing the goods and services. The fees and charges are made up of fees provided under relevant Acts and fees determined by Council.
Section 608 (1) of the *Local Government Act 1993* (Act), provides that " *a Council may charge and recover an approved fee for any service it provides.*"

Section 608 (2) describes the services for which an approved fee may be charged. These include:
- Supplying a service, product or commodity.
- Giving information.
- Providing a service in connection with Council's regulatory functions.
- Allowing admission to any building or enclosure.

Effect of other Acts

Section 610 (1) If the amount of a fee for a service is determined under another Act:
- Council may not determine an amount that is inconsistent with the amount determined under the other Act, and
- Council may not charge a fee in addition to the amount determined under the other Act.

Section 610 (2) If the charging of a fee for a service is prohibited under another Act, a Council must not charge a fee for the service under this Act.

The Revenue Policy includes the following for the year 2025/2026:
- Fees and Charges
- Ordinary Rates - Rating Categories
- Rates and Charges Increases
- User Charges - Water
- Waste Management Charges
- Stormwater Management Charges
- Liquid Trade Waste Charges
- Private Works
- Statement of Borrowings
- National Competition Policy
- Subsidy Guidelines

While every effort has been made to cover all fees and charges applicable to 2025/2026, a need may arise to introduce a new fee or charge that is unforeseen at this time. Changes to the application of GST may occur if the current legislation changes during the year. Any changes to the application of the GST will be altered as soon as notification is received.

The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change post adoption.

Interest Charges

Council is responsible for fixing, by formal resolution, the level of interest penalties to apply in respect of all overdue accounts.

In respect of rates and charges the maximum level of interest is determined each year and advised to Council by the Office of Local Government. Section 566 (3) states "*the rate of interest is set by Council* but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette." Council will apply the maximum amount of interest on the basis that it provides a penalty to those ratepayers who fail to meet their obligations in regard to rates outstanding. This is done bearing in mind that in relation to rate payments:
- There are several payment options available to ratepayers;
- It is a foreseeable expenditure;
- Ratepayers with hardship are able to apply to Council for consideration.

Council proposes to apply the maximum permissible rate of interest payable on outstanding rates and charges at a simple rate calculated daily.
The maximum rate announced by the Minister for Local Government for the 2025/2026 period is **10.5%**. Council will adopt the rate confirmed by the Minister and this rate will be applied to overdue rates, water and sewer charges accounts.

Revenue Policy

Interest Charges (Continued)

The discretion to write off extra charges can be exercised if special circumstances can be demonstrated by the ratepayers involved. A request in writing will be required. Interest will be calculated 4 days after the account is past due and calculated daily.

Proposed Rates and Rating Categories

The Independent Pricing and Regulatory Tribunal (IPART) has determined that Council's general income may be increased up to 4.4 per cent under section 506 of the *Local Government Act 1993* for the rating year commencing 1 July 2025.

Rating Method

The *Local Government Act 1993* provides Council with the following three alternative methods of levying rates:

- Solely ad valorem rating i.e. cents in the $ on land value.
- Minimum rate plus ad valorem rate.
- A base amount of up to 50% of the total yield required to be raised from a category or sub-category of a rate and applied to all rateable parcels within that category or sub-category plus an ad valorem rate to raise the additional required.

Council currently uses the base rate plus ad valorem rate, a method that has been in operation for many years and has proved satisfactory.

Rates Statement

Rates are levied on the land value of the property as determined by the Valuer General and in accordance with the *Local Government Act 1993* .

Categorisation of Land

Council in accordance with Section 514 Local Government Act 1993 must declare each parcel of rateable land In its area to be within one of the following categories:

- Residential
- Business
- Farmland
- Mining

Categorised as Residential

(Section 516 Local Government Act 1993)

Land is to be categorised as ***residential*** if it is a parcel of land valued as one assessment and:

- its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house etc.); or
- in the case of vacant land, it is zoned or designated for residential purposes; or
- it is rural residential land

Categorised as Business

(Section 518 Local Government Act 1993)

Land is to be categorised as ***business*** if it cannot be categorised as farmland, residential or mining.

Categorised as Farmland

(Section 515 Local Government Act 1993)

Land is to be categorised as ***farmland*** if it is a parcel of rateable land valued as one assessment and its dominant use is for farming which:

- has significant and substantial commercial purpose or character, and
- is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

Land is not to be categorised as farmland if it is rural residential land.
The regulations may prescribe circumstances in which land is or is not to be categorised as farmland.

Proposed Rates and Rating Categories

Categorised as Mining

(Section 517 Local Government Act 1993)

Land is to be categorised as ***mining*** if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.
The regulations may prescribe circumstances in which land is or is not to be categorised as mining.

Rate Structure for 2025/2026

The table below shows the adopted rates for 2025/2026 using the base rate with ad valorem calculation.
The rate increase that has been adopted is 4.4% in line with the Rate Peg.

Category	Ad Valorem Cents per $	Base Amount $	2025/2026 Notional Yield $
RESIDENTIAL	0.00511893	556	4,698,752
BUSINESS - General	0.00919062	415	512,898
BUSINESS - Industrial	0.01237107	815	622,839
FARMLAND	0.00429114	771	3,201,573

Sewerage Charges for 2025/2026

The proposed increase in the total yield for sewerage charges in 2025/2026 is a notional 7.0 percent.

Residential

An annual charge of $ 822.00 per assessment is to apply to all residential assessments within the Leeton, Yanco and Whitton Sewerage Local Rate Area. This is expected to yield $ 2,591,232

Non-Residential

The usage charge is proposed to be $ 1.43 cents per kilolitre with a minimum charge equivalent to the Residential charge of $ 822.000 ($274/trimester).

The non-residential sewer access charge is calculated by reference to the estimated quantity of waste water returned to the sewerage network. This is calculated, on a per billing period basis, by using the meter size as shown below multiplied by the Sewerage Discharge Factor.

Meter Size	2024/2025 ($)	2025/2026 ($)
20mm	257.00	274.00
25mm	257.00	274.00
32mm	420.00	449.00
40mm	655.00	702.00
50mm	1,024.00	1,097.00
80mm	2,620.00	2,808.00
100mm	4,093.00	4,387.00
150mm	9,209.00	9,871.00
200mm	16,371.00	17,548.00

The non-residential sewerage access and user charge is estimated to raise $ 798,645.
Accounts for the combined sewerage access and usage charge will be issued in September, January and May of each calendar year coinciding with the water accounts being issued.

User Charges for 2025/2026

Water Charges

Council has adopted the Best Practice Guidelines (BPG) for water pricing in accordance with NSW Department of Primary Industry - Water requirements and as such incorporates access charges based on the meter size formula as specified in three BPG. The consumption charges are based on volume used as measured by the water meters installed at each property. These meters are read three times per annum. The meter sizes used to calculate the access charges are listed below.

Meter Size	2024/2025 ($)	2025/2026 ($)
20mm	341.00	365.00
25mm	341.00	365.00
32mm	868.00	929.00
40mm	1,354.00	1,449.00
50mm	2,176.00	2,328.00
65mm	3,680.00	3,938.00
80mm	5,575.00	5,965.00
100mm	8,332.00	8,915.00
150mm	14,630.00	15,654.00

In 2025/2026 the residential water access charge is expected to yield $1,490,235 while the non-residential water access charge is expected to yield $ 481,680.

Consumption Charges

Residential and Farmland

Council is continuing to use a 3 tier user charge structure for residential and farmland properties excluding strata units. Strata units generally only have a master meter so the tier structure is not a suitable or equitable method of charging. On theses properties Council has elected to use a flat rate for any consumption charges. Those strata units that do have individual meters will be charged using the 3 tier method.

Usage per kilolitre	2024/2025	2025/2026
For the first 300kl	1.34	1.43
From 301kl to 600kl	2.05	2.19
Thereafter	3.65	3.65
Strata Properties master meter	2.26	2.42

The BPG requires at least 75% of overall residential water revenue be raised from user charges. As this was not historically how Council charged its fees they are in the process of making changes that will be phased in over a period of time so as to not adversely affect users. It is important that the BPG is achieved as it will assist Council in satisfying the criteria for future grant funding of major water and sewer projects.

A consumer using the average annual residential consumption of around 400kl will pay an additional $66.49 total water charge in 2025/2026 over what would have been paid in 2024/2025. This is an increase of about 7% in the total charge (including a consumption charge increase of 7%).
The increases in the charges are required to ensure that Council's water fund achieves the following objectives:

- A surplus operating position is achieved so that the fund is financially sustainable on a long term basis.
- Council is required to comply with the Best Practice Pricing Guidelines which stipulates that the charges must be raised on a 75% usage and 25% access charge.
- The continued viability of the water supply fund is essential so that a safe and reliable network is maintained.
- Any additional revenue will also be used to renew ageing infrastructure and fund ongoing asset renewal in accordance with Council's adopted Asset Management Plans. Water charges are restricted under the Local Government Act and can only be used for water supply purposes.

Consumption Charges

Industrial and Commercial

The consumption charges for 2025/2026 are proposed to be set at two levels as shown below.

Usage per kilolitre	2024/2025	2025/2026
For the first 300kl	1.34	1.43
Thereafter	2.05	2.19

Waste Management Charges

Under the *Local Government Act 1993* , Council must make and levy an annual charge for the provision of waste management services for each parcel of rateable land. Council has reviewed the waste management operations in order to determine the appropriate current and future costs to be included as part of the reasonable costs determination. The Act does not allow for the subsidisation of domestic waste management from general rates revenue, nor does it allow for the revenue raised from the charge to be spent in any area other than waste management.

Council charges an annual Landfill Management Fee to all rateable assessments (Section 496), and assessments exempt from rating which have requested a Domestic waste Kerbside collection service.Where an assesment has additonal waste collection services an additional charge will be applied for each additional service. Additional waste collection services can be provided. The costs of this service are listed in the table below.

Collection Services are provided on a fortnightly basis.
Council will apply a Commercial Waste Management charge to all commercial properties. These fees are charged on the basis of each property serviced multiplied by the number of services provided.
A standard Kerbside Collection service included one of each bin from the three waste streams.

Waste Management Charges	2024/2025	2025/2026
Landfill Management Charge Each assesment (GST inc.).	75.00	78.00
Kerbside Collection Charge Each parcel of rateable land for which the service is available, per service. ***240 litre receptacle supplied by Council.***	205.00	214.00
Non domestic service per service provided. ***240 litre receptacle supplied by Council.***	205.00	214.00
Each parcel of non-rateable land for which the service is available, per service. ***240 litre receptacle supplied by Council.***	205.00	214.00

Recycling Service

Council provides a fortnightly recycling service to residential properties and gives the option where available to non-residential and non-rateable properties. This service allows residents to recycle more resulting in a reduction in waste having to be disposed to landfill. This service allows maximum recovery of resources, helps reduce greenhouse gas emissions and prolongs the life of the landfill. Additional recycling collection services can be provided. The cost of this service are listed in the table below.

Recycling Service	2024/2025 $	2025/2026 $
Kerbside collection Charge Each parcel of rateable land for which the service is available and occupied, per service. ***240 litre receptacle supplied by Council.***	130.00	135.00
Non-residential property for which the service is available and requested, per service. ***240 litre receptacle supplied by Council.***	130.00	135.00
Non-rateable property for which the service is available and requested, per service. ***240 litre receptacle supplied by Council.***	130.00	135.00

Waste Management Charges

Food Organic Green Organic (FOGO) Service

Council provides a weekly Food Organic Green Organic (FOGO) service to residential properties and where available to non-residential and non-rateable properties. This service allows residents to recycle more resulting in a reduction in waste having to be disposed to landfill. This service allows maximum recovery of resources, helps reduce greenhouse gas emissions and prolongs the life of the landfill.

Additional Food Organic Green Organic Service (FOGO) collection services can be provided. The cost of this service are listed in the table below.

Food Organic Green Organic(FOGO) Service	2024/2025	2025/2026
Kerbside collection Charge Each parcel of rateable land for which the service is available and occupied, per service. ***240 litre receptacle supplied by Council.***	100.00	104.00
Non-residential property for which the service is available and requested, per service. ***240 litre receptacle supplied by Council.***	100.00	104.00
Non-rateable property for which the service is available and requested, per service. ***240 litre receptacle supplied by Council.***	100.00	104.00

Stormwater Management Service Charge

(Section 496A Local Government Act 1993)

The Act provides Council with the ability to make and levy a charge for the provision of stormwater management services for each parcel of rateable land for which the service is available. This charge will be expended on identified projects to alleviate drainage and stormwater problems in urban areas.

Income raised from this charge will also be spent to fund new projects, which when approved by Council will be incorporated into an overall Stormwater Management Plan for urban areas within Leeton Shire.

Projects included in the Stormwater Management Plan will be additional to the existing recurrent level of expenditure allocated for drainage maintenance and infrastructure works.

Property Type	2024/2025	2025/2026
Residential rated properties	25.00	25.00
Business rated properties	25.00	25.00
Strata Properties per unit	12.50	12.50
Quantity	3826	3842

Onsite Sewerage Management System (OSSM)

(Section S68 Approvals Local Government Act 1993)

The Act provides Council with the ability to make and levy an administration service fee for the provision of OSSM Licence to Operate for all properties where an OSSM is installed. This fee has been set at $ 15.00 per OSSM and is expected to raise approx. $25K.

Liquid Trade Waste Charges

Fees and charges for Liquid Trade Waste are broken up into two components as shown below:

- An annual fee for management of liquid waste.
- A usage charge based on the volume discharged into the sewer measured by water consumption multiplied by a Trade Waste Discharge Factor multiplied by a treatment cost.

Type	2024/2025	2025/2026
Annual Fee for management of liquid trade	235.00	251.00
Category 1 - Dischargers where	0.00	0.00
Category 1 - Dischargers without	2.62	2.80
Category 2 - Dischargers where	2.62	2.80
Category 2 - Dischargers without	23.22	24.85

Private Works

Council may by agreement with the owner or occupier of any private land carry out on the land any kind of work that may lawfully be carried out on that land. These works are called Private Works and Council has not set a standard charge to carry out these works, so each one will be priced individually.

When calculating the cost of carrying out these works Council will cover all direct costs and overheads and where appropriate add a profit element. The profit element of pricing will vary depending on the relevant organisations, taking into account considerations of service to the community and general market competitiveness.

Private works may include but not limited to:

- Kerb and gutter construction,
- Road and associated works contribution,
- Drainage contribution,
- Water supply related works, and
- Sewerage and drainage connections.

Private works charges will therefore be calculated on the basis of the cost to Council, normal market values plus a margin of 20 percent to cover administration and overhead costs. The total calculated cost will be subject to GST.

It is strongly recommended that a quotation/estimate be obtained from Council prior to requesting or ordering private works undertakings.

All private works must be authorised by the client and the client must agree to pay the estimated cost prior to the work commencing.

The Plant Hire Rates for each item of Council plant are available by contacting Council. All plant must be operated by Council staff and this cost will be supplied on request.

It should be noted that Council's capacity to perform private works is very limited.

Statement of Borrowings

Council anticipates the following borrowings for 2025/2026:

• Leeton Pool Refurbishment	$	1,798,051.00			
• Showground Grandstand	$	106,255.00			
• Roxy Theatre	$	3,853,748.00			
• Vance Estate	$	5,151,557.00			
• Leeton Early Learning centre (LELC)	$	524,291.00			
• Roxy Theatre	$	225,603.00			
• Cemetery Expansion (New)	$	480,000.00			
• Stadium Roof-Sporting Precinct (New)	$	450,000.00			
Total:	**$**	**12,589,505.00**	**Budgeted Total:**	**$**	**12,589,505.00**

The Local Government Act 1993 requires Council to include in its Operational Plan a statement of principal activities of a business or commercial nature to be undertaken by Council.

In assessing Council's activities it has been determined that Council's Water Supply and Sewerage Supply operations have over a $2.0m turnover as so are classified as a Category 1 business which means that the business is to adopt a corporate and commercial approach to how it operates. This includes the removal or disclosure of subsidies and appropriate pricing policies.

As at 30 June, 2024 the Statement of Financial Position of Category 1 businesses reveal the following net assets resulting from operations.

Business	Retained Earnings	Revaluation Reserves
	$'000	$'000
Water Supply	26,695	41,988
Sewerage Supply	22,960	32,474

Council has established a complaints handling mechanism to deal with any competitive neutrality complaints against the Council for the manner in which it has conducted its operations. Council has not received any complaints in relation to competitive neutrality principles as at the date of preparing this policy.

Subsidies Granted by Council

Subsidy %	Organisation Type	Budgeted Subsidy
50%	Sporting Group Subsidies	$ 8,936.00
	Crown Land Subsidies - Leases	$ 73,080.00
	Property Owners in the below Groups	
80%	Group 1 - Religious Organisations	$ 23,142.00
90%	Group 2 - Charitable Organisations	$ 13,183.00
90%	Group 3 - Not-for-Profit	$ 2,839.00
	Total Subsidies Allowed for 2025-2026	**$ 121,180.00**

Subsidy Guidelines

Community facilities are Council owned buildings/facilities and reserves which are used by community based not-for-profit groups to provide recreational, cultural, sporting and community service activities.

Community facilities are often, but not always, situated on Council Land, public open space or Crown Land for which Council has long term management and legislative responsibility.

Those fees and charges that include reduced fees for Community Groups and Not-For-Profits will not fall under this Subsidy Guideline.

Council may assist community users by providing a subsidy for rent or against Council's adopted fees and charges. Council offers a maximum subsidy of up to 50% for sporting groups and 90% for front line services.

Council seeks to ensure that the cost to Council of the provision of community facilities is absolutely open and transparent. Council has a fiduciary responsibility to all ratepayers and must clearly identify the actual cost of all rental subsidies.

A community group or user may also request a waiver on Council's adopted fees and charges. Fee waivers must be approved by Council.

Rental subsidies will be as specified in the legal agreement. The use of Community property other than as specified in Council's adopted fees and charges must be documented by a lease or licence using a contestable process to satisfy legislative requirements. Users will not be allowed to occupy Community property without legal tenure.

The level of the rental subsidy will be determined against the market rental value shown in the legal agreement.

Community groups and organisations using Council's properties will be required to report annually on performance indicators in relation to the facility and the group's activities. Council will provide guidance and advice on the collection of this information. Council insists on the highest level of transparency in the management of its properties.

In all cases the level of subsidy will be reviewed on an annual basis. The review does not imply a change in the level of subsidy but is required so that Council is fully informed on the total level of subsidies being applied to fulfil the requirements of State Government legislative requirements in relation to the provision of facilities on Operational land, Community land, Crown public recreation reserves and open space.

The following information may be sought from Community groups and Organisations claiming Council subsidies:

- Financial Statements, Annual Reports and Articles of Incorporation;
- Proof of charitable status;
- Residential status of participants and
- Other information to clarify the nature of the group or activity.

Subsidy Category Criteria

These subsidy criteria apply specifically to leases or licenses that fall outside Council's standard fees and charge as outlined in the Revenue Policy. Subsidies are reviewed annually to ensure compliance with legislative requirements.

Category	Maximum Subsidy	Eligibility Criteria	Subsidy Breakdown
Frontline Community Services	Up to 90% (excl. GST)	Provides essential community services, e.g., programs for children and young people with disabilities. Typically, not-for-profit.	**40%** - Strong community benefit, aligned with Council priorities
			25% - Fully volunteer-run, no regular income
			25% - At least 60% of participants are Leeton Shire residents
Community Partnership	Up to 80% (excl. GST)	Supports community services that enhance well-being, e.g., sports programs improving residents' health.	**40%** - Strong community benefit and alignment with Council priorities
			30% - Fully volunteer-run with no regular income
			10% - Over 60% of participants are Leeton Shire residents
Partially Assisted - Associations / Organisations	Up to 50% to 80% (excl. GST)	Receives some external funding but still requires Council support.	**40%** - Strong community benefit and alignment with Council priorities
			20% - Fully volunteer-run with no regular income
			10% - Over 60% of participants are Leeton Shire residents
Sporting Groups / Associations	Up to 50% (excl. GST)	Supports community sports to improve residents' health and well-being.	**50%** – Strong community benefit and alignment with Council priorities
Organisations & Community Groups (by application)	Case-by-case assessment	Organisations & Community Groups can apply to Council requesting a fee waiver or subsidy by emailing Governance Team via Council@leeton.	Subsidy % determined by Council. All fee waivers and subsidies require Council approval.

Fees and Charges

Establishment of a Fee or Charge

The key steps to identifying a fee or charge are:

- Identifying which activities, functions or programs to which a fee or charge will apply.
- Identifying the full cost of providing the service.
- Identifying and quantifying Community Service Obligations.
- Confirming and agreed pricing policy for the Council.
- Confirming the agreed fee or charge to be levied.
- Confirming if any subsidies on the fee or charge will apply.

The fees and charges included in this document will be charged to all of Council's clients that avail themselves of the Council's goods and services.

Codes have been used to distinguish between each policy (as shown below), and these appear beside the various fees contained in this document to be charged in the ensuing year.

A These items are priced at the figure stipulated by legislation.
At the time of adoption, fees classified as Type A, that is fees charged under relevant legislation were current. Subsequent changes to legislation may alter the price and the new price will be added to the Fees and Charges schedule commencing from the date authorised by the amended legislation

C These items are priced so as to return a total cost recovery for the activities provided.

D These items are priced to cover the cost of the item plus normal commercial mark-ups.

E These items are priced below the cost of providing this activity as Council considers that full cost recovery would deprive members of the community of the ability to participate/ enjoy these activities.

F As approved by NSW Water, Department of Primary Industries, and adopted as Council policy.

There is no "**B"code** used in the pricing policy.

The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change on 1 July 2025. Where a discrepancy exists between legislated and listed Charges then the Legislatec Charge will prevail.

Goods and Services Tax

Those goods and/or services that are subject to GST have been identified in the attached Schedule of Fees and Charges by the description of Taxable and have GST included in the price.

Fees and Charges

Commercial Sensitivity

Where a fee or charge can be subjected to commercial competition, the cost of such charges has been classified as "Price on Application" (POA) to ensure Council's competitive position. A quotation can be supplied that will list the various components of the fee or charge on request.

Fees and Charges Legend

A	**Legislated fees, changed as and when legislated fee change**
New	**New fees or charges**
10%	**Greater increase than 5.5%**
3%	**Lesser increase than 5%**
Removed	**To be removed**

LEETON SHIRE COUNCIL
Fees and Charges for 2025 - 2026
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The Statutory fees and charges that have been included in this document are the last advertised charges that were available to Council at the time of producing this document and may change on or after 1 July 2025.
Where a discrepancy exists between legislated and listed Charges then the Legislated Charge will prevail.

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
ADMINISTRATION						
Administration Charges						
76	Council Chambers Hire - half Day with kitchen	Use of Facilities - other	Taxable	D	half Day with kitchen	101.00
77	Council Chambers Hire - full Day with kitchen	Use of Facilities - other	Taxable	D	full Day with kitchen	144.00
78	Photocopies - Black & White per Page - A4	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.30
79	Photocopies - Black & White per Page - A3	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.20
80	Photocopies - Multiple Black & White copies	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	>10 Pages	As Negotiated
	Photocopies - Council Sub Committees	Use of General Equipment Fee - Civic and other. Staff Assisted	GST Exempt	E	Relevant Page	No Charge
82	Photocopies - Colour per Page - A4	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.65
83	Photocopies - Colour per Page - A3	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	4.40
84	Colour Printing - Multiple Copies	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	>10 Pages	As Negotiated
	Copies of Council Business Papers	Fee for accessing or printing required information	GST Exempt	E		**Remove**
	Copies of Council Minutes	Fee for accessing or printing required information	GST Exempt	E		**Remove**
85	Replacement Keys - where keys are Issued to users of Council's amenities and facilities, replacement keys will be charged for	Replacement Keys	Taxable	C	Fee	Cost plus $20
86	Casual Hire Council Facilities - Public Liability Insurance Fee	Use of Facilities - other	Taxable	E	Fee	**Remove**
Rates & Charges						
141	Certificate pursuant to Section 603 of LGA	Section 603 Certificate Fee	GST Exempt	**A**	Certificate	100.00
142	Urgency Fee - Certificate Section 603 to be available within 24 hrs (additional)	Section 603 Certificate Fee	GST Exempt	C	Certificate	79.00
23	Record Searches - Searches involving over 14 minutes investigation.	Fee for accessing, emailing or printing required information	GST Exempt	C	1/4 Hour	27.00
20	Printing or emailing Multiple Rates and/or Water Notices	Fee for accessing, emailing or printing required information	GST Exempt	C	Per Copy	25.00
25	History Transaction Listing - Rates and Water	Fee for accessing, emailing or printing required information	GST Exempt	C	Per Copy	25.00
26	Rates and Water Refund Requests and Transfers required where incorrect reference has been used	Fee for accessing, emailing or printing required information	GST Exempt	C	Per Transaction	25.00
27	Rates and Water Refund Requests and Transfers required when an overpayment has been made.	Fee for accessing, emailing or printing required information	GST Exempt	C	Per Transaction	25.00
28	Dishonoured Payment (Cheque or Direct Debit) Charge	Fee for accessing, emailing or printing required information	Taxable	C	Per Transaction	52.00
29	Completion of Consent Orders -Agreeing and Signing for Judgement Debt to be removed from ratepayer's credit rating.	Fee for accessing, emailing or printing required information	Taxable	C	Per 1/4 Hour	27.00
RT	Debt Recovery charges on Overdue Rates and Charges, including any Intervention and Service Fees		Both	C	Fee	Cost Recovery
30	Application for Review of Fire and Emergency Services Levy Land Classification - Refundable if classification is reviewed	Review Fire & Emergency Services Levy Classification	GST Exempt	**A**	Rateable Property	50.00
31	Certificate of Valuation per Section 76 of the Valuation of Land Act	Fee for accessing, emailing or printing required information	GST Exempt	C	Certificate	41.00
RT	Administration Service Fee (Included on Rates Notices)	Licence to Operate an OnSite Sewerage Management Facility	GST Exempt	C	Year	19.00
Government Information Public Access (GIPA)						
34	GIPA Information Act Application Fee -	Fee for accessing or printing required	GST Exempt	**A**	Issue	30.00
35	GIPA Information Act Application Fee - All other requests	Fee for accessing or printing required information	GST Exempt	**A**	Issue	30.00
36	GIPA Information Act Application Fee - Internal Review (all circumstances)	Fee for accessing or printing required information	GST Exempt	**A**	Issue	40.00
37	GIPA Information Act Processing Charge - Personal affairs (first 20 Hours No Charge, then $30 Per Hour)	Fee for accessing or printing required information	GST Exempt	**A**	Hour	30.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
ADMINISTRATION						
Crowd Control Barriers						
38	Crowd Control Barrier Hire - minimum charge $15 - Not for Profit	Use of Facilities - other	Taxable	E	Per Barrier / Per Day	16.00
39	Crowd Control Barrier Hire - minimum charge $41 - Commercial	Use of Facilities - other	Taxable	E	Per Barrier / Per Day	43.00
40	Crowd Control Barrier - Erect and Disassemble (per Council employee Per Hour). Commercial	Use of Facilities - other	Taxable	E	Per Hour	Cost Recovery plus 20%
41	Crowd Control Barrier - Erect and Disassemble (per Council employee Per Hour). Not for Profit	Use of Facilities - other	Taxable	E	Per Hour	Cost Recovery
42	Witches Hats - holding Deposit refundable on return in good order. Max Deposit is 10 units	Use of Facilities - other	GST Exempt	E	Deposit	21.00
	Witches Hats - Delivery and collection	Use of Facilities - other	GST Exempt	E		Cost Recovery
Design and Construction (Printing, scanning and Photocopying) - Private Service						
57	Black and White - A0	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
58	Black and White - A1	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
59	Black and White - A2	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
60	Colour - A0	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
61	Colour - A1	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
62	Colour - A2	Fee for accessing or printing required	Taxable	C	Page	Cost Recovery
Design and Construction - Scanning (onto customer supplied device)						
69	A0	Fee for accessing or printing required information	Taxable	C	Page	4.40
70	A1	Fee for accessing or printing required information	Taxable	C	Page	4.40
71	A2	Fee for accessing or printing required	Taxable	C	Page	4.40
72	Copies of Maps (Council Property)	Fee for accessing or printing required	GST Exempt	C	Page	25.00
Flood Information or Certificate						
73	Search of flood effected property	Fee for accessing or printing required information	Taxable	C	Per Lot	75.00
PUBLIC ORDER & SAFETY						
Ranger Services						
200	Microchipping - First animal	Impounded and Companion animals - Microchipping Fee	Taxable	C	Per Animal	39.00
201	Microchipping - subsequent animals	Impounded and Companion animals - Microchipping Fee	Taxable	C	Per Animal	32.00
195	Companion Animal Surrender Fee	Impounding Fees - private impounding (Leeton shire residents only)	GST Exempt	E	Per Animal	51.00
199	Lifetime Animal Registration Animal Not Desexed	Companion animals registration Fee	GST Exempt	A	Per Animal	252.00
	Additional late Fee if the registration has not been paid within 28 Days after the date on which the companion animal is required to be registered(dog 6 months of age , cat 4 months of age)		GST Exempt	A	Per Animal	22.00
	Dog - Working	Companion animals registration Fee		A	Per Animal	No Charge
	Dog - Service of the State	Companion animals registration Fee		A	Per Animal	No Charge
	Assistance Animal	Companion animals registration Fee		A	Per Animal	No Charge
198	Lifetime Animal Registration Animal Desexed	Companion animals registration Fee	GST Exempt	A	Per Animal	78.00
	Dog - desexed(sold by pound/animal shelter)	Companion animals registration Fee	GST Exempt	A	Per Animal	No Charge
197	Lifetime Animal Registration Pensioner Concession Animal Desexed	Companion animals registration Fee	GST Exempt	A	Per Animal	34.00
196	Lifetime Animal Registration Registered Breeder/not reccomended Not Desexed	Companion animals registration Fee	GST Exempt	A	Per Animal	78.00
202	Dog Impounding - Release Fee (one off Fee)	Impounding Fees - release for animals	GST Exempt	C	Per Animal	49.00
	Cat - desexed or not desexed	Companion animals registration Fee		A	Per Animal	68.00
	Cat - eligible pensioner	Companion animals registration Fee	GST Exempt	A	Per Animal	34.00
	Cat - desexed (sold by pound/shelter)	Companion animals registration Fee		A	Per Animal	No Charge
	Cat - not desexed and kept by recognised breeder for breeding purposes	Companion animals registration Fee	GST Exempt	A	Per Animal	68.00
	Annual permit - undesexed cat	Companion animals registration Fee	GST Exempt	A	Per Animal	92.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
PUBLIC ORDER & SAFETY						
Ranger Services Continued						
	Annual permit - Dangerous dog	Companion animals registration Fee	GST Exempt	A	Per Animal	230.00
	Annual permit - Restricted dog	Companion animals registration Fee	GST Exempt	A	Per Animal	230.00
	Annual permit - late Fee	Companion animals registration Fee	GST Exempt	A	Per Animal	22.00
	Stock on roads	Call out Fee	GST Exempt	C	Per Call Out	Cost Recovery
193	Stock Impounding Fees - Driving (horses, bulls cows, goats or pigs)	Impounding Fees for animals	GST Exempt	C	Per Head / Per KM	Cost Recovery
192	Stock Impounding Fees - Driving (sheep)	Impounding Fees for animals	GST Exempt	C	Per Head / Per KM	Cost Recovery
191	Stock Impounding Fees - Sustenance (horses, bulls cows)	Impounding Fee - sustenance and care of large animals	GST Exempt	C	Per Head / Per Day	47.00
190	Stock Impounding Fees - Sustenance small livestock (eg sheep and goats)	Impounding Fee - sustenance and care of small livestock animals	GST Exempt	C	Per Head / Per Day	36.00
189	Stock Impounding Fees - Impounding of sheep	Impounding Fees for animals	GST Exempt	C	All Stock	Cost Recovery
185	Advertising Fee (All Stock)	Impounding Fees for animals	GST Exempt	C	All Stock	At Cost
184	Stock Entry and Release Fees	Impounding Fees - release for animals	GST Exempt	C	All Stock	51.00
Other Public Safety and Order						
183	Abandoned Motor Vehicles	Impounding Fee- vehicles	GST Exempt	C	Per Vehicle	Minimum Fee of $320, or Cost Recovery (which ever is the greater)
HEALTH						
Health, Food Premise & Business Inspections						
DD 282	Health Surveyor - Inspection Fees (food premises & cooling towers). A minimum inspection Fee applies of $115.00 plus Administration Fee	General food premises inspection Fee	GST Exempt	C	Hour	209.00
DD 283	Administration Charge - Cooling Towers Inspections	General premises inspection Fee	GST Exempt	C	Per Inspection	44.00
	Food safety inspection - Issue of improvement notice	General premises inspection Fee	GST Exempt	A	Per Notice	330.00
DD 284	Commercial Temporary or Special Event involving food stalls Minimum Fee applies of $155 plus Administration Fee	General food premises inspection Fee	GST Exempt	C	Hour	253.00
DD 286	Administration Charge - Food Premises Inspections	General food premises inspection Fee	GST Exempt	C	Per Inspection	39.00
DD 287	Beauty Salons / Skin Penetration - Annual inspection Fee. A minimum inspection Fee applies of $115	General premises inspection Fee	GST Exempt	C	Hour	209.00
DD 288	Administration Charge - Beauty Salon/Skin Penetration Inspections	General premises inspection Fee	GST Exempt	C	Per Inspection	39.00
DD 287	Hairdressing Salons (where no beauty treatments undertaken) including home and mobile hairdressing - Annual inspection Fee. A Minimum inspection Fee applies of $115	General premises inspection Fee	GST Exempt	C	Hour	209.00
DD 284	Undertakers/Mortuary Inspection. Minimum Fee applies of $155.00	General premises inspection Fee	GST Exempt	C	Hour	253.00
203	Permits for Distribution of Handbills	Fee to distribute promotional material on community land	GST Exempt	C	Event	39.00
204	Special licence for holding of Jamborees, festivals and other such Events	Permit to hold a special Event	GST Exempt	C	Event	78.00
	Pool CPR Signs - Supply Only		Taxable	D	Per Sign	26.00
310	Rural Identification Signs - Supplied and installed		Taxable	D	Per Sign	157.00
311	Rural Identification Signs - Supply only		Taxable	D	Per Sign	56.00
OnSite Sewerage Management Facility(OSSM) S68 Approvals Local Government Act 1993 - Part C						
DD 293	Application for the Approval to Install or Construct a Facility (Includes an Inspection and Approval to Operate Fee)	Licence to Operate an OnSite Sewerage Management Facility	GST Exempt	C	Application	496.00
DD 294	Application for the Approval to Alter or Add to an Existing Facility (Includes an Inspection)	Licence to Operate an OnSite Sewerage Management Facility	GST Exempt	C	Application	235.00
	General OSSM compliance inspection	Inspection as required by Council's policy	GST Exempt	C	Per Hour	136.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
HEALTH						
OnSite Sewerage Management Facility(OSSM) S68 Approvals Local Government Act 1993 - Part C (Continued)						
DD 280	Additional Inspection - Minimum Charge $110	Licence to Operate an OnSite Sewerage Management Facility	GST Exempt	C	Per Hour	211.00
DD 281	Approval to Operate an On-Site Sewerage Management Facility (Includes an Inspection)	Licence to Operate an OnSite Sewerage Management Facility	GST Exempt	C	Application	147.00
	Plumbing and Drainage inspection (residential property)	Inspection Fee for plumbing and drainage work on private property (other than Council infrastructure)	GST Exempt	C	Per Hour	147.00
	Plumbing and Drainage inspection (commercial property)	Inspection Fee for plumbing and drainage work on private property (other than Council infrastructure)	GST Exempt	C	Per Hour	261.00
	Plumbing and Drainage re-inspection (residential and commercial)	Re-inspection Fee for plumbing and drainage work on private property (other than Council infrastructure)	GST Exempt	C	Per Hour	115.00
Other Section S68 Approvals Activities - Local Government Act 1993						
	Construct a temporary enclosure for the purpose of entertainment - Community	Conduct business on community land (other than a Council Event)	GST Exempt	C	Per Day	53.00
	Construct a temporary enclosure for the purpose of entertainment - Commercial	Conduct business on community land (other than a Council Event)	GST Exempt	C	Per Day	105.00
	Busking (First Day free)	Busking approval	GST Exempt	C	Each Day >1 Day	21.00
	Approval to Install a domestic oil or solid fuel heater	Install a domestic oil or solid fuel heater	GST Exempt	C	Each	209.00
	Use a standing vehicle or any article for the purpose of selling any article in a public place - Community Groups	Use a vehicle, stand, cart, table or other article for the purpose of selling any article in a public place	GST Exempt	C	Each	$55/Day plus costs
	Use a standing vehicle or any article for the purpose of selling any article in a public place - Commercial users	Use a vehicle, stand, cart, table or other article for the purpose of selling any article in a public place	GST Exempt	C	Each	$110/Day plus costs
	Licence for Usage of Footpaths (Dining) and Licence for Usage of Footpaths (Goods on footpath)	Annual Fee	GST Exempt	E	Per Year	10.50
DD 292	Amusement Device - Approval to Operate per Premises	Application Fee or renewal of Application to install or operate an amusement device including inspection	GST Exempt	C	Application	154.00
Protection of the Environment						
205	Application to Burn	Other statutory approvals	GST Exempt	D	Application	80.00
Biosecurity Weeds						
206	Biosecurity Weeds Certificate - Private - Minimum charge $105	Biosecurity weeds property Fee	GST Exempt	C	Per Certificate / Per Hour	209.00
	Biosecurity Weeds Property Inspections	Biosecurity weeds property inspection Fee (First inspection)	GST Exempt	E	Per Inspection	No Charge
	Biosecurity Weeds Property Inspections	Biosecurity weeds property inspection Fee (Re-inspection Fee)	GST Exempt	E	Per Inspection	261.00
CHILDRENS SERVICES						
Leeton Early Learning Centre						
LELC	Early Learning Centre - 0 to 2 Years	Children's Services	GST Exempt	C	Day	131.00
LELC	Early Leaning Centre - 2 to 3 Years	Children's Services	GST Exempt	C	Day	131.00
LELC	Early Leaning Centre - 3 to 4 Years	Children's Services	GST Exempt	C	Day	126.00
LELC	Early Leaning Centre - 4 to 5 Years	Children's Services	GST Exempt	C	Day	126.00
Leeton Out of School Hours						
450	Out of School Hours Care - Booked Day	Children's Services	GST Exempt	C	Day	42.00
451	Out of School Hours Care - Casual Day	Children's Services	GST Exempt	C	Day	47.00
Leeton Vacation Care - Booked Days						
448	Local Days	Children's Services	GST Exempt	C	Day	84.00
449	Excursions Days	Children's Services	GST Exempt	C	Day	94.00
Leeton Vacation Care - Casual Days						
455	Local Days	Children's Services	GST Exempt	C	Day	94.00
456	Excursions Days	Children's Services	GST Exempt	C	Day	105.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
PROPERTY, HOUSING & COMMUNITY						
Preparation - Lease, Licence, Reserve Hire Agreements (Council Owned and Crown Land, managed by Council)						
475	Licence Preparation Of In House Agreements for Community, Sporting Groups and Not for Profit Organisations.	Adminstration Fee, Licence Preparation (Annual)	Taxable	C	Per Agreement / Annual (Non Refundable)	290.00
476	Reserve Hire In House Licence Agreements Preparation (Short-Term Licences – Crown Land managed by Council)	Section 2.20 Licence – Short Term Licence, Adminstration Fee Annual (Crown Land managed by Council)	Taxable	C	Per Agreement / Annual (Non Refundable)	56.00
477	Licence (General) Preparation Of In House Agreements for Business, Commercial Entities, Farms, Agriculture, Aquaculture.	Adminstration Fee, Licence Preparation (Annual)	Taxable	C	Per Agreement / Annual (Non Refundable)	376.00
478	Licence Preparation Of In House Agreements (Grazing)	Adminstration Fee - Grazing Licence Preparation (Annual)	Taxable	C	Per Agreement / Annual (Non	646.00
	Lease (General) Preparation Agreements for Business, Commercial Entities, Farms, Agriculture, Aquaculture, Community, Non-For-Profit Organisations, Private Residents.	Applicant to meet all fair and reasonable costs asssociated with lease preparation	Taxable	C	Per Agreement	$850 + Cost Recovery for additional requirements
479	Legal Practitioner preparing licence or lease Council Property, Crown Land (managed by Council)	Fee for new lease or licence for Council property and Crown Land (managed by Council)	Taxable	C	Per Agreement	Cost Recovery
480	Public Notification and or Advertising – when public advertising/Signage is required in accordance with legislation	Advertising requirements including Newspaper, social media and neighbour notification (where required)	Taxable	C	Per Agreement / Annual (Non Refundable)	184.00
Rental Fees - Lease & Licence Agreements (Council Owned and Crown Land, managed by Council)						
457	Housing Rentals - (up to 30% discount for Healthcare Students) plus Cleaning Fee		Input Taxed	C	House Per Week	**Remove**
	Council owned property, land and or Crown Land - Reserves, Assets or Buildings (managed by Council) - Rental Fee	As determined by Valuation Report conducted by a Certified Practicing Valuer. Compensation / Rent payable to Council. For Community Groups, Non-for-Profit Organisation, Business, Commercial Entities, Farms, Agriculture, Aquaculture Compensation / Rent payable to Council	Taxable	C	Per Property / Land Parcel (Per Week)	Market Value (per week)
	Grazing Rental Fee for Licence (Council property or Crown Land, managed by Council)	Grazing Licence Rental Fee with CPI increments Per Year (minimum $1,200 Per Year)	Taxable	C	Per Property / Land Parcel (Per Week)	$135 per hectare (minimum $1,200 Per Year)

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
TOWN PLANNING						
Development Application						
DD 250	Lodgement Fee for New Dwelling (Cost up to $100,000)	Development Application Fee for dwelling houses, additions to dwelling houses where estimated cost is $100,000 or less	GST Exempt	A	Application	592.00
	PlanFIRST Levy	Applicable to Development Applications over $50,000	GST Exempt	A	Application	
DD 250	Lodgement Fee for Development Application (Cost not exceeding $5,000)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	144.00
DD 250	Lodgement Fee for Development Application (Cost not exceeding $50,000)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$220 plus an additional $3 per $1,000 of estimated cost
DD 250	Lodgement Fee for Development Application $50,001-$250,000	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$459 plus an additional $3.64 for Each $1,000 by which the cost exceeds $50,000
DD 250	Lodgement Fee for Development Application (Cost exceeding $250,000 but not exceeding $500,000)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$1509 plus an additional $2.34 for Each $1,000 by which the cost exceeds $250,000
DD 250	Lodgement Fee for Development Application (Cost exceeding $500,000 but not exceeding $1M)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$2272 plus an additional $1.64 for Each $1,000 by which the cost exceeds $500,000
DD 250	Lodgement Fee for Development Application (Cost exceeding $1M but not exceeding $10M)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$3404 plus an additional $1.44 for Each $1,000 by which the cost exceeds $1M
DD 250	Lodgement Fee for Development Application (Cost exceeding $10M but not exceeding $100M)	Development Application Fee for building, works or demolition	GST Exempt	A	Application	$20667 plus an additional $1.19 for Each $1,000 by which the cost exceeds $10M
DD 250	Lodgement Fee for Development Application not involving the erection of a building, the carrying out of work or the subdivision of land. i.e. change of use.	Development Application Fee for Development not involving the erection of a building, works, subdivision of land or demolition of a building or work.	GST Exempt	A	Application	371.00
DD 250	Lodgement Fee for Development Application for the Erection Advertisement Signage	Development Application for Advertisement	GST Exempt	A	Application	$371 plus $93 for Each advertisement in excess of one
DD 271	Subdivision of Land - Strata Subdivision	Development Application Fee for subdivision of land or strata subdivisions	GST Exempt	A	Development	$430 plus $65 per additional Lot

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
DD 269	Subdivision of Land - No New Road	Development Application Fee for subdivision of land or strata subdivisions	GST Exempt	A	Development	$430 plus $53 per additional Lot
DD 270	Subdivision of Land - New Road	Development Application Fee for subdivision of land or strata subdivisions	GST Exempt	A	Development	$865 plus $65 per additional Lot
DD 261	Maximum Additional Fee for Referral to Design Review Panel (SEPP No 65) for Residential Apartment Development	Additional Fee - residential flat Development	GST Exempt	A	Application	3,905.00
DD 261	Designated Development - maximum additional Fee	Additional Fee - deSignated Development	GST Exempt	A	Development	1,198.00
DD 256	Maximum Advertising Fees - DeSignated Development (2 Ads)	Additional Fees - Development required advertising	GST Exempt	A	Development	2,890.00
DD 256	Maximum Advertising Fees - Advertised Development	Additional Fees - Development required advertising	GST Exempt	A	Development	1,438.00
DD 256	Maximum Advertising Fees - Prohibited Development	Additional Fees - Development required advertising	GST Exempt	A	Development	1,438.00
DD 257	Maximum Advertising Fees - Development for which an environmental planning instrument or Development control plan requires notice other than above	Additional Fees - Development required advertising	GST Exempt	E	Development	1,213.00
DD 250	Concurrence - Additional charge for Each concurrence body	Fee for Development Application collected by council on behalf of an approval authority(s)	GST Exempt	A	Development	416.00
DD 250	Concurrence Additional Fee payable to Council for Development Application	Additional processing Fee for Development requiring concurrence	GST Exempt	A	Development	183.00
DD 250	Concurrence - Note: for Development over $4,000,000 please contact council	Additional processing Fee for Development requiring concurrence	GST Exempt	A	Development	POA
DD 250	Integrated Development - additional charge for Each approval body	Fee for Development Application collected by council on behalf of an approval authority(s)	GST Exempt	A	Development	416.00

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
TOWN PLANNING						
Modification of Development Consent						
DD 250	Integrated Development - Additional Fee payable to Council for Development Application	Additional processing Fee in respect of an Application for integrated Development	GST Exempt	**A**	Development	183.00
	Note: If two or more Fees are applicable to a single Development Application (such as an Application to subdivide land and erect a building on one or more Lots created by the subdivision), the maximum Fee payable for the Development is the sum of those Fees.				Application involving two or more Developments	-
DD 268	Modification involving minor error or miscalculation. S.4.55(1)	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Application	92.00
DD 268	S.4.55(1A) S 4.56 - Modification, minimal environmental impact	Section 4.55 Application - if council is was granted consent by the Court	GST Exempt	**A**	Application	Maximum Fee 50% of original DA Fee or $839.35
DD 268	Review of Modification Application (8.9)	Section 8.9 Application - if council is the consent authority	GST Exempt	**A**	Application	50% of original DA Fee
DD 268	Application for Modification under Section 4.55(2) or 4.56(1) if original Fee was less than $100	Section 4.55(2) Application - if council is the consent authority	GST Exempt	**A**	Development	50% of original DA Fee
Application for Modification under Section 4.55(2) or s.4.56(1) if original Fee was more than $100, as follows:						
DD 272	(i) Application that does not involve the erection of a building, the carrying out of work or the demolition of work or building	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	247.00
DD 268	(ii) Application that involves the erection of a dwelling-house with an estimated cost of construction of less than $100,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	247.00
(iii) any other Development, as follows:						
DD 268	estimated cost of original Development - up to $5,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	71.00
DD 268	Estimated cost of original Development - $5,001 - $250,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	$110 plus $1.50 for Each $1,000 of the estimated cost
DD 268	Estimated cost of original Development - $250,001 - $500,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	$651 plus an additional $0.85 for Each $1,000 (or part) estimated cost exceeds $250,000
DD 261	Estimated cost of original Development - $500,001 - $1,000,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	$927 plus an additional $0.50 per Each $1,000 (or part) estimated cost exceeds $500,000
DD 261	Estimated cost of original Development - $1,000,001 - $10,000,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	$1,285 plus an additional $0.40 per Each $1,000 (or part) estimated cost exceeds $1,000,000
DD 261	Estimated cost of original Development - More than $10,000,000	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	$6,167 plus an additional $0.27 per $1,000 (or part) by which estimate cost exceeds $10,000,000
DD 261	Additional Fee if Notice under 4.55(2) or 4.56(1) is required	Section 4.55 Application - if council is the consent authority	GST Exempt	**A**	Development	866.00
DD 250	Additional Fee for modification Application that is accompanied by Statement of qualified deSigner	Section 4.55 Application - additional Fees	GST Exempt	**A**	Application	990.00

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
TOWN PLANNING						
Review of Determination						
DD 264	Request for review of determination not involving erection of building, carrying out of work or demolition	Review of determination of Development Application	GST Exempt	**A**	Application	50% of original Fee
DD 264	Request involving erection of a dwelling house (Cost $100,000 or less)	Review of determination of Development Application	GST Exempt	**A**	Application	247.00
DD 264	Request for review (Cost up to $5,000)	Review of determination of Development Application	GST Exempt	**A**	Application	71.00
DD 264	Request for review (Cost $5,001 - $250,000)	Review of determination of Development Application	GST Exempt	**A**	Application	$111 plus $1.50 for Each $1,000 of the estimated cost
DD 264	Request for review (Cost $250,001 - $500,000)	Review of determination of Development Application	GST Exempt	**A**	Application	$651 plus an additional $0.85 per $1,000 over $250,000
DD 264	Request for review (Cost $500,001 - $1,000,000)	Review of determination of Development Application	GST Exempt	**A**	Application	$927 plus an additional $0.50 per Each $1,000 over $500,000
DD 264	Request for review (Cost $1,000,001 - $10,000,000)	Review of determination of Development Application	GST Exempt	**A**	Application	$1,285 plus an additional $0.40 per Each $1,000 over $1,000,000
DD 264	Notice of Application for review of a determination under the Act section 8.3 on NSW Planning Portal	Review of determination of Development Application	GST Exempt	**A**	Application	6.00
DD 264	Notice of Application for review of a determination under the Act section 8.3	Review of determination of Development Application	GST Exempt	**A**	Application	807.00
Planning Proposals						
DD 250	Planning Proposal (Plan preparation) - Preparation of Plans	Rezoning Fee	GST Exempt	C	Development	By Quote
DD 250	Planning Proposal (Plan preparation) - Preparation of Legal Documents	Rezoning Fee	GST Exempt	C	Development	By Quote
DD 250	Planning Proposal (Plan preparation) - Advertising (2 notices plus exhibition)	Rezoning Fee	GST Exempt	C	Development	By Quote
DD 250	Planning Proposal (Plan preparation) - Referral to Government Departments	Rezoning Fee	GST Exempt	C	Development	By Quote
DD 250	Planning Proposal (Plan preparation) - Submission to Department of Planning	Rezoning Fee	GST Exempt	C	Development	By Quote
DD 250	Studies to Support Planning Proposal	Rezoning Fee	GST Exempt	C	Development	By Quote
Other Planning and Development Fees						
408	Public Access Information	Fee for accessing or printing required information	GST Exempt	C	Per Request	36.00
409	Determination of Dwelling Right Entitlement	Fee for accessing or printing required information	GST Exempt	C	Per Search	160.00
406	Drainage or Sewer Main Diagram	Fee for accessing or printing required information	GST Exempt	E	Diagram	36.00
405	Section 10.7(2) Certificates	Application Fee for s10.7 Planning Certificate	GST Exempt	**A**	Certificate	69.00
404	Section 10.7(5) Certificates	Application Fee for s10.7 Planning Certificate	GST Exempt	**A**	Certificate	105.00
	Urgency Fee for 10.7(2) and/or 10.7(5)	Urgency Fee for s 10.7 Certificate to be Issued within 24 Hours	GST Exempt	C	Certificate	162.00
403	Outstanding Notices/Orders Property Enquiries	Fee for s735A Certificate as to outstanding notices and orders, Fee for Certificate as to outstanding notices and orders s121ZP EPAA	GST Exempt	**A**	Per Property	82.00
407	Certified copy of document, Map or plan	Fee for Certified Copy of document, Map or plan	GST Exempt	**A**	Map	69.00

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
TOWN PLANNING						
Subdivision Certificate						
DD 267	Subdivision Certificate Application	Subdivision Certificate Fee	GST Exempt	C	Certificate	$194 + $37 per new Lot
	Tree Supply and installation	Supply and installation of trees for road reserve and open space		C	per tree	209.00
DD 267	Request for Survey Plan	Fee for accessing or printing required information	GST Exempt	C	portion/Lot	83.00
Bonds						
780	Bond - Lodgement Fee	Administration Fee	Taxable	C	Per Bond	256.00
781	Bond - Outstanding Civil Works or Civil Works Bond - Where required to enable Sign off of the works for Certificate Purposes.	Bond	GST Exempt	D	Certificate	Estimated cost plus 30%
782	Bond - Maintenance Period Bond - Required for works handed over to Council by Developers (roads, water, sewer & other) - Refundable	Bond	GST Exempt	C	Contract Price	5% of Civil Works Costs
Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)						
DD 273	Base Fee for Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction Certificate Fee	Taxable	C	Certificate	256.00
DD 273	Plus Additional Fee per final number of Lots for Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction Certificate Fee	Taxable	C	Per AlLotment	29.00
DD 273	Modification of Subdivision Works Certificate (SWC) or Civil Works Certificate (CWC)	Construction Certificate Fee	Taxable	C	Certificate	50% of original Subdivision Works Certificate Fee
Inspections - Subdivision or Civil Works						
DD 273	Inspections for Subdivision Works and/or Civil Works based on a percentage of cost of works. Minimum $210	Inspection	Taxable	C	% Cost	1.2% value of works
DD 273	Inspection Fee - For repeated inspections due to failure of scheduled inspections	Inspection	Taxable	C	Per Inspection	211.00
Development Contributions - Section 64 Headworks Contributions						
DD 723	Water Charges	Developer Contribution under S64	GST Exempt	B	Equivalent Tenement (ET)	To be Determined
DD 732	Sewer Charges	Developer Contribution under S64	GST Exempt	B	Equivalent Tenement (ET)	To be Determined
DD 716	Storm Water - Trunk Drainage	Developer Contribution under S64	GST Exempt	B	Lot	To be Determined
DD 716	Stormwater - OR Acquisition of Network	Developer Contribution under S64	GST Exempt	B	Lot	To be Determined
Development Contributions - Section 7.12 Contributions (Fixed Levy)						
Section 7.12 Development Contribution (Fixed Levy) **Note: The cost of Development is determined in accordance with cl 25J of the Environmental Planning and Assessment Regulation 2000**						
DD 745	Where the cost of Development is less than or = $100,000	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	B	Development	NIL
DD 745	Where the cost of Development is greater than $100,000 but less than or equal to $200,000	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	B	Development	0.5% value of Development
DD 745	Where the cost of Development is greater than $200,001	Developer Contribution under S7.12 (Fixed Levy)	GST Exempt	B	Development	1.0% value of Development
Hertiage Colour Schemes						
718	Heritage Colour Schemes		Taxable	C	Each	160.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
MINING, MANUFACTURING, BUILDING & CONSTRUCTION						
308	Application for approval of temporary building	Development approval Fee for the installation of a manufactured home, moveable dwelling or associated structure on land; construction of a temporary enclosure for the purposes of entertainment, temporary structures on public land	GST Exempt	C	Application	298.00
309	Supply of Development Applications - Schedule of Approvals	Fee for accessing or printing required information	GST Exempt	C	Application	298.00
312	Search of Building Records two Years old or more	Fee for accessing or printing required information	GST Exempt	C	Per search	158.00
314	Building Certificates - Class 1 or 10 building	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Each Dwelling	263.00
315	Building Certificates - any other class of building not exceeding 200 sq M	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	263.00
316	Building Certificates - any other class of building exceeding 200 sq M but not exceeding 2000 sq M	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	$250.00 plus 50c/m2 >200
317	Building Certificates - any other class of building exceeding 2000 sq M	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	$1,165 plus 7.5c/m2>2000
318	Building Certificates - part of building external wall but no floor area	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	263.00
319	Building Certificates - if more than one inspection needed	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	95.00
320	Building Certificates - copy of	Copy of S6.26 Building Certificate	GST Exempt	**A**	Certificate	32.00
321	Building Certificate - Additional Fees under subclause 3A and 3B apply in the following instances - 1. Development consent or Certificate was required and was not obtained. 2. Penalty notice has been Issued under s 76A(1). 3. An order has been given in Table to s 121B(1) of the Act in relation to the building. 4. Person is found guilty of an offence under the Act in relation to the erection of the building. 5. The court has made a finding that the building was erected in contravention of a provision of the Act.	Application Fee for S6.26 Building Certificate	GST Exempt	**A**	Certificate	The amount of the maximum Fee that would be payable if the Application were an Application for Development consent, or a complying Development Certificate, that has been erected or altered in contravention of the Act.
S68 Approvals Local Government Act 1993						
DD 295	**Part A Install a Manufactured Home, Moveable Dwelling or Associated Structure on Land**					
DD 295	Value 0 - $5,000	s68 Approvals	GST Exempt	C	Site	90.00
DD 295	Value $5,001 - $100,000	s68 Approvals	GST Exempt	C	Site	$76 + 0.4%>$5,001
DD 295	Value $100,001 - $250,000	s68 Approvals	GST Exempt	C	Site	$442.00 plus 0.25%>$100,001
DD 295	Value over $250,001	s68 Approvals	GST Exempt	C	Site	$783.00 plus 0.15%>$250,001
DD 296	**Part B** Water supply, sewerage and stormwater drainage works	s68 Approvals	GST Exempt	C	Connection	135.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
MINING, MANUFACTURING, BUILDING & CONSTRUCTION						
Caravan Park , Camping Ground and Manufactured Home Estates						
DD 297	Initial Approval to Operate (includes 1 inspection)	s68 Approvals	GST Exempt	C	Site	354.00
DD 298	Plus any associated reinspection	s68 Approvals	GST Exempt	C	Per Inspection	204.00
DD 299	Amendment of Approval to Operate	s68 Approvals	GST Exempt	C	Site	204.00
DD 300	Rigid annex or associated structure Application (includes 1 inspection)	s68 Approvals	GST Exempt	C	Application	320.00
DD 301	Relocatable homes Application (includes 1 inspection)	s68 Approvals	GST Exempt	C	Application	320.00
Renewal or Continuation of Approval to Operate Fee						
DD 100	1 Year approval to operate	s68 Approvals	GST Exempt	C	Site	94.00
DD 101	5 Year approval to operate	s68 Approvals	GST Exempt	C	Site	198.00
DD 102	Inspection associated with valid complaint	s68 Approvals	GST Exempt	C	Per Inspection	275.00
DD 103	Annual inspection	s68 Approvals	GST Exempt	C	Per Inspection	204.00
Compliance Certificates						
DD 297	Compliance Certificate for residential premises	Fee for a Compliance Certificate	Taxable	C	Certificate	235.00
DD 297	Compliance Certificate for commercial/ industrial premises	Fee for a Compliance Certificate	Taxable	C	Certificate	251.00
DD 297	Council as Principal Certifier for Residential premises appointment	Fee to appoint council as PCA	Taxable	C	Application	159.00
DD 297	Council as Principal Certifier for commercial/ industrial premises appointment	Fee to appoint council as PCA	Taxable	C	Application	198.00
Inspections - Council as the Principal Certifying Authority						
DD 251	Class 1 - New dwellings & multi dwellings	Council PCA Inspections	Taxable	C	Per Inspection	$680 plus $260 per additional dwelling
DD 251	Class 1 - Additions/alterations & Class 10 buildings	Council Inspections as PCA	Taxable	C	Per Inspection	275.00
	Class 1 - re-inspections for failed inspections	Council PCA Inspections	Taxable	C	Per Inspection	132.00
DD 253	Class 2 to 9 buildings	Council PCA Inspections (Building surveyor - restricted)	Taxable	C	Per Inspection	$690 for the first 3 inspections
	Class 2 to 9 buildings - re-inspections	Council PCA Inspections (Building	Taxable	C	Per Inspection	181.00
	Class 2-9 buildings	Council PCA inspections (Building	Taxable	C	Per Inspection	$2,925 for the first
	Class 2-9 buildings - re-inspection Fee	Council PCA inspections (Building	Taxable	C	Per Inspection	1,193.00
DD 254	Class 2 to 9 buildings (additional inspections)	Council PCA Inspections	Taxable	C	Per Inspection	153.00
517	Class 1&10 buildings (Minimum Fee of $110)	Inspection undertaken for Private Certifier	Taxable	C	Per Inspection / Per Hour	275.00
518	Class 2 to 9 Buildings	Inspection undertaken for Private Certifier	Taxable	C	Per Inspection / pr Hour	385.00
519	Lodgement Fee: Construction Certificate, Occupation Certificate or Subdivision Certificate by Private Certifier	Registration Fee for privately Issued Construction, Complying Development, Compliance and	GST Exempt	**A**	Application	45.00
	Lodgement Fee for CDC	Submitting complying Development Certificate on the NSW Planning Portal	GST Exempt	**A**	Application	40.00
520	Lodgement of Complying Development	Fee for a Complying Development	Taxable	C	Application	90.00
521	Lodgement of Complying Development $5001-$100,000	Fee for a Complying Development	Taxable	C	Application	$82 plus 0.4% > $5001
522	Lodgement of Complying Development $100,000-$250,000	Fee for a Complying Development	Taxable	C	Application	$475 plus 0.25% > $100,001
523	Lodgement of Complying Development $250,000 and over	Fee for a Complying Development	Taxable	C	Application	$843 plus 0.15% > $250,001
DD	Construction Certificates $0-$5000	Fee for a Construction Certificate	Taxable	C	Application	59.00
DD 273	Construction Certificates $5001-$100,000	Fee for a Construction Certificate	Taxable	C	Application	$52 plus 0.35% > $5000 plus GST
DD 273	Construction Certificates $100,000-$250,000	Fee for a Construction Certificate	Taxable	C	Application	$442 plus 0.2% > $100,000 plus GST
DD 273	Construction Certificates $250,000 and over	Fee for a Construction Certificate	Taxable	C	Application	$803 plus 0.1% > $250,001
DD 274	Long Service Leave Levy	Fee for a Construction Certificate	GST Exempt	**A**	Application	0.25% for all Applications >$250,000

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
MINING, MANUFACTURING, BUILDING & CONSTRUCTION						
Inspections - Council as the Principal Certifying Authority						
DD 255	Swimming Pool Initial Inspection	Application Fee for Section 18A Swimming Pools Regs Compliance Certificate	GST Exempt	**A**	Pool	150.00
DD 289	Swimming Pool - 2nd and all subsequent inspections - Inspection Fee	Application Fee for Section 18A Swimming Pools Regs Compliance Certificate	GST Exempt	**A**	Pool	100.00
DD 255	Swimming Pool - Issue of Compliance Certificate	Application Fee for Section 13 Swimming Pools Regs Compliance Certificate	GST Exempt	**A**	Certificate	76.00
DD 255	Swimming Pool - Application for Exemption from Barrier Requirements	Under Section 22 Swimming Pools Act	GST Exempt	**A**	Application	267.00
240	Occupancy Certificate - Residential	Occupation Certificate Fee	Taxable	C	Certificate	110.00
241	Occupancy Certificate - Commercial/ Industrial	Occupation Certificate Fee	Taxable	C	Certificate	220.00
242	Certificates of Classification	Fee for Classification Certificate for Building or Adopted Building	Taxable	C	Certificate	162.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
WASTE MANAGEMENT						
	Domestic Waste' is waste generated as a result of the ordinary Day to Day use of a domestic premises and is either -					
	a) Taken from the premises by or on the behalf of the Person who generated the waste, or					
	b) Collected by or on the behalf of Council as part of waste collection and disposal system.					
Residential Fees - Whitton Transfer Station and Leeton Landfill and Recycling Centre						
By Van, Ute or Box Trailer - max 1.8m x 1.2m x 0.5m:						
	- Mixed Waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	20.00
	- Concrete / Bricks	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	8.00
	- Steel	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	8.00
	- Green waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	8.00
	- Separated Loads with less than 10% mixed waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	10.00
By Car or Station Wagon Loads						
	- Mixed Waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	15.00
Asbestos						
900	Asbestos (Receipt and Disposal of) - Leeton Landfill and Recycling Depot - Leeton Residents only	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Base Fee	170.00
901	Asbestos (Receipt and Disposal of) - Leeton Landfill and Recycling Depot - Leeton Residents only	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	118.00
902	Asbestos from outside of Leeton LGA **Note: Subject to Extenuating Circumstances and Prior Management Approval**	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	C	Tonne	$627 Access Fee + $209 per Tonne
Waste Disposal and Recycling						
903	Domestic Waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot. Minimum Fee of $80.00	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	C	Tonne	Commercial Fee x 2
	Leeton Landfill & Recycling depot - Recyclables accepted:- - Co-mingled recycling - Ewaste - Cardboard - Drum Muster eligible Containers	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	No Charge
Commercial Fees						
904	Separated Loads - Commercial	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	95.00
905	Unseparated Loads - Commercial mixed waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	155.00
905	Unseparated Loads - Commercial mixed waste (if weighbridge down)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Load	125.00
906	Leeton Landfill & Recycling Depot - (Mixed Commercial, Industrial wastes)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	150.00
907	Leeton Landfill & Recycling depot - Mixed Rural Farm Waste	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	150.00
908	Leeton Landfill & Recycling depot - (Mixed Wastes)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	150.00
	Leeton Landfill & Recycling Depot - Clean Fill (virgin, natural, excavated material)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	90.00
909	Leeton Landfill & Recycling Depot - Concrete/Bricks	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	82.00
910	Leeton Landfill & Recycling Depot - Scrap Metal	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	53.00
911	Leeton Landfill & Recycling Depot - Timber	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	95.00
	Leeton Landfill & Recycling Depot - Tree Stumps > 1.6m	Green waste disposal Fee	Taxable	E	Tonne	125.00
912	Leeton Landfill & Recycling Depot - Green waste	Green waste disposal Fee	Taxable	E	Tonne	95.00
913	Leeton Landfill & Recycling Depot - Other separated wastes	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	**Remove**
914	Leeton Landfill & Recycling Depot - Grease trap waste (local)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	200.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
WASTE MANAGEMENT						
Commercial Fees (Continued)						
915	Leeton Landfill & Recycling Depot - Grease trap waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot.	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tonne	487.00
916	Leeton Landfill & Recycling Depot - Waste Oil Sludge (subject to analytical test results and contractor, such as Transpacific, approval to collect)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	C	Drum	As per quote from contactor Minimum $480 per 200L Drum
917	Leeton Landfill & Recycling Depot - Bulky Waste (Cardboard, packaging and paper - not separated)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Cubic Metre	124.00
918	Leeton Landfill & Recycling Depot - Bulky Waste (PolysTyrene, Polyethylene Pipe(plastic pipe)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Cubic Metre	124.00
919	Commercial Waste from outside of Leeton LGA - Leeton Landfill and Recycling Depot. Note: Only Under Extenuating Circumstances and Prior Management Approval Required. Minimum Fee $170.00	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	C	Tonne	Commercial Fee x 2
Residential and Commercial Fees						
903	Bin Replacement charge stolen or lost bins Waste ,Recycling and FOGO bins	Kerbside Collection Bins - 240L Bin	Taxable	C	Each	53.00
	Kitchen Caddy Bin replace	Kerbside collection - Kitchen caddy	Taxable	E	Each	6.00
920	Leeton Landfill & Recycling Depot - Car Tyres	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	17.50
921	Leeton Landfill & Recycling Depot - Truck Tyres, Small	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	88.00
922	Leeton Landfill & Recycling Depot - Truck Tyres, Large	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	96.00
923	Leeton Landfill & Recycling Depot - Truck Tyres, Super Single	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	124.00
924	Leeton Landfill & Recycling Depot - Tractor Tyres (small)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	131.00
925	Leeton Landfill & Recycling Depot - Tractor Tyres (Large) <1.2m	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Tyre	180.00
926	Leeton Landfill & Recycling Depot - Dead animals - small (dogs, cats)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	15.50
927	Leeton Landfill & Recycling Depot - Dead animals - SmAll Stock (sheep, goats)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	17.50
928	Leeton Landfill & Recycling Depot - Dead animals - Large (cattle, horses)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	123.00
929	Leeton Landfill & Recycling Depot - Large Tree Stumps (Girth over .8m)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	125.00
930	Leeton Landfill & Recycling Depot - Gas Bottle up to 9kg - Commercial	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	9.10
931	Leeton Landfill & Recycling Depot - Gas Bottle up to 10kg to 45kg - Commercial	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	23.00
932	Leeton Landfill & Recycling Depot - Fire Extinguishers - Commercial	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	13.00
933	Leeton Landfill & Recycling Depot - Mattresses (King, Queen & Double)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	34.00
934	Leeton Landfill & Recycling Depot - Mattresses (Single & other small mattresses)	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	16.50
	Leeton Landfill & Recycling Depot - Batteries	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	No Charge
935	Leeton Landfill & Recycling Depot - Refrigerators - CFC Gas Removed	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	No Charge
936	Leeton Landfill & Recycling Depot - Refrigerators - CFC Gas NOT Removed	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	187.00
	Leeton Landfill & Recycling Depot - Solar Panel	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	10.00
	Leeton Landfill & Recycling Depot - Items suitable for Recovery Shop	Waste disposal Fee - garbage tip, recycling or transfer station	Taxable	E	Each	No Charge

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
CEMETERY						
990/ 285	**Monumental Section (Leeton)**					
CEM	New Grave Single (includes Interment, land, temporary grave marker, excavation & refill)	Internment	Taxable	C	Interment	4,221.00
CEM	New Grave Double (includes 1st Interment) (land, temporary grave marker, excavation & refill)	Internment	Taxable	C	Interment	4,221.00
CEM	Reopen including 2nd Interment (includes temporary grave marker, excavation & refill)	Internment	Taxable	C	Interment	1,810.00
CEM	Reopen - (not including slab removal)	Internment	Taxable	C	Interment	**Remove**
Monumental Section (Whitton)						
CEM	Single/Double Depth Grave (includes 1st Interment) (land, temporary grave marker, excavation & refill)	Internment	Taxable	C	Interment	4,736.00
CEM	Reopen including 2nd Interment (includes temporary grave marker, excavation & refill)	Internment	Taxable	C	Interment	1,818.00
CEM	Reopen - (not including slab removal)	Internment	Taxable	C	Interment	**Remove**
CEM	Land Component (Reservation/Purchase)	Burial Site reservation Fee	Taxable	C	Interment	2,819.00
Vault/Capella Sections - 1.8m x 3.6m						
CEM	Land Component (Reservation/Purchase)	Burial Site reservation Fee	Taxable	C	Interment	6,030.00
CEM	Permit for Interment - no work undertaken by Council & does not include grave marker	Internment	Taxable	C	Interment	242.00
Rose Garden						
CEM	Single/Double (includes 1st Interment) excavation & refill, temporary grave marker and installation of inscribed bronze plaque	Internment	Taxable	C	Interment	2,111.00
CEM	Re-open - excavation & refill and installation of inscribed detachable plate	Internment	Taxable	C	Interment	1,206.00
CEM	Reservation/Purchase (land component only)	Burial Site reservation Fee	Taxable	C	Interment	965.00
Lawn Cemetery						
CEM	SINGLE - Land for Each Grave, 1st Interment, temporary grave marker, excavation and refill. Provision of and fixing in concrete of inscribed bronze	Internment	Taxable	C	Interment	5,053.00
CEM	DOUBLE - Land for Each Grave, 1st Interment, temporary grave marker, excavation and refill. Provision of and fixing in concrete of inscribed bronze	Internment	Taxable	C	Interment	5,452.00
CEM	ReOpening of grave for second Interment and additional inscription on bronze	Internment	Taxable	C	Interment	1,793.00
CEM	ReOpening of grave for second Interment and additional inscription on Book style plaque (2nd Page)	Internment	Taxable	C	Interment	2,288.00
CEM	Stillborn (includes land, grave marker &	Internment	Taxable	C	Interment	3,078.00
CEM	Child up to 13 Years (includes land, grave marker & single plaque	Internment	Taxable	C	Interment	4,021.00
CEM	Reservation/Purchase (land component only)	Burial Site reservation Fee	Taxable	C	Interment	2,819.00
Miscellaneous						
CEM	After Hours Booking Fee	Internment	Taxable	C	Interment	407.00
CEM	SaturDay Grave - surcharge of 15% will apply				On Actual Cost	15%
CEM	Exhumation of a corpse - Supervision Fee. Funeral director to arrange at their cost for	Internment	Taxable	C	Interment	483.00
CEM	Exhumation of a corpse	Internment	Taxable	C	Interment	4,221.00
CEM	Cemetery Internment Operators Levy	Internment	Taxable	**A**	Interment	156.00
	Cemetery Internment Operators Levy (Ash Interment)	Interment	Taxable	**A**	Interment	63.00
CEM	Cremated remains (no new grave) (does not include plaque)	Internment of Ashes Fee	Taxable	C	Interment	634.00
CEM	Photo - Phoenix Foundry	Internment	Taxable	C	Interment	394.00
CEM	Photo - Everlon Bronze	Internment	Taxable	C	Interment	109.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
STREET STALL						
351	Street Stall Hire	Use of General Equipment Fee - Civic and other	Taxable	E	Stall/Half Day	37.00
	Erection and removal of street banner - Jarrah Mall (Work performed by Council Staff)	Erection and lowering of street Banners and Flags (per Banner or Flag)	GST Exempt	C	Banner	Cost Recovery
WATER SERVICES						
1040	Water Supply Tapping and Installation	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Installation	Cost Recovery
1041	Water Meter Testing Fee (7)- 20mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	177.00
1041	Water Meter Testing Fee (7)- 25mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	186.00
1042	Water Meter Testing Fee (7)- 32mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	193.00
1043	Water Meter Testing Fee (7)- 40mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	211.00
1044	Water Meter Testing Fee (7)- 50mm, 75mm & 100mm meter	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	341.00
1045	Water Service Testing Fee (flow rate) (8)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Test	194.00
1046	Sale/ Transfer Water Meter Reading Fee	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	E	Connection	110.00
1047	Urgency Fee for Water Meter Reading Fee - available within 24 Hours (additional Fee)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	E	Connection	73.00
1048	Unmetered Water Connection - Access lock	Fee for installation	GST Exempt	C	Connection	19.00
1049	Water Service Connection Fees, Residential, Single Dwelling Unit, 20mm short	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1050	Water Service Connection Fees, Residential, Single Dwelling Unit, 20mm long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1051	Water Service Connection Fees, Residential, Dual Occupancy, 25mm short	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1052	Water Service Connection Fees, Residential, Dual Occupancy, 25mm long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1053	Water Service Connection Fees, Commercial, Industrial, Unit Development, 32mm, short (3 to 5 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1054	Water Service Connection Fees, Commercial, Industrial, Unit Development, 32mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1055	Water Service Connection Fees, Commercial, Industrial, Unit Development, 38mm, short (6 to 10 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1056	Water Service Connection Fees, Commercial, Industrial, Unit Development, 38mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1057	Water Service Connection Fees, Commercial, Industrial, Unit Development, 50mm, short (11 to 16 units)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery
1058	Water Service Connection Fees, Commercial, Industrial, Unit Development, 50mm, long	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	Cost Recovery

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
1059	Supply and install meter only - 20mm	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	711.00
1060	Supply and install meter only - 25mm	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	898.00
1061	Supply and install additional meter and manifold (unit Development)	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connection	Cost Recovery
1062	Sales of Water from Water Filling Station	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Kilolitre	4.65
1069	Sale of Raw Water - metered supplies	Water usage or consumption charges	GST Exempt	C	Kilolitre	3.50
245	Deposit for tokens to access Water Filling Station (refundable upon token return)	Fee to carry out water supply, sewerage and stormwater drainage work	Taxable	C	Each	121.00
WB	Water Service Restriction Fee	Fee to carry out water supply, sewerage and stormwater drainage work	GST Exempt	C	Connections	128.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
WATER SERVICES (Continued)						
1064	Replacement of Damaged Water Meters (Ss 560, 561 and 608 of LGA)	Fee to carry out water supply, sewerage and stormwater drainage	GST Exempt	C		Cost Recovery
1065	Backflow Meter Testing	Fee to carry out water supply, sewerage and stormwater drainage	GST Exempt	C	Test	163.00
1066	Additional Backflow Meter Testing (multiple units on same property)	Fee to carry out water supply, sewerage and stormwater drainage	GST Exempt	C	Test	44.00
WB	Install flow restrictor	Fee to carry out water supply, sewerage and stormwater drainage	GST Exempt	C	Per Installation	170.00
1068	Filling of Swimming Pools (from hydrant)	Fee to install and remove hydrant standpipe, and supply water for Pool	GST Exempt	C	Per Fill	268.00
SEWERAGE SERVICES						
1070	Sewerage Tapping and Installation	Fee to carry out water supply, sewerage and stormwater drainage	GST Exempt	C		Cost Recovery
1071	Sewerage Drainage Inspection & Plan Fees - Dwellings	Sewer and drainage inspection	GST Exempt	C	Per Inspection	165.00
1072	Sewerage Drainage Inspection & Plan Fees - Other Buildings, for first closet	Sewer and drainage inspection	GST Exempt	C	Per Inspection	179.00
1073	Sewerage Drainage Inspection & Plan Fees - Other Buildings, for Each additional closet, urinal	Sewer and drainage inspection	GST Exempt	C	Per Inspection	24.00
1074	Sewerage Drainage Inspection & Plan Fees - Alteration to existing sewerage	Sewer and drainage inspection	GST Exempt	C	Per Inspection	179.00
1075	Sewerage Drainage Inspection & Plan Fees - Alteration to existing sewerage drainage line: additional closet, urinal or sanitary fitting	Sewer and drainage inspection	GST Exempt	C	Per Inspection	24.00
1076	Non Rateable Properties Sewerage Connections - Water closets, Each	Sewer Connection charge	GST Exempt	C	Connections	98.00
1077	Non Rateable Properties Sewerage Connections - Cisterns serving as urinals, Each	Sewer Connection charge	GST Exempt	C	Connections	76.00
1078	For all other non rateable crown lands and for all other non rateable land belonging to a religious body: Water closets, Each	Sewer Connection charge	GST Exempt	C	Water Closet	198.00
1079	For all other non rateable crown lands and for all other non rateable land belonging to a religious body: Cisterns	Sewer Connection charge	GST Exempt	C	Cistern	81.00
Other Sewerage Charges						
1080	Water showers connected to Council's sewerage	Sewer Connection charge	GST Exempt	C	Connections	66.00
1081	Baths connected to Council's sewerage	Sewer Connection charge	GST Exempt	C	Connections	80.00
1082	Water basins connected to Council's sewerage	Sewer Connection charge	GST Exempt	C	Connections	33.00
1083	Sinks connected to Council's sewerage	Sewer Connection charge	GST Exempt	C	Connections	33.00
1084	Wash Tubs connected to Council's sewerage (set of 2)	Sewer Connection charge	GST Exempt	C	Connections	66.00
1085	Water Closets in a double storied building solely adopted for residential flat purposes	Sewer Connection charge	GST Exempt	C	Connections	73.00
TRADE WASTE						
Category 1 - Hairdresser / Beauty etc						
1086	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval Fee	GST Exempt	F		132.00
WB	Annual Trade Waste Fee including Approval	Liquid Trade Waste Application Fee	GST Exempt	F		246.00
1088	Re-Inspection Fee	Trade Waste Inspection Fee	GST Exempt	F		125.00
Category 2 - Café's / Restaurants etc						
1089	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval Fee	GST Exempt	F		132.00
WB	Annual Trade Waste Fee including Approval	Liquid Trade Waste Application Fee	GST Exempt	F		246.00
1091	Re-Inspection Fee	Trade Waste Inspection Fee	GST Exempt	F		125.00
Category 3 - Commercial/Industrial						
1092	Approval Fee - New Businesses or Change of Business Owner	Liquid Trade Waste Approval Fee	GST Exempt	F		286.00
WB	Annual Trade Waste Fee including Approval	Liquid Trade Waste Application Fee	GST Exempt	F		912.00
1094	Re-Inspection Fee	Trade Waste Inspection Fee	GST Exempt	F		139.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
TRADE WASTE (Continued)						
Volume Charge						
INV	Category 1 -Trade Waste Usage Charge (with appropriate treatment)	Liquid Trade Waste Application Fee	GST Exempt	F	$ / KL	No Charge
INV	Category 1 -Trade Waste Usage Charge (without appropriate treatment)	Liquid Trade Waste Application Fee	GST Exempt	F	$ / KL	2.25
INV	Category 2 - Trade Waste Usage Charge (with appropriate treatment)	Liquid Trade Waste Application Fee	GST Exempt	F	$ / KL	2.25
INV	Category 2 - Trade Waste Usage Charge (without appropriate treatment)	Liquid Trade Waste Application Fee	GST Exempt	F	$ / KL	25.00
Excess Mass Charge						
INV	pH charge where it is outside the approved rate for the discharger	Liquid Trade Waste Application Fee	GST Exempt	F	Coefficient of pH	1.00
INV	Aluminium	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1.75
INV	Ammonia (as N) - NH4	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	3.75
INV	Arsenic	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	113.00
INV	Biochemical Oxygen Demand (BOD)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1.50
INV	Cadmium	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	537.00
INV	Chlorinated phenolics	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2,312.00
INV	Chlorine	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.65
INV	Chromium	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	39.00
INV	Cobalt	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	24.00
INV	Copper	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	24.00
INV	Cyanide	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	118.00
INV	Fluoride	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	6.10
INV	Formaldehyde	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.65
INV	Grease & Oil (Total G&O)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.50
INV	Herbicides/defoliants	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1,156.00
INV	Iron	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.50
INV	Lead	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	59.00
INV	Manganese	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	11.50
INV	Mercury	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	3,851.00
INV	Methylene blue active substances (MBAS)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1.65
INV	Molybdenum	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1.65
INV	Nickel	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	38.00
INV	Nitrogen (as TKN)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	0.95
INV	Pesticides general (excludes organochlorines and organophosphates)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	1,156.00
INV	Petroleum hydrocarbons (non-flammable)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	3.90
INV	Phenolic compounds (non-chlorinated)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	12.00
INV	Phosphorus (Total P) - PO4	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.75
INV	Polynuclear aromatic hydrocarbons (PAHs)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	24.00
INV	Selenium	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	83.00
INV	Silver	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.45
INV	Sulphate (SO4)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	0.95
INV	Sulphide (SO3)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.75
INV	Sulphite	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.75
INV	Tin	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	12.00
INV	Total Dissolved Solids (TDS)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	0.65
INV	Total Suspended Solids (TSS)	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	2.00
INV	Zinc	Liquid Trade Waste Application Fee	GST Exempt	F	$/KG	24.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
TRADE WASTE						
Excess Mass Charge (Continued)						
INV	Portable/Chemical Toilet	Liquid Trade Waste Application Fee	GST Exempt	F	$/Kl	27.00
INV	Septic Tank Waste (Effluent only)	Liquid Trade Waste Application Fee	GST Exempt	F	$/Kl	3.50
INV	Septic Tank Waste (Sludge or mixed)	Liquid Trade Waste Application Fee	GST Exempt	F	$/Kl	37.00
RECREATION & CULTURE						
	Brobenah Rd Reserve	Use of Facilities - other	Taxable	E	1/2 Day	70.00
170	Brobenah Rd Reserve	Use of Facilities - other	Taxable	E	Full Day	116.00
Mountford Park Stage						
	Community and Charity Organisations	Bond	Taxable		Event	25.00
430	Private, non charitable and non-community use	Use of Facilities - other	Taxable	E	Event	116.00
1000	Bond for cleaning, Private, non charitable and non-community use	Use of Facilities - other	GST Exempt		Bond	231.00
All Swimming Pools						
INV	School Groups - Teachers and supervisors	Use of Facilities - Aquatic Centre	Taxable	E	Person	No Charge
INV	School Groups - Students	Use of Facilities - Aquatic Centre	Taxable	E	Person	5.00
INV	Private Swimming Lesson Instructors - Annual Fee	Use of Facilities - Aquatic Centre	Taxable	E	Year	120.00
INV	Short-term holiday season student instructors	Use of Facilities - Aquatic Centre	Taxable	E	Year	50.00
367	Casual/Carnival - Non-swimming, spectators, supervisors	Use of Facilities - Aquatic Centre	Taxable	E	Person	2.00
Leeton Pool						
355	Casual - Family (2 Adults and 3 Children or 1 Adult and 4 Children) Each additional child per below.	Use of Facilities - Aquatic Centre	Taxable	E	Family	27.00
356	Casual - Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	Person	3.50
363	Casual - Adults	Use of Facilities - Aquatic Centre	Taxable	E	Person	6.50
366	Casual - Children (5 and over)	Use of Facilities - Aquatic Centre	Taxable	E	Person	5.50
	Casual - Children (4 and under)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No Charge
	Casual - Aged and Disability Pensioner (Pensioner Card)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No Charge
	10 Admissions - Adults	Use of Facilities - Aquatic Centre	Taxable	E	Person	58.00
Seasons Tickets - Leeton (includes access to Whitton Pool)						
357	Family (2 Adults and 3 Children or 1 Adult and 4 Children) Each additional child per below.	Use of Facilities - Aquatic Centre	Taxable	E	Family	366.00
360	Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	Person	27.00
358	Adult	Use of Facilities - Aquatic Centre	Taxable	E	Person	209.00
359	Child (5 and Over)	Use of Facilities - Aquatic Centre	Taxable	E	Person	131.00
Pool Facility Hire - Schools/Carnivals and Waterslide						
385	Leeton Pool, Mon-Fri	Use of Facilities - Aquatic Centre	Taxable	E	Hour	147.00
386	Leeton Pool, Mon-Fri, with Waterslide	Use of Facilities - Aquatic Centre	Taxable	E	Hour	230.00
387	Leeton Pool, Sat-Sun	Use of Facilities - Aquatic Centre	Taxable	E	Hour	188.00
388	Leeton Pool, Sat-Sun, with Waterslide	Use of Facilities - Aquatic Centre	Taxable	E	Hour	293.00
	Waterslide Hire (exclusive use) - School Groups/Private function Mon - Fri	Use of Facilities - Aquatic Centre	Taxable	E	Hour	105.00
	Waterslide Hire (exclusive use) - School Groups/Private function Sat - Sun	Use of Facilities - Aquatic Centre	Taxable	E	Hour	126.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
RECREATION & CULTURE (Continued)						
Whitton Pool						
364	Casual - Family (2 Adults and 3 Children or 1 Adult and 4 Children) plus $2.00 for Each additional child.	Use of Facilities - Aquatic Centre	Taxable	E	Family	13.00
380	Casual - Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	Person	2.50
381	Casual - Adults	Use of Facilities - Aquatic Centre	Taxable	E	Person	3.50
382	Casual - Children (5 and over)	Use of Facilities - Aquatic Centre	Taxable	E	Person	3.50
	Casual - Children (4 and under)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No Charge
	Casual - Aged and Disability Pensioner (Pensioner Card)	Use of Facilities - Aquatic Centre	Taxable	E	Person	No Charge
Seasons Tickets - Whitton Pool Only						
357	Family (2 Adults and 3 Children or 1 Adult 4 Children) and $15 for Each Additional Child	Use of Facilities - Aquatic Centre	Taxable	E	Family	261.00
360	Family Additional Children	Use of Facilities - Aquatic Centre	Taxable	E	Person	18.00
358	Adult	Use of Facilities - Aquatic Centre	Taxable	E	Person	131.00
359	Child (5 and Over)	Use of Facilities - Aquatic Centre	Taxable	E	Person	105.00
INDOOR STADIUM						
Admission Charges						
1150	Entrance Fee per student (during school Hours)	Use of Facilities - Sport/PE Classes	Taxable	E	Person	5.00
1152	Special Council Events	Use of Facilities - Sport	Taxable	E	Person	POA
Courts Hire - Competitions						
1153	Basketball, Volleyball, Netball/Futsal	Use of Facilities - Sport	Taxable	E	Court/Hour	53.00
1154	Badminton	Use of Facilities - Sport	Taxable	E	Court/Hour	23.00
	Tennis no lights	Use of Facilities - Sport	Taxable	E	Court/Hour	No Charge
	Tennis with Floodlights	Use of Facilities - Sport	Taxable		Hour	16.00
Tournament Hire						
1158	Stadium Per Day (9am - 5pm) weekDays	Use of Facilities - Sport	Taxable	E		522.00
1159	Stadium Per Day (9am - 5pm) weekends	Use of Facilities - Sport	Taxable	E		679.00
1160	Stadium per evening (6pm - 11pm)	Use of Facilities - Sport	Taxable	E		455.00
1161	Stadium per evening (6pm - 11pm)	Use of Facilities - Sport	Taxable	E		538.00
1162	Stadium Per Day/ evening - weekDays	Use of Facilities - Sport	Taxable	E		888.00
1163	Stadium Per Day/ evening - weekends	Use of Facilities - Sport	Taxable	E		1,034.00
WeekDay Casual Hire						
1164	Basketball, Volleyball, Netball/Futsal	Use of Facilities - Sport	Taxable	E	Court/Hour	58.00
1165	Representative Training (all sports)	Use of Facilities - Sport	Taxable	E	Court/Hour	44.00
1166	Badminton	Use of Facilities - Sport	Taxable	E	Court/Hour	29.00
1170	Private Function Hire (BirthDays, Rego Days, Presentations etc)	Use of Facilities - Sport	Taxable	E	Per Hour	132.00
Weekend Casual Hire						
1171	Basketball, Volleyball, Netball/Futsal	Use of Facilities - Sport	Taxable	E	Court/Hour	77.00
1172	Representative Training (all sports)	Use of Facilities - Sport	Taxable	E	Court/Hour	69.00
1173	Badminton	Use of Facilities - Sport	Taxable	E	Court/Hour	39.00
1177	Private Function Hire (BirthDays, Rego Days, Presentations etc)	Use of Facilities - Sport	Taxable	E	Per Hour	159.00
Equipment Hire						
1178	Rent of Basketball Office.	Use of Facilities - Sport	Taxable	E	Hour	57.00
	Casual hire of Tennis Courts Clubhouse	Use of Facilities - Sport	Taxable	E	Hour	57.00
Advertising Signs on Stadium Walls						
1179	1200mm x1200mm (Annual)	Use of Facilities - other	Taxable	E	Annual	336.00
1180	1200mm x1200mm (2 Years)	Use of Facilities - other	Taxable	E	2 Years	525.00
1181	2400mm x1200mm (Annual)	Use of Facilities - other	Taxable	E	Annual	415.00
1182	2400mm x1200mm (2 Years)	Use of Facilities - other	Taxable	E	2 Years	680.00
1183	3600mm x1200mm (Annual)	Use of Facilities - other	Taxable	E	Annual	525.00
1184	3600mm x1200mm (2 Years)	Use of Facilities - other	Taxable	E	2 Years	875.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
INDOOR STADIUM						
Advertising Signs on Stadium Walls (Continued)						
1185	4800mm x1200mm (Annual)	Use of Facilities - other	Taxable	E	Annual	600.00
1186	4800mm x1200mm (2 Years)	Use of Facilities - other	Taxable	E	2 Years	709.00
1187	6000mm x1200mm (Annual)	Use of Facilities - other	Taxable	E	Annual	680.00
1188	6000mm x1200mm (2 Years)	Use of Facilities - other	Taxable	E	2 Years	1,256.00
Parkview Tennis Courts						
353	Court Hire	Use of Facilities - other	Taxable	E	Per Person	10.50
LEETON OVAL COMPLEX						
Fees shown are the maximum charges as all Sporting Groups maybe eligible for up to a 50% Subsidy on application. Other Groups may be eligible for a subsidy under this Revenue Policy.						**Remove**
1189	Oval No 1, 2 or 3 - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour, Per Oval	36.00
1191	Oval No 1, 2 or 3 - Casual Groups	Use of Facilities - other	Taxable	E	Full Day Per Oval	231.00
1192	Kiosk - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour	22.00
1194	Amenities - Oval 1 or 2 - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour	22.00
1196	Kiosk - Casual Groups	Use of Facilities - other	Taxable	E	Full Day	110.00
1197	Amenities - Oval 1 or 2 - Casual Groups	Use of Facilities - other	Taxable	E	Full Day	110.00
	Leeton Tennis Courts Competition Hire(Futsal/Tennis Clinics etc.)	Use of Facilities - other	Taxable	E	Per Year	264.00
1198	Commercial Bootcamps and Personal Trainers	Use of Facilities - other	Taxable	E	Per Year	264.00
INV	Leeton Netball Association - Outside Courts	Use of Facilities - other	Taxable	E	Per Year	640.00
INV	Leeton Basketball Association - Outside Courts	Use of Facilities - other	Taxable	E	Per Year	640.00
INV	Netball / Basketball courts (outside) -	Use of Facilities - other	Taxable	E	Per court/hr	16.00
INV	Leeton Phantoms Rugby Union Club - includes 3 Ovals, kiosk and Both amenities Per Season	Use of Facilities - other	Taxable	E	Per Season	1,919.00
INV	Leeton Greenies Rugby League Football Club - 3 Ovals, kiosk and Both amenities Per Season	Use of Facilities - other	Taxable	E	Per Season	1,919.00
INV	Leeton United Football Club (soccer)- 3 Ovals, kiosk and Both amenities Per Season	Use of Facilities - other	Taxable	E	Per Season	1,919.00
INV	Leeton Touch Association- 3 Ovals and kiosk Per Season	Use of Facilities - other	Taxable	E	Per Season	1,020.00
INV	Leeton and Districts Cricket Association- 2 Ovals, amenities No 2, Mark Taylor playing	Use of Facilities - other	Taxable	E	Per Season	1,919.00
INV	Schools- 3 Ovals, kiosk and Both amenities Per Year	Use of Facilities - other	Taxable	E	Per Year	1,919.00
INV	Oval No 1, 2 or 3 - Schools	Use of Facilities - other	Taxable	E	Per Hour, Per Oval	16.00
INV	Oval No 1, 2 or 3 - Schools	Use of Facilities - other	Taxable	E	Full Day Per Oval	80.00
1199	Clean up of facilities after use - Per employee / Per Hour	Use of Facilities - other	Taxable	E	Hour	84.00
INV	Floodlights - No 1 Ovals (all financial seasonal hirers)	Use of Facilities - other	Taxable	E	Hour	14.00
INV	Floodlights - No 2 Ovals (all financial seasonal hirers)	Use of Facilities - other	Taxable	E	Hour	11.00
INV	Floodlights - No 3 Ovals (all financial seasonal hirers)	Use of Facilities - other	Taxable	E	Hour	11.00
1200	Floodlights - No 1 Ovals (Casual users)	Use of Facilities - other	Taxable	E	Hour	18.00
1201	Floodlights - No 2 Ovals (Casual users)	Use of Facilities - other	Taxable	E	Hour	16.00
1202	Floodlights - No 3 Ovals (Casual users)	Use of Facilities - other	Taxable	E	Hour	16.00
MARK TAYLOR OVAL						
Fees shown are the maximum charges as all Sporting Groups maybe eligible for up to a 50% Subsidy on application. Other Groups may be eligible for a subsidy under this Revenue Policy.						**Remove**
INV	Schools- All facilities Per Year	Use of Facilities - other	Taxable	E	Per Year	1,919.00
1203	Oval - Casual User	Use of Facilities - other	Taxable	E	Per Hour	31.00
1204	Oval - School	Use of Facilities - other	Taxable	E	Per Hour	16.00
1206	Oval - Casual User	Use of Facilities - other	Taxable	E	Full Day	170.00
1207	Cricket Nets - Casual User	Use of Facilities - other	Taxable	E	Per Hour	17.00
1209	Cricket Nets - Casual User	Use of Facilities - other	Taxable	E	Full Day	80.00
1210	Clean up of facilities after use - Per employee / Per Hour	Use of Facilities - other	Taxable	E	Hour	84.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
YANCO SPORTS GROUND						
Fees shown are the maximum charges as all Sporting Groups maybe eligible for up to a 50% Subsidy on application. Other Groups may be eligible for a subsidy under this Revenue Policy.						**Remove**
INV	Leeton and Districts Cricket Association- Oval and amenities Per Season	Use of Facilities - other	Taxable	E	Per Season	658.00
INV	Yanco Wamoon Rugby League Football Club- Oval, kiosk and amenities Per Season	Use of Facilities - other	Taxable	E	Per Season	1,294.00
INV	Schools- Oval, kiosk and amenities Per Year	Use of Facilities - other	Taxable	E	Per Year	1,930.00
1211	Oval - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour	16.00
1213	Oval - Casual Groups	Use of Facilities - other	Taxable	E	Full Day	170.00
1214	Kiosk - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour	22.00
1216	Kiosk - Casual Groups	Use of Facilities - other	Taxable	E	Full Day	80.00
1217	Amenities - Casual Groups	Use of Facilities - other	Taxable	E	Per Hour	22.00
1219	Amenities - Casual Groups	Use of Facilities - other	Taxable	E	Full Day	80.00
1220	Clean up of facilities after use - Per employee / Per Hour	Use of Facilities - other	Taxable	E	Hour	84.00
INV	Floodlights - Yanco Wamoon Football	Use of Facilities - other	Taxable	E	Hour	11.00
1221	Floodlights - Casual Users	Use of Facilities - other	Taxable	E	Hour	16.00
LEETON GOLF COURSE						
Membership Fees - Pro-rata						
830	Category - Ordinary	Use of Facilities - other	Taxable	E	Per Year	546.00
831	Category - Pensioner	Use of Facilities - other	Taxable	E	Per Year	447.00
832	Category - Junior	Use of Facilities - other	Taxable	E	Per Year	79.00
833	Category - Sports	Use of Facilities - other	Taxable	E	Per Year	289.00
834	New members (never been a member before) - once only introductory offer	Use of Facilities - other	Taxable	E	Per Year	336.00
835	Fee for any full member playing in age bracket 18 - 29:	Use of Facilities - other	Taxable	E	Per Year	273.00
836	Current long standing members - Payment of membership in full by 31 July and receive five (4) FREE social games of golf	Use of Facilities - other	Taxable	E	Per Year	*See relevant membership Fee above.
Green Fees						
837	Junior - Non Member	Use of Facilities - other	Taxable	E	Round	14.50
838	Member Competition Round	Use of Facilities - other	Taxable	E	Round	16.50
839	Junior Member Competition Round	Use of Facilities - other	Taxable	E	Round	9.50
840	Member Social Round 9 or 18 holes	Use of Facilities - other	Taxable	E	Round	16.50
841	Junior Social Round 9 or 18 holes	Use of Facilities - other	Taxable	E	Round	9.50
842	Visitor 9 hole Round	Use of Facilities - other	Taxable	E	Round	27.00
843	Visitor 18 hole Round	Use of Facilities - other	Taxable	E	Round	35.00
844	Twilight Social - Non member	Use of Facilities - other	Taxable	E	Round	18.50
845	Twilight Member	Use of Facilities - other	Taxable	E	Round	14.50
846	Twilight Junior	Use of Facilities - other	Taxable	E	Round	9.50
847	Twilight played in conjunction Fee	Use of Facilities - other	Taxable	E	Round	3.00
848	WednesDay Whackers	Use of Facilities - other	Taxable	E	Round	16.50
849	Veteran Golfers	Use of Facilities - other	Taxable	E	Round	16.50
852	Sports Social 9 or 18 holes	Use of Facilities - other	Taxable	E	Round	16.50
853	Reciprocal 9 or 18 holes	Use of Facilities - other	Taxable	E	Round	16.50
	Yanco Social Member	Use of Facilities - other	Taxable	E	Round	
	Yanco Social Non member	Use of Facilities - other	Taxable	E	Round	
854	Special Events - Junior	Use of Facilities - other	Taxable	E	Round	9.50
855	Special Events - Senior	Use of Facilities - other	Taxable	E	Round	16.50

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
ROXY THEATRE						
Ticketing Fees and Charges						
	Event creation, per event, includes 1st performance - standard seating plan	Use of Facilities - other	Taxable	E	Person	100.00
	Event creation, non- standard seating plan and event changes	Use of Facilities - other	Taxable	E	Person	120.00
	Ticket Booking Fees - Complimentary	Use of Facilities - other	Taxable	E	Ticket	2.00
	Ticket Booking Fees - Complimentary to $49.99	Use of Facilities - other	Taxable	E	Ticket	2.00
	Ticket Booking Fees - From $50.00 to $79.99	Use of Facilities - other	Taxable	E	Ticket	2.50
	Ticket Booking Fees - From $80.00 to $99.99	Use of Facilities - other	Taxable	E	Ticket	3.00
	Ticket Booking Fees - $100.00 and over	Use of Facilities - other	Taxable	E	Ticket	4.00
	Card Transactions & Administration Fee	Use of Facilities - other	Taxable	E	Ticket	1.7%
Base Hire Rates per Venue Space - Roxy 1 - Main Auditorium						
	Roxy 1 - Main Auditorium - Daily (Mon-Fri) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	1,000.00
	Roxy 1 - Main Auditorium - Daily (Sat) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	1,200.00
	Roxy 1 - Main Auditorium - Daily (Sun) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	1,200.00
	Roxy 1 - Main Auditorium - Daily (Public Holiday) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	POA
	Roxy 1 - Main Auditorium - Daily (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	Full Day	1,800.00
	Roxy 1 - Main Auditorium - Daily (Sat) for Commercial	Use of Facilities - other	Taxable	E	Full Day	2,200.00
	Roxy 1 - Main Auditorium - Daily (Sun) for Commercial	Use of Facilities - other	Taxable	E	Full Day	2,200.00
	Roxy 1 - Main Auditorium - Daily (Public Holiday) for Commercial	Use of Facilities - other	Taxable	E	Full Day	POA
	Roxy 1 - Main Auditorium - Half Daily Rates (Mon-Fri) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	800.00
	Roxy 1 - Main Auditorium - Half Daily Rates (Sat) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,000.00
	Roxy 1 - Main Auditorium - Half Daily Rates (Sun) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,000.00
	Roxy 1 - Main Auditorium - Half Daily Rates (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,700.00
	Roxy 1 - Main Auditorium - Half Daily Rates (Sat) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,800.00
	Roxy 1 - Main Auditorium - Half Daily Rates (Sun) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	2,100.00
Base Hire Rates per Venue Space - Roxy 2 - Theatrette / Black Box						
	Roxy 2 - Theatrette/Black Box - Daily (Mon-Fri) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	800.00
	Roxy 2 - Theatrette/Black Box - Daily (Sat) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	1,000.00
	Roxy 2 - Theatrette/ Black Box - Daily (Sun) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Full Day	1,000.00
	Roxy 2 - Theatrette/Black Box - Daily (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	Full Day	1,000.00
	Roxy 2 - Theatrette/Black Box - Daily (Sat) for Commercial	Use of Facilities - other	Taxable	E	Full Day	1,200.00
	Roxy 2 - Theatrette/ Black Box - Daily (Sun) for Commercial	Use of Facilities - other	Taxable	E	Full Day	1,400.00
	Roxy 2 - Theatrette/ Black Box - Half Daily Rates (Mon-Fri) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	600.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
	Roxy 2 - Theatrette/ Black Box - Half Daily Rates (Sat) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	850.00
	Roxy 2 - Theatrette/Black Box - Half Daily Rates (Sun) for Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	850.00
	Roxy 2 - Theatrette/ Black Box - Half Daily Rates (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	800.00
	Roxy 2 - Theatrette/ Black Box - Half Daily Rates (Sat) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,000.00
	Roxy 2 - Theatrette/Black Box - Half Daily Rates (Sun) for Commercial	Use of Facilities - other	Taxable	E	Half Day (5 continuous hours)	1,200.00
	Rehearsal (Strictly no public access, dates by negotiation, and only two per year) for Roxy 1 Main Auditorium and Roxy 2 Theatrette/ Black Box	Use of Facilities - other	Taxable	E	Hours	NFP hirers are entitled to one 2-hour FREE rehearsal including one technician. Additional hours and other staff costs apply.
Base Hire Rates per Venue Space - Café / Foyer						
	Hire of Café/ Foyer - 4 Hours (Mon-Fri) for Community Groups/NFP	Use of Facilities - other	Taxable	E	4 Hours	250.00
	Hire of Café/ Foyer - 4 Hours (Sat & Sun) for Community Groups/NFP	Use of Facilities - other	Taxable	E	4 Hours	350.00
	Hire of Café/ Foyer - 4 Hours (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	4 Hours	400.00
	Hire of Café/ Foyer - 4 Hours (Sat & Sun) for Commercial	Use of Facilities - other	Taxable	E	4 Hours	550.00
Base Hire Rates per Venue Space - Supper Room						
	Hire of Supper Room - 4 Hours (Mon-Fri) for Community Groups/NFP	Use of Facilities - other	Taxable	E	4 Hours	250.00
	Hire of Supper Room - 4 Hours Sat & Sun) for Community Groups/NFP	Use of Facilities - other	Taxable	E	4 Hours	350.00
	Hire of Supper Room - 4 Hours (Mon-Fri) for Commercial	Use of Facilities - other	Taxable	E	4 Hours	400.00
	Hire of Supper Room - 4 Hours (Sat & Sun) for Commercial	Use of Facilities - other	Taxable	E	4 Hours	550.00
	Access Fee per additional hour outside regular hire period (Midnight and 8 am) - Community Groups/Not for Profit	Use of Facilities - other	Taxable	E	Hours	100.00
	Access Fee per additional hour outside regular hire period (Midnight and 8 am) for Commercial	Use of Facilities - other	Taxable	E	Hours	120.00
Staffing (Labour Costs) - Minimum staffing requirements apply						
	Technical Staff (Monday to Friday) - Community/NFP	Use of Facilities - other	Taxable	E	Hour	70.00
	Technical Staff (Saturday) - Community/NFP	Use of Facilities - other	Taxable	E	Hour	75.00
	Technical Staff (Sundays & missed meal break) - Community/NFP	Use of Facilities - other	Taxable	E	Hour	90.00
	Technical Staff (Holidays) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	100.00
	FOH Staff Duty Mgr & Box Office (Monday to Friday) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	50.00
	FOH Staff Duty Mgr & Box Office (Saturday) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	60.00
	FOH Staff Duty Mgr & Box Office(Sundays & missed meal break) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	70.00
	FOH Staff Duty Mgr & Box Office (Public Holidays & Overtime) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	100.00
	Merchandise Staff (Monday to Friday) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	50.00
	Merchandise Staff (Saturday) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	60.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
	Merchandise Staff (Sundays & missed meal break) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	70.00
	Merchandise Staff (Public Holidays) - Community/NFP	Use of Facilities - other	Taxable	C	Hour	100.00
	Technical Staff (Monday to Friday) - Commercial	Use of Facilities - other	Taxable	E	Hour	90.00
	Technical Staff (Saturday) - Commercial	Use of Facilities - other	Taxable	E	Hour	95.00
	Technical Staff (Sundays & missed meal break) - Commercial	Use of Facilities - other	Taxable	E	Hour	110.00
	Technical Staff (Holidays) - Commercial	Use of Facilities - other	Taxable	C	Hour	130.00
	FOH Staff Duty Mgr & Box Office (Monday to Friday) - Commercial	Use of Facilities - other	Taxable	C	Hour	65.00
	FOH Staff Duty Mgr & Box Office (Saturday) - Commercial	Use of Facilities - other	Taxable	C	Hour	75.00
	FOH Staff Duty Mgr & Box Office(Sundays & missed meal break) - Commercial	Use of Facilities - other	Taxable	C	Hour	85.00
	FOH Staff Duty Mgr & Box Office (Public Holidays & Overtime) - Commercial	Use of Facilities - other	Taxable	C	Hour	110.00
	Merchandise Staff (Monday to Friday) - Commercial	Use of Facilities - other	Taxable	C	Hour	65.00
	Merchandise Staff (Saturday) - Commercial	Use of Facilities - other	Taxable	C	Hour	75.00
	Merchandise Staff (Sundays & missed meal break) - Commercial	Use of Facilities - other	Taxable	C	Hour	85.00
	Merchandise Staff (Public Holidays) - Commercial	Use of Facilities - other	Taxable	C	Hour	110.00
Additional Considerations						
	Extra/Additional Cleaning (Mon - Fri)	Use of Facilities - other	Taxable	C	Hour	70.00
	Extra/Additional Cleaning (Saturday)	Use of Facilities - other	Taxable	C	Hour	75.00
	Extra/Additional Cleaning (Sunday)	Use of Facilities - other	Taxable	C	Hour	105.00
	Extra/Additional Cleaning (Public Holiday)	Use of Facilities - other	Taxable	C	Hour	130.00
INFLATABLE MOVIE SCREEN						
1000	Hire of Inflatable Movie Screen - Community Groups (Refundable Bond)	Use of Facilities - other	GST Exempt	C	Event	$200 plus Cost Recovery for set up costs
578	Hire of Inflatable Movie Screen - Community Groups	Use of Facilities - other	Taxable	C	Night	$55 plus Cost Recovery for set up costs
1000	Hire of Inflatable Movie Screen - Corporate Groups (Refundable Bond)	Use of Facilities - other	GST Exempt	C	Event	$200 plus Cost Recovery for set up costs + at least one staff member
580	Hire of Inflatable Movie Screen - Corporate Groups	Use of Facilities - other	Taxable	C	Night	$170 plus Cost Recovery for set up costs + at least one staff member
	Replacement Fee due to damage incurred	Use of Facilities - other	Taxable	C		Cost Recovery

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
LEETON MUSEUM AND ART GALLERY (LMAG)						
	Entry Fee	Use of Facilities - other	Taxable	E	Person	No Charge
	Entry Fee - Community Groups	Use of Facilities - other	Taxable	E	Person	No Charge
	Entry Fee - School Groups	Use of Facilities - other	Taxable	E	Person	No Charge
	Hire of LMAG space - (Museum Boardroom OR Café OR Chelmsford) - Corporate or Private - Normal Opening Hours	Use of Facilities - other	Taxable	C	Full Day	$160 plus Cost Recovery for additional service (eg, bar, catering) + at least one
	Hire of LMAG space - (Museum Boardroom OR Café OR Chelmsford) - Not for Profit Community Groups - Normal Opening Hours	Use of Facilities - other	Taxable	C	Full Day	44.00
	Hire of LMAG space - (Museum Boardroom OR Café OR Chelmsford) - Corporate or Private - Normal Opening Hours	Use of Facilities - other	Taxable	C	1/2 Day (4 Hours or less)	$100 plus Cost Recovery for additional service (eg, bar, catering) + at least one
	Hire of LMAG space - (Museum Boardroom OR Café OR Chelmsford) - Not for Profit Community Groups - Normal Opening Hours	Use of Facilities - other	Taxable	C	1/2 Day (4 Hours or less)	22.00
581	Touring Exhibition Entry Fee	Use of Facilities - other	Taxable	c	Person/Per Day	By Quote
582	Art & Cultural Education Workshops	Use of Facilities - other	Taxable	E	Person/Per Day	By Quote
583	Cultural Events	Use of Facilities - other	Taxable	E	Person/Per Day	By Quote
585	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE/PRIVATE - Normal Opening Hours	Use of Facilities - other	Taxable	E	Hour	63.00
586	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE/PRIVATE (After Hours. i.e. 3pm)	Use of Facilities - other	Taxable	E	Hour	94.00
587	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE WeekDay (After Hours. i.e. 3pm)	Use of Facilities - other	Taxable	E	1/2 Day (4 hrs or less)	173.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE WeekDay (After Hours. i.e. 3pm)	Use of Facilities - other	Taxable	E	Full Day	235.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - COMMUNITY GROUPS WeekDay (After Hours. i.e. 3pm)	Use of Facilities - other	Taxable	E	1/2 Day (4 hrs or less)	58.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - COMMUNITY GROUPS WeekDay (After Hours. i.e. 3pm)	Use of Facilities - other	Taxable	E	Full Day	84.00
587	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE WeekDay (Mon to Fri)	Use of Facilities - other	Taxable	E	1/2 Day (4 hrs or less)	147.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - CORPORATE WeekDay (Mon to Fri)	Use of Facilities - other	Taxable	E	Full Day	194.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - COMMUNITY GROUPS WeekDay (Mon to Fri)	Use of Facilities - other	Taxable	E	1/2 Day (4 hrs or less)	58.00
588	Hire of LMAG space - (Main Gallery OR Terrace) - COMMUNITY GROUPS WeekDay (Mon to Fri)	Use of Facilities - other	Taxable	E	Full Day	79.00
589	Cleaning Fee For Hire of LMAG space (all spaces)	Use of Facilities - other	Taxable	C	Clean	Cost Recovery
1000	Hire of LMAG space / facilities - Refundable Bond	Use of Facilities - other	GST Exempt	C	Facility	209.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
PUBLIC HALLS						
Murrami Hall						
135	Hire of hall	Use of facilities - hall	Taxable	C	Part/full Day	121.00
135	Hire of kitchen	Use of facilities - hall	Taxable	C	Part/full Day	53.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	**Remove**
135	Hire of Council facilities – refundable bond	Use of facilities - other	GST Exempt	C	Facility	209.00
Whitton Hall						
135	Hire of hall for balls/ weddings	Use of facilities - hall	Taxable	C	Full Day	235.00
135	Hire of hall for discos, parties etc	Use of facilities - hall	Taxable	C	Full Day	235.00
135	Hire of hall for Daytime Events – child's birthDay party/baby shower etc	Use of facilities - hall	Taxable	C	Part/ full Day	29.00
135	Hire of meeting room (Day or night)	Use of facilities - hall	Taxable	C	2–4 Hours	17.00
135	Hire of bain marie	Use of facilities - other	Taxable	C	Item	17.00
135	Hire of chairs	Use of facilities - other	Taxable	C	Item	2.20
135	Hire of trestles	Use of facilities - other	Taxable	C	Item	17.00
135	Hire of Council facilities – refundable bond	Use of facilities - other	GST Exempt	C	Facility	209.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery
Yanco Community Hall						
135	Hire of hall	Use of facilities - hall	Taxable	C	Full Day	345.00
135	Hire of hall	Use of facilities - hall	Taxable	C	Part Day	173.00
135	Hire of kitchen/supper room only	Use of facilities - hall	Taxable	C	Half Day	58.00
135	Hire of kitchen/supper room only	Use of facilities - hall	Taxable	C	Full Day	116.00
135	Hire of supper room only for meetings	Use of facilities - hall	Taxable	C	Per Person	6.80
135	Hire of Council facilities – refundable bond	Use of facilities - other	GST Exempt	C	Facility	230.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	**Remove**
Yanco Markets Site						
	4m x 4m stallholder Site (outside)	Use of facilities	Taxable	C	item	11.00
	8m x 4m stallholder Site (outside)	Use of facilities	Taxable	C	item	20.00
	1 table for stallholder Site (inside)	Use of facilities - hall	Taxable	C	item	11.00
	2 tables for stallholder Site (inside)	Use of facilities - hall	Taxable	C	item	20.00
	3 tables for stallholder Site (inside)	Use of facilities - hall	Taxable	C	item	30.00
	Kitchen Use by Caterers - $30	Use of facilities - hall	Taxable	C	Per Event	34.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
PUBLIC HALLS (Continued)						
Leeton Multipurpose Centre (MPC) & CWA Halls-Hire Fees						
1000	Hire of any of Councils Facilities - Refundable Bond	Use of Facilities - other	GST Exempt	C	Facility	210.00
	Casual Hire Council Facilities - Public Liability Insurance Fee etc (per hire)	Use of Facilities - other	Taxable	E	Fee	**Remove**
1001	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the kitchen and all toilets - COMMUNITY GROUPS WeekDay (Mon to Fri)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1002	COMMUNITY GROUPS/ PRIVATE HIRE - MPC Hire of One (1) Space only (ie. CWA Exhibition Hall / Gordon Hall / Training Room / Workshop, including the kitchen and all toilets) Weekdays/ Weekends	Use of Facilities - MPC	Taxable	C	Per Hire Per Day	78.00
1003	CORPORATE/ BUSINESS GROUPS - MPC Hire of One (1) Space only (ie. CWA Exhibition Hall / Gordon Hall / Training Room / Workshop, including the kitchen and all toilets) Weekdays/ Weekends	Use of Facilities - MPC	Taxable	C	Per Hire Per Day	144.00
1004	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen - CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
1005	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen and all toilets - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1006	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop, including the Kitchen and all toilets - COMMUNITY GROUPS Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
1007	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop - including the Kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1008	CWA Exhibition Hall or Gordon Hall or Training Room or Workshop - including the Kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
1009	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - MPC	Taxable	C	Up to 2 Hours	**Remove**
1010	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1011	Small Meeting Room - COMMUNITY GROUPS	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
1012	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - MPC	Taxable	C	Up to 2 Hours	**Remove**
1013	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1014	Small Meeting Room - CORPORATE/PRIVATE	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
135	Large Kitchen - COMMUNITY GROUPS	Use of Facilities - MPC	Taxable	C	If used in conjunction with other	**Remove**
1015	Large Kitchen - COMMUNITY GROUPS (rate depends on stated use)	Use of Facilities - MPC	Taxable	C	if used on its own	**Remove**
135	Large Kitchen - CORPORATE/PRIVATE	Use of Facilities - MPC	Taxable	C	If used in conjunction with other	**Remove**
1016	Large Kitchen - CORPORATE/PRIVATE (rate depends on stated use)	Use of Facilities - MPC	Taxable	C	if used on its own	**Remove**
1017	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - COMMUNITY GROUPS WeekDay (Mon to Fri)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1018	COMMUNITY GROUPS / PRIVATE HIRE- (ie. CWA Exhibition Hall / Gordon Hall / Training Room / Workshop, including the kitchen and all toilets) Weekdays/ Weekends	Use of Facilities - MPC	Taxable	C	Per Hire Per Day	154.00
1019	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
1020	CORPORATE/ BUSINESS GROUPS - MPC (ie. CWA Exhibition Hall / Gordon Hall / Training Room / Workshop, including the kitchen and all toilets) Weekdays/ Weekends	Use of Facilities - MPC	Taxable	C	Per Hire Per Day	395.00
1023	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	1/2 Day (4 hrs or less)	**Remove**
1024	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen - CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - MPC	Taxable	C	Full Day	**Remove**
1025	Outdoor Area and Toilets - COMMUNITY GROUPS	Use of Facilities - MPC	Taxable	C	Per Use	**Remove**
1026	Outdoor Area and Toilets - CORPORATE/PRIVATE	Use of Facilities - MPC	Taxable	C	Per Use	**Remove**
1027	Combined - Halls (CWA Exhibition & Gordon), small meeting room & kitchen	Use of Facilities - MPC	Taxable	C	Multiple/consecutive Days	**Remove**
1028	Office Spaces - Permanent or Casual Basis	Use of Facilities - MPC	Taxable	C	Negotiated based on rental	**Remove**
Leeton Multipurpose Community Centre - Community Group Membership Fees						
1029	Level 1 (one monthly meeting)	Use of Facilities - MPC	Taxable	C	Yearly	288.00
1030	Level 2 (one fortnightly meetings)	Use of Facilities - MPC	Taxable	C	Yearly	572.00
1031	Level 3 (one weekly meetings)	Use of Facilities - MPC	Taxable	C	Yearly	1,040.00
	Additional use/meetings above membership provision	Use of Facilities - MPC				**Remove**
1032	Storage Spaces - small	Use of Facilities - MPC	Taxable	C	Yearly	78.00
1033	Storage Spaces - large	Use of Facilities - MPC	Taxable	C	Yearly	105.00
LIBRARY						
505	Library Photocopy Charges - A4 self service black and white copies	Use of General Equipment Fee - Library	Taxable	E	Page	0.60
501	Library Photocopy Charges - A3 self service black and white copies	Use of General Equipment Fee - Library	Taxable	E	Page	1.10
506	Library Photocopy Charges - A4 self service colour copies	Use of General Equipment Fee - Library	Taxable	D	Page	1.60
507	Library Photocopy Charges - A3 self service colour copies	Use of General Equipment Fee - Library	Taxable	D	Page	3.20
502	Library Replacement Cards	Replacement Membership Card Fee	GST Exempt	D	Card	2.00
509	Library Laminating - per Sheet	Laminating Fee	Taxable	D	Sheet	6.10
500	Library Lost or Damaged Books Purchase Cost Plus Replacement Fee	Lost or damaged library item replacement/repair cost	GST Exempt	D	Book	Cost Recovery
510	Library Lost or Damaged Books Replacement Fee	Lost or damaged library item replacement/repair cost	GST Exempt	D	Book	Cost Recovery
	RRL - Childrens Program participation Fee	Attendance Fee		E	Program	2.00
	Non Resident Annual membership Fee	Membership Fee		E	Annual	35.00
	Book Club Annual membership Fee	Membership Fee		E	Annual	2.10
	Library Lost or Damaged Collection Items	Lost or damaged library item	GST Exempt	D	Book	$10 plus Costs
	Library Lost or Damaged CD/DVD case	Lost or damaged library item replacement/repair cost	GST Exempt	D	Book	3.30
	Library Lost or Damaged Book Club Collection Items	Lost or damaged library item replacement/repair cost	GST Exempt	D	Book	40.00
511	Inter Library Loan - Search Fee	Library inter library loan processing	Taxable	D	Book	4.40
	Inter Library Loan - Loan request from non reciprocal libraries	Library inter library loan processing Fee	Taxable	D	Book	33.60
	Inter Library Loan - From Overseas	Library inter library loan processing Fee	Taxable	D	Book	Cost Recovery
	Inter Library Loan - Rush Fee	Library inter library loan processing	Taxable	D	Book	61.30
	Inter Library Loan - Express Fee	Library inter library loan processing	Taxable	D	Book	83.00
	Reservation Fee	Library intra RRL Book Reservation Fee		E	Book	No Charge
504	Meeting Room Hire - Henry Lawson Room - Corporate or Private	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	94.00
512	Meeting Room Hire - Henry Lawson Room - Corporate or Private	Use of Facilities - Other	Taxable	C	Full Day	176.00
515	Meeting Room Hire - Not for Profit Community Groups	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	22.00
516	Meeting Room Hire - Not for Profit Community Groups	Use of Facilities - Other	Taxable	C	Full Day	44.00
	Cleaning Fee For Hire of space	Use of Facilities - other	Taxable	C	Clean	Cost Recovery

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
ROADS, PIPELINES, TRANSPORT & COMMUNICATIONS						
Kerbing, Cross-overs						
650	Kerb & Guttering - Frontage	Works charge - Council initiated	Taxable	C	Metre	1/2 Actual Cost + GST
Roads - Section 138 Roads Act – Permits & Approval **Note:** Permits must be obtained with the appropriate Fees and charges paid prior to any works commencing in, on, below, or above the Council						
652	Section 138 Roads Act – General Administration Fee	Per Section 138 Roads Act Application type or per driveway, for temporary occupation of footways, roadways or public reserves, Type A or Type B or Type C hoardings within the road reserve, provided within 10 working Days	GST Exempt	C	Per Application (Non refundable)	146.00
	Section 138 Roads Act - Urgent Approval – Administration Fee	Urgent Application, to be completed within 2 working Days	GST Exempt	C	Per Application (Non	261.00
	Reinspection Fee	Reinspection Fee for works under section 138 Roads Act 1993 on Council land/within road reserve	GST Exempt	C	Per Application (Non refundable)	121.00
	Public Notification and or Advertising – when public advertising/Signage is required in accordance with legislation	Advertising requirements including Newspaper, social media and neighbour notification (where required)	GST Exempt	C	Per Application (Non refundable)	184.00
653	Opening Fees - Applicant to do works - Other Road Reserve Openings	Road Opening Permit Fee (Section 138)	GST Exempt	C	Opening	77.00
New	Engineering Review and Inspection	Review engineering drawings and conduct construction inspections			Per hour (pro-rata applied per part hour)	100.00
ROADS, PIPELINES, TRANSPORT & COMMUNICATIONS						
Road Reserve Lease (Council owned, controlled or managed land) **Note:** The term of a lease together with any option to renew must not exceed five (5) Years						
	Preparation - New Application - Adminstration Fee for Lease of Road Reserve for Community, Non-For-Profit Organisations, Private Residents	New Road Reserve Lease Agreement - Administration Fee	Y	C	Per Application (Non refundable)	290.00
	Renewal Application of a Lease of Road Reserve for Community, Non-For-Profit Organisations, Private Residents	Renewal Road Lease Agreement - Adminstration Fee	Y	C	Per Application (Non refundable)	86.00
	Preparation - New Application - Adminstration Fee for Lease of Public Road Reserve for Business, Commercial Entities, Farms, Agriculture, Aquaculture.	New Road Reserve Lease Agreement - Administration Fee	Y	C	Per Application (Non refundable)	376.00
	Renewal Application of a Lease of Road Reserve for Business, Commercial Entities, Farms, Agriculture, Aquaculture.	Renewal Road Reserve Lease Agreement - Adminstration Fee	Y	C	Per Application (Non refundable)	188.00
	Crown Land Application to Transfer Crown Road to Council Public Road – Admintration Fee	Administration Fee if the road purchase Application is supported for sale, additional purchasing Fees are payable at that time.	Y	C	Per Application (Non refundable)	795.00
	Temporary Closure of a Public Road Reserve – Application Fee	This is for Road Reserve only for Temporary Public Road Closure.	Y	C	Per Application (Non refundable)	267.00
	Lease Fees per annum for Road Reserves, Drainage Reserves etc,	Annum payable Fee will be based on current land values plus rates for Community, Non-For-Profit Organisations, Private Residents, Business, Commercial Entities, Farms, Agriculture, Aquaculture.	Y	C	Base Rent, calculated per hectare of leased road	Calculation of Base Rent = Size of Road Licenced Area x Cost per per Hectare x 5%
	Public Notification and or Advertising – when public	Advertising requirements including Newspaper, social media and	N	C	Per Application	184.00
	Any additional costs associated with Road Lease process	Are to be borne by the applicant (e.g. surveys, legal Fees, valuations, title	Y	C	Per Requirement	Cost Recovery
	Fee for preparing Road Reserve Lease by Legal Practitioner	Cost associated with legal practitioner Fees and charges	Y	C	Per Legal Service	Cost Recovery

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
Road Closure – Permanent Closure and Sale of Road (Formed & Unformed Council Roads)						
Stage 1: Initial						
50 T 51 F	Initial Application Fee for Road Closure	Processes include preliminary internal investigations, status search/report and report back to applicant with investigation result and may also include administration and submission of a report to Council to seek approval to close road and sell land or refused for progression to the next stage of the process.	Y	C	Per Application (Non refundable)	3,106.00
	Road Status Search Fee	Road status investigated to confirm the road is Council Road	Y	C	Per Application (Non refundable)	Cost Recovery
	Valuation Determination - Sale Compensation	Valuer instructed to prepare valuation to determine sale compensation amount. Conducted by Certified Practising Valuer, cost on charged to applicant.	Y	C	Per Application	Cost Recovery
	Public Notification and or Advertising – when public advertising/Signage is required in accordance with legislation for Stage 1	Advertising requirements including Newspaper, social media and neighbour notification (where required)	GST Exempt	C	Per Application (Non refundable)	184.00
Stage 2: Closure Administration Fees for Community, Non-For-Profit Organisations, Private Residents, Business, Commercial Entities,						
52 T 53 F	Permanent Road Closure Application	Process includes Council administration of notification requirements under S38B of the roads act, review of submissions, and compilation of final report to Council seeking approval or rejection of the Application.	Y	C	Per Application (Non refundable)	5,875.00
	Fee for preparing Deed of Sale by Legal Practitioner	Cost associated with legal practitioner Fees and charges pertaining to preparing agreement	Y	C	Per Legal Service	Cost Recovery
	Processing Fee Road Closure – Survey Plans	Applicants will be requested to supply the survey plan. If Council is required to source the survey plan, this Fee is payable.	Y	C	Per Survey Plan	Cost Recovery
	Compensation – Valuer	Market Value as determined by Valuation Report conducted by Certified Practising Valuer. Compensation payable to Council.	Y	C	Per Application	Market Value
	Additional Costs to finalise road closure process	Applicant to meet all fair and reasonable costs to Council such as valuation Fees, surveyor Fees, legal costs, subdivision Certificate Fees, Gazette, Certificate of Title, LRS Fees, DA Fees and statutory charges.	Y	C	Per Application	Cost Recovery

Fees and Charges for 2025-2026						
Cost Centre	**Particulars**	**Generic Fee Description**	**GST Status**	**Pricing Policy Code**	**Unit**	**2025-2026**
ROADS, PIPELINES, TRANSPORT & COMMUNICATIONS						
Pipeline Works and Agreements in Road Reserve and Council Controlled Land **Note:** Permits must be obtained with the appropriate Fees and charges paid prior to any works commencing in, on, below, or above the Council						
	New Application for Pipeline Agreement (including irrigation) for Community, Non-For-Profit Organisations, Private Residents	New Pipeline Agreement - Administration Fee for Community, Non-For-Profit Organisations, Private	Y	C	Per Application (Non	290.00
	Renewal Application for Pipeline Agreement (including irrigation) for Community, Non-For-Profit Organisations,	Renewal Pipeline Agreement - Administration Fee for Community, Non-For-Profit Organisations / Private	Y	C	Per Application (Non	86.00
	New Application for Pipeline Agreement (including irrigation) for Business for Commercial Entities / Farms / Agriculture /	New Pipeline Agreement - Administration Fee for B Business, Commercial Entities, Farms,	Y	C	Per Application (Non	376.00
	Renewal Application for Pipeline Agreement for Business Commercial Entities / Farms / Agriculture / Aquaculture	Renewal Pipeline Agreement - Administration Fee for Business, Commercial Entities, Farms, Agriculture, Aquaculture	Y	C	Per Application (Non refundable)	188.00
	Additional Costs to finalise pipeline agreement	Other costs associated with consent are to be borne by the applicant (e.g. surveys, legal Fees, valuations, title	Y	C	Per Application	Cost Recovery
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: 0.0m up to 0.1m diameter inclusive - up to 30m length	N	C	Per Annum	135.00
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: 0.0m up to 0.1m diameter inclusive - Additional Length over 30m	N	C	Per M	4.00
	Fee per KM Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place (5-Year agreement)	Prepayment (maximum 5 Years) per KM or part thereof, based on $650 per KM, minimum 100 Metres charged.	N	C	per Kilometer	**Remove**
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: Greater than 0.1m up to 0.3m diameter inclusive - up to 30m length	N	C	Per Annum	310.00
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: Greater than 0.1m up to 0.3m diameter inclusive - Additional Length over 30m	N	C	Per M	10.00
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: Greater than 0.3m up to 1.0m diameter inclusive - up to 30m length	N	C	Per Annum	750.00
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: Greater than 0.3m up to 1.0m diameter inclusive - Additional Length over 30m	N	C	Per M	25.00
	Installation of rail, pipe, wire, or cable in, on, or over a road reserve, public road or place	Size: Greater than 1.0m diameter.	N	C	Per Annum	As Negotiated
	Public Notification and or Advertising – when public advertising/Signage is required in accordance with legislation for Stage 1	Advertising requirements including Newspaper, social media and neighbour notification (where required)	N	C	Per Application (Non refundable)	184.00
	Fee for preparing a Pipeline Agreement by Legal Practitioner instead of inhouse	Cost associated with legal practitioner Fees and charges pertaining to preparing agreement	Y	C	Per Agreement	Cost Recovery
Private Works (NOTE: Refer to Council's Private Use of Council Tools, Plant, Property & Equipment Policy)						
INV	Private Works - Roadways: Sealed surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Roadways: Gravel surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Roadways: Earth surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Roadways: Other	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Footpaths: Concrete footpaths (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Footpaths: Gravelled surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Footpaths: Earth surfaces (per sq M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Kerb & Gutter (per lineal M)	Works charge - owner/developer initiated	Taxable	D	Opening	As Negotiated
INV	Private Works - Jet patcher Bitumen Emulsion	Sale or supply of Building Materials	Taxable	C	Litre	By Quote
INV	Private Works - Jet patcher Sealing	Sale or supply of Building Materials	Taxable	C	m3	By Quote
INV	Private Works - CCTV Inspection Establishment	Site establishment - CCTV Inspection of pipe network	Taxable	C	Each	By Quote
INV	Private Works - CCTV Inspection	CCTV Inspection of pipe network	Taxable	C	Lineal Metre	Cost Recovery
INV	Private Works - Report (Minimum Charge $120)	Engineering report or Asset condition report	Taxable	C	Each	By Quote

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
Footpaths						
667	Footpaving - Frontage	Works charge - Council initiated	GST Exempt	E	Metre	1/2 Actual Cost
TRANSPORT & COMMUNICATIONS						
Traffic Count Information						
670	Collection, processing and supply of new traffic count information	Fee for accessing or printing required information	Taxable	C	Per Unit Per Week	489.00
671	Supply of existing traffic count information	Fee for accessing or printing required information	Taxable	C	Per Report	103.00
Car Park Hire						
674	Hire of regulated timed car park spaces	Use of Facility - Other	Taxable	E	Per space Per Day	49.00
675	Hire of unregulated car park spaces	Use of Facility - Other	Taxable	E	Per m2	0.35
TRANSPORT & COMMUNICATIONS						
Signage						
676	Assessment/Application Fee	Signage Fee	Taxable	C	Sign	109.00
677	For the supply and installation of a new standard Sign on an existing Sign pole	Signage Fee	Taxable	C	Sign	217.00
678	Replace and existing standard Sign (price dependant on damages or replacement needs)	Signage Fee	Taxable	C	Sign	Cost Recovery
679	Relocate an existing Sign	Signage Fee	Taxable	C	Sign	153.00
680	Non Standard Sign	Signage Fee	Taxable	C	Sign	Cost + 10% for the supply and installation of a
681	Annual Licence Fee	Signage Fee	Taxable	C	Sign	65.00
682	Five Year Licence Fee	Signage Fee	Taxable	C	Sign	254.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
ECONOMIC & TOURISM ACTIVITIES						
Visitor Information Centre (VIC) and Tourism						
950	Tourism Photocopying - A4 Black and White	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.20
951	Tourism Photocopying - A4 Colour	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.65
952	Tourism Photocopying - A3 Black and White	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	2.30
953	Tourism Photocopying - A3 Colour	Use of General Equipment Fee - Civic and other. Staff Assisted	Taxable	D	Page	4.40
954	Local Product Demonstration - Adult	Admission Fee - tours	Taxable	C	Person	15.00
955	Local Product Demonstration - Children under 14 yrs accompanied by an adult	Admission Fee - tours	Taxable	C	Person	10.00
956	Local Product Demonstration - Student (groups)	Admission Fee - tours	Taxable	C	Person	10.00
1000	Hire of Council facilities - Refundable Bond	Use of Facilities - Other	GST Exempt	C	Facility	209.00
958	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	105.00
959	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	198.00
960	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	182.00
961	Presentation Room or Inside Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	358.00
962	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	56.00
963	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	88.00
964	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	83.00
965	Presentation Room or Inside Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	165.00
966	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	66.00
967	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	127.00
968	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	132.00
969	Gazebo and West Verandah (Incl Toilets) CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	220.00
970	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	34.00
971	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	66.00
972	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	1/2 Day (4 hrs or less)	83.00
973	Gazebo and West Verandah (Incl Toilets) COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	127.00
974	Whole Facility CORPORATE/PRIVATE WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	494.00
975	Whole Facility CORPORATE/PRIVATE Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	614.00
976	Whole Facility COMMUNITY GROUP WeekDay (Mon to Fri)	Use of Facilities - Other	Taxable	C	Full Day	248.00

Fees and Charges for 2025-2026						
Cost Centre	Particulars	Generic Fee Description	GST Status	Pricing Policy Code	Unit	2025-2026
ECONOMIC & TOURISM ACTIVITIES						
Visitor Information Centre (VIC) and Tourism (Continued)						
977	Whole Facility COMMUNITY GROUP Weekend (Sat/Sun)	Use of Facilities - Other	Taxable	C	Full Day	307.00
978	Plus Kitchen - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	Booking	66.00
979	Plus Kitchen - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	Booking	34.00
980	Plus Tables & Chairs (Hirer sets up) - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	Per Seating of 10	17.00
981	Plus Tables & Chairs (Hirer sets up) - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	Per Seating of 10	8.80
982	Plus Tables & Chairs (Council sets up) - CORPORATE/PRIVATE	Use of Facilities - Other	Taxable	C	Per Seating of 10	29.00
983	Plus Tables & Chairs (Council sets up) - COMMUNITY GROUP	Use of Facilities - Other	Taxable	C	Per Seating of 10	15.00
984	Tourism Inbound Tours - less than 10 people	Admission Fee - tours	Taxable	C	Per Bus	105.00
985	Tourism Inbound Tours - more than 10 people	Admission Fee - tours	Taxable	C	Per Bus	187.00
Gogeldrie Riverside Park						
	Day Entry Fee	Use of Facilities	Taxable	C	Per Person, all ages	$2 by donation
Camping/Caravan Fees						
	aged over 16 Years - Minimum $25.00/Site	Use of Facilities	Taxable	C	Per Person/night	16.00
	aged 6 to 16 Years	Use of Facilities	Taxable	C	Per Person/night	8.40
Camping/Caravan Fees – additional charges						
	Additional charges	Use of Facilities	Taxable	C	Per Person per night	2.10
	Washing Machine	Use of Facilities - Other	Taxable	C	Per Cycle	5.30
	Dryer	Use of Facilities - Other	Taxable	C	Per Cycle	5.30
	Hire of Function Shed (Bond)	Use of Facilities (Bond)	Taxable	C	Per Function	209.00
	Hire of Function Shed	Use of Facilities	Taxable	C	Per Function	230.00
PLANT HIRE						
Plant Hire and Sundry Charges						
753	Aerial On Water Tower	Plant and machinery hire Fee	Taxable	D		As Negotiated
ALL PLANT AND MACHINERY HIRE (NOTE: Refer to Council's Private Use of Council Tools, Plant, Property & Equipment Policy)						
Plant Hire (NOTE: Prices *EXCLUDE* operator costs. In all cases, Council plant is to be operated by Council employees.)						
754	Light Vehicles	Various	Taxable	D	KM	By Quote
755	Truck Small	Various	Taxable	D	Hour	By Quote
756	Truck 2M To 4M	Various	Taxable	D	Hour	By Quote
757	Truck Large	Various	Taxable	D	Hour	By Quote
758	Street sweeper	Various	Taxable	D	Hour	By Quote
759	Jet patcher	Various	Taxable	D	Hour	By Quote
760	Tractor/Loader/Backhoe	Various	Taxable	D	Hour	By Quote
761	Water Tanker/Fire Tanker/Spray Truck	Various	Taxable	D	Hour	By Quote
762	Graders	Various	Taxable	D	Hour	By Quote
763	Rollers/Compactor/Stabiliser	Various	Taxable	D	Hour	By Quote
764	Sundry Plant	Various	Taxable	D	Hour	By Quote
765	Mowers	Various	Taxable	D	Hour	By Quote

Long Term Financial Plan

for the period 2025 - 2035

LEETON
SHIRE COUNCIL

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1. Message from the Mayor and General Manager

Greetings to Leeton Shire Council Ratepayers and Residents

This Long Term Financial Plan (LTFP) 2025-2035 sets out Council's forecast costs to deliver services to the residents of Leeton Shire Council over the next 10-years.

The LTFP is influenced by a series of assumptions over the next 10 years, including Council's adopted Asset Management Plans. We have infrastructure valued at over $560M which needs to be appropriately maintained so that it doesn't become a burden on future generations.

Under the Local Government Act, Council is required to run a financially sustainable organisation. While there are no immediate liquidity concerns, the risk is drawing closer. Leeton Shire Council is definitely not financially sustainable over the long run.

Under this LTFP 2025-2035, Council will start running out of cash by 2028/29 and will have to begin using its internal reserves. This is not prudent financial governance and needs to be addressed.

Further, this reality is now impacting Council's ability to meet community expectations for new and/or expanded services. Council has had to balance current community aspirations as set out in the Community Strategic Plan with its depleted ability to fund major capital costs and ongoing operational costs for discretionary projects.

Given the situation with Council's general fund, the base case in this LTFP assumes largely business as usual including completing capital works for essential services in the main (e.g. water, sewer, cemetery expansion). There is a modest amount of master planning and detailed design included for a range of discretionary projects so that we are 'shovel ready' in the event government grants come available at a future date.

The exception to this is the housing project at Brobenah Rd (former caravan park) where Council will continue to spearhead a subdivision and enabling infrastructure with the aim of addressing the significant shortage of affordable housing stock in Leeton Shire. To achieve this we have applied for funding to cover 80% of the subdivision costs. This project does not include the houses themselves and may require a future partnership with a developer or community housing provider. We will also endeavour to work with Homes NSW to increase our social housing stock in Yanco at Eventide Homes.

Work health and safety is something Council must take seriously so some funds have been set aside to do some urgent safety works and a masterplan at Whitton Museum. It is also important to protect our assets so roof renewals at LMAG and the Stadium will proceed, with the Stadium roof project also helping to drive improved energy-use efficiencies at the Leeton Pool.

As well as the base case, Council has presented two alternative scenarios for the General Fund only. The first includes the full Leeton sports precinct (re)development with the expansion of the stadium, and the second excludes all (new) discretionary capital projects, including those in the Base Case. Scenario 1 sees our capital exhausted sooner in 2028/29, and Scenario 2 gives us slightly longer relief financially but fails to set us up to be shovel ready with the community's aspirational projects that will help make Leeton more prosperous or more attractive for residents. It should be noted that Scenario 2 also does not solve our long term sustainability issues.

Council has engaged the services of Professor Joseph Drew of Newcastle University to provide an independent study into our financial sustainability. His report is nearing completion and will be released publicly in August 2025. Professor Drew is recommending Council commences a Financial Sustainability Improvement Plan in the first instance, before considering a Special Rate Variation. Once the Improvement Plan is complete (in about a year), the LTFP will be updated accordingly. Initial indications are that a 25% to 35% SRV may need to be explored during the 26/27 year with a potential implementation date of 1 July 2027. But nothing is locked in yet for any SRV - it is simply being flagged here as being highly likely during this term of Council. Council's first commitment to residents is to ensure every other opportunity to improve the financial situation has been fully exhausted first.

The Water and Sewer Funds both have only Base Cases as all capital works are deemed essential at this stage.

We look forward to continuing to engage with residents deeply and meaningfully about the best way forward to achieve financial sustainability at Leeton Shire Council.

Sincerely

Cr George Weston
Mayor

Jackie Kruger
General Manager

2. Introduction

Council's current Long Term Financial Plan (LTFP) has been reviewed and updated using Council's LTFP modelling tool developed by LG Solutions to reflect the following:

- The current 2024/25 and 2025/26 budget decisions/forecasts have been updated within the LTFP to inform the starting point.
- Refinement of the 10 years Capital Works Program and alignment to the Asset Management Plans that have been approved for Water, Wastewater (Sewerage), Transport, Stormwater and Buildings Asset classes.
- Refinement of the planning assumptions for each revenue and expenditure type within the model. It is impossible to be precise about forward projections, but it is important to understand the key factors used within the model to help explain variations from year to year.

The LTFP is a dynamic document, reviewed and updated annually, changing as the needs, strategies and financial position of the Council change over time. This means that the LTFP is updated with the latest known budget information and assumptions each year as part of the development of the Annual Budget (Operational Plan).

This LTFP covers the period 2025 to 2035.

3. Background

Council operates General (including domestic waste business), Water and Sewer Funds. The General Fund financial position is unsustainable at the current levels of expenditure and income due to a range of issues. These include the long-term impacts of rate capping which sees rates income capped and expenses uncapped, driven by economic conditions like:

- Inflation and other market factors
- Cost shifting from state government to local government, such as new internal Audit and Risk Committee obligations, the emergency service levy and, more recently, grant-funded construction of new assets. These all impose additional operating costs on councils.

Since its 'Fit For the Future' Improvement Plan in 2015, Council has highlighted the financial sustainability challenges faced by General Fund. This situation will not change in the medium or long term without active intervention. In 2018 and 2022, Council sought expert advice from Morrison Low on its financial position and on both occasions a Special Rate Variation (SRV) was recommended. In 2022 Council endorsed the recommendation that this deficit be addressed by way of a SRV in order to maintain the General Fund's financial sustainability over the longer term, however, the SRV did not proceed.

To continue the financial sustainability path Council must:

- Ensure future cash budgets are in surplus to restore an adequate level of working capital.
- Consider opportunities to increase revenue including reviewing rates and charges revenue including the possibility of applying in future for an SRV.
- Continue to look for opportunities for efficiencies and reprioritisation of services to financially sustainable levels each year.

4. Planning Assumptions

The following table outlines Council's planning assumptions by revenue and expenditure types. Included within the assumptions is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

Category	2026/27	2027/28	2028/29	2029/30	2030/31 to 2034/35
CPI (Inflation)	3.0%	3.0%	3.0%	3.0%	3.0%
Rate Peg	2.8%	2.9%	2.9%	2.9%	2.9%
General Annual Charges	3.0%	3.0%	3.0%	3.0%	3.0%
Water Annual and User Charges	5.0%	5.0%	5.0%	5.0%	5.0%
Sewerage Annual and User Charges	7.0%	7.0%	7.0%	7.0%	7.0%
Fees and Charges	3.0%	3.0%	3.0%	3.0%	3.0%
Grants and Contributions	3.0%	3.0%	3.0%	3.0%	3.0%
Other Revenues	3.0%	3.0%	3.0%	3.0%	3.0%
Other Income	3.0%	3.0%	3.0%	3.0%	3.0%
Interest Returns	3.0%	2.5%	2.5%	2.5%	2.5%
Employee Expenses	3.0%	3.0%	3.0%	3.0%	3.0%
Materials and Services	3.0%	3.0%	3.0%	3.0%	3.0%
Depreciation	Defined by Asset Class	Defined by Asset Class	Defined by Asset Class	Defined by Asset Class	Defined by Asset Class
Other Expenses	3.0%	3.0%	3.0%	3.0%	3.0%

Inflation (CPI)

The Reserve Bank (RBA) has forecast underlying inflation to be a bit above the midpoint of the 2-3% range from late 2025. The target for CPI for the RBA is to maintain inflation between 2% and 3%.

Based on this assumption Council has selected the high point for CPI to apply across the term of the LTFP. While most Councils tend to select the mid-point at 2.5%, this does not take into account that there are significant material and service costs that impact Council over and above the all groups CPI determination. Inflation on goods and services used by Council has been even higher than the measured Consumer Price Index (CPI) due to the high cost growth on specific goods and services used by Council (for example construction materials, fuel and service industries).

Rate Pegging

In accordance with IPART guidelines and forecast calculations Council has applied a 2.8% rate peg for 2026/27 and then an ongoing 2.9% across the term of the LTFP. IPART based their calculations on CPI and LG Award movements, therefore movements in CPI and the final LG Award determinations will impact the LTFP annually.

Annual Charges

Annual charges primarily relate to the Water, Sewerage and Domestic Waste businesses and are not tied by Rate Pegging and therefore Council has opted to apply the high Point of the expected CPI for the term of the LTFP from 2026/27 for Domestic Waste Fund and applied 7% for Sewerage and 5% for Water to achieve financial sustainability.

User Charges and Fees

This includes all of Council's general fees and charges like:

- Water user charges
- Trade waste user charges
- Waste tipping fees
- Swimming Pool fees
- Childcare fees
- Golf Course fees
- Application fees – Development applications, Section 603 certificates, other Planning fees etc.

No major fluctuations are expected in the volumes of other income. Prices will be adjusted in line with CPI on an annual basis.

Other Revenues

No major fluctuations are expected in the volumes of other income. Prices will be adjusted in line with CPI on an annual basis. For this reason, other revenue in the LTFP has the 3% applied for the term of the LTFP. This category covers items like legal fees recovery, fines, commissions, kiosk sales, sales of surplus water and insurance rebates.

Other Income

Rental income is forecast to grow in line with inflation as most rental reviews reference the CPI to determine the contracted rental increase. No major fluctuations are expected in the volumes of other revenue. Prices will be adjusted in line with CPI on an annual basis. For this reason, other revenue in the LTFP has the 3% applied for the term of the LTFP.

Operating Grants

Operational grants will be maintained at current levels with CPI adjustments being applied from 2026/27. The key grants included here and the amounts for the 2025/26 budget include:

- $6.36M Financial Assistance – Road and general components - ongoing
- $270K Regional Roads block grant - ongoing
- $1.05M Roads to Recovery grant - ongoing
- $98K Library subsidy - ongoing
- $50K Noxious weeds - ongoing
- $40K Road safety - ongoing
- $110K Childcare – ongoing
- $341K Trainees' Government grant (2 years only)
- $30K Splinter Awards Grants (Approx.)

Council has not included the Regional Emergency Road Repair Fund (RERRF) grant received as income in 2023/24 as ongoing as it had a fixed life. The RERRF money held in reserve is being utilized across 2024/25 and 2025/26.

Capital Grants and contributions

Capital grants, in particular, are difficult to forecast and have been high in recent years.

The major capital grants that are included in the LTFP as one off:

- $1M for Roxy 2025/26
- $300K Yanco Landfill 2025/26
- $2.66M for Brobenah Road Affordable Housing – Plus $2M in 2026/27 (Base Case only)
- $2.5M Eventide Homes/ Yanco Social Housing Expansion (100% grant funding assumed 2027/28 and 78% grant funding 2028/29 – Base Case only)
- $2M Gogelderie Weir Cabins 2029/30 (100% contribution funding – private investment)
- $1.5M Whitton Pool Renewal 2029/30 grant funded

Developer contribution income has been forecast to increase to $360K in 2025/26 and $300K annually in future years. This increase will be used to fund the following capital projects:

- $40K Gogelderie Weir – Caretaker House Renewal 2025/26
- $200K Gogelderie Weir Cabins – Planning 2026/27
- $100K Whitton Museum 2025/26
- $150K Cemetery Capital Works 2025/26 & 2026/27
- $60K Cemetery Capital Works 2029/30, 2031/32 & 2033/34
- $50K Playgrounds 2025/26, $100K 2026/27 and $50K ongoing
- $20K Bus Shelter Upgrades 2025/26, 2027/28 & $10K 2028/29

Interest Returns

Council is currently achieving an average interest rate of 4.95% to the end of March 2025, compared to 4.55% in the prior year. However, as the RBA continues to control inflation, interest rates are expected to start to reduce again. Interest on investments has been forecast at 3% for 2026/27 and reducing to 2.5% for all future years.

However, cash funds are exhausted in future years (2029/30) in both scenarios and interest returns are nil, other than interest on outstanding rates and charges.

Employee costs

Employee cost impacts can affect wages volatility including internal and external factors such as the rising cost of employment, skills shortages, staff turnover, attraction and retention of staff, an increase in superannuation benefits, maternity and paternity leave, LG Award increases, step increases and additional staff requirements due to changes in service levels.

For this category Council has elected to apply a 3.0% increase for 2026/27 and all future years.

Materials and Services

This covers the broad range of expenses incurred by Council and includes:

- Materials and consumables
- Contractor and consultancy costs
- Councillor and Mayoral fees and associated expenses
- Audit
- Insurances
- Fuel
- Advertising
- Bank charges
- Election expenses
- Electricity and heating
- Office expenses
- Street lighting
- Telephone and communications

Prices will be adjusted in line with CPI on an annual basis. For this reason, other revenue in the LTFP has the 3% applied for the term of the LTFP. The high point of CPI has been applied to take into account impacts of key council expenditure that tends to move higher than CPI like fuel, insurances transport costs etc.

Depreciation

Specific additions and adjustments for depreciation have been made for major new infrastructure being commissioned throughout the LTFP timeline. Further asset revaluations will be factored into future reviews of the LTFP.

Other Expenses

This category includes the following expense types:

- Emergency Services Levy
- NSW Fire Brigade and Rural Fire Service Levies
- Tip remediation provision expense
- Council contributions and donations

Prices will be adjusted in line with CPI on an annual basis. For this reason, other expenses in the LTFP has the 3% applied for the term of the LTFP.

Loan Borrowings

Council has factored in loans for the existing new loans scheduled to be received in 2025/26 for:

- Stadium Roof Renewal $450K
- Cemetery Expansion $480K

It is expected loans will be drawn late in 2025/26 and the loan repayments are budgeted to commence in 2026/27.

Across the term of the LTFP Council has budgeted for the following new loans to fund discretionary projects:

- $480K Cemetery Expansion 2026/27
- $1.16M for Brobenah Road Affordable Housing 2026/27
- $500K Eventide Homes/ Yanco Social Housing Expansion 2028/29
- $1M Whitton Pool Renewal 2029/30
- $2.57M Sporting Precinct (Scenario 1 only)

The impact of the new draw downs and subsequent repayments is incorporated in the LTFP at indexed amounts.

External Risks

The following is a range of identified external risks that may also impact on the LTFP should they eventuate as they could result in a significant change in operating revenue or expenditure and the need to review service levels.

- Budget reductions in state and federal governments may impact future funding provisions of grants and contributions.
- Continued increased cost-shifting from other levels of government may adversely impact current expenditure levels of Council.
- Climate change and its effect on council assets (roads, drainage, footpaths) like flood and bushfire events
- Global issues impacting cost and supply of materials.

Council will review the LTFP each year as part of the development of the Annual Operational Plan.

5. The Base Case Summaries for General Fund, Sewer Fund and Water Fund

The Base Case represents business as usual and some discretionary projects, with Council adopting rate pegging increases as per normal for General fund and selecting options that provide a financially sustainable approach for Sewerage and Water funds.

The discretionary projects are: Social housing project in Yanco, Detailed design for cabins at Gogelderie Weir, Enabling infrastructure for affordable housing subdivision at Brobenah Road, Safety works and master planning at Whitton Museum, Master planning for the sports precinct (including stadium expansion), Detail design for Whitton pool renewal.

General Fund
The General Fund rate peg is set at 2.8% for 2026/27 and then applying 2.9% from 2027/28 to 2034/35.

The Income Statement and Cashflow Statement in Section 7.1 show the impacts of continuing with the business as usual or Base Case and reaffirms that doing nothing is unviable and alternative scenarios must be considered in the next 12 months. Of note, the Base Case:

- Continues to deliver ongoing Operating deficits before Grants and Contributions provided for Capital purposes for the 10 Years – accumulating to a value of ($40.96M).
- Delivers a deficit in unrestricted cash in 2026/27 and is ongoing, showing that Council cannot fund the planned Capital Program under the Base Case.

Sewerage Fund
The Sewerage Fund charges increase is set at 7% annually for the term of the LTFP and not the rate peg as this fund is not tied to rate pegging legislation. This represents a financial sustainable option that needs to be monitored and reviewed annually, providing the community with a clear direction of future sewerage charge increases.

The Income Statement and Cashflow Statement in Section 8.1 show that this base case is financial sustainability for Sewer Fund as:

- Achieves an ongoing Operating surplus before Grants and Contributions provided for Capital purposes in 2028/29 and ongoing in future years – accumulating to a value of $5.0M.
- Achieves an improving Cash and Investment position across the 10 years and can adequately fund the current capital program. The cash position in 2034/35 is $7.2M in reserve under this scenario. While further intervention maybe required in the future for the purposes of the LTFP this can be considered a satisfactory option to be reviewed annually.

Water Fund
The Water Fund charges increase is set at 5% annually for the term of the LTFP and not the rate peg as this fund is not tied to rate pegging legislation. This represents a financial sustainable option that needs to be monitored and reviewed annually, providing the community with a clear direction of future water charge increases.

The Income Statement and Cashflow Statement in Section 9.1 show that this base case is financial sustainability for Water Fund as:

- Achieves ongoing Operating surplus before Grants and Contributions provided for Capital purposes for the term of the LTFP – accumulating to a value of $7.9M.
- Achieves an improving Cash and Investment position across the 10 years and can adequately fund the current capital program. The cash position in 2034/35 is $4.5M in reserve under this scenario. While further intervention maybe required in the future for the purposes of the LTFP this can be considered a satisfactory option to be reviewed annually.

6. Alternative Scenarios

The Local Government Act requires councils to apply sound financial management principles which include:

- achieving a fully funded operating position
- maintaining sufficient cash reserves
- having an appropriately funded capital program
- maintaining its asset base 'fit for purpose'
- having adequate resources to meet ongoing compliance obligations.

While not a formal proposal in this LTFP, to achieve financial sustainability and maintain fit for purpose infrastructure, Council will in future require a rate increase above the standard rate pegging limits. This includes the expected rate peg increases that Council would ordinarily have increased rates by, plus a further additional increase over and above rate peg. This will need to be reviewed and considered as potential viable options in the coming financial year.

Council might also consider a reduction in services/service levels to reduce expenses, or alternative/new revenue sources to generate income. In this LTFP, savings have not been included in either scenario as engagement to date has suggested the community would like to maintain all services.

Council has an obligation to ensure that it manages its financial resources sustainably, including that it has adequate revenue to cover expenditure. This LTFP looks at how Council's finances will shape up if it continues as it currently is (the Base Case) as well as modelling a different scenario considering alternative solutions.

The scenarios included this year considers excluding the discretionary Capital projects that were identified as part of the community consultation phase for the establishment of Councils Delivery Program.

6.1 Alternative Scenario 1 – Includes Sporting Precinct Development (including Stadium)

Scenario 1 has only been developed for the General Fund as this scenario represents the Base case plus the $10.4M Sporting Precinct Expansion (including Stadium) capital project and associated loan funding identified by the community as part of consultation on the Delivery Program. The Base Case is financially unviable, so Council voted to remove this project from the Base case or adopted budget and show as a separate Scenario to highlight the financial impact of this project.

Capital Program	2025/26	2026/27	2027/28	2028/29	Totals	Indexed Totals	Loan Funding Indexed	Grant Funding Indexed
Sporting Precinct Expansion (including Stadium)	600,000	7,892,000	987,000	987,000	10,466,000	10,854,390	2,725,630	8,128,760

General Fund
The Income Statement and Cashflow Statement in Section 7.3 show the impacts of adopting Scenario 1 for the General Fund. This option worsens the financial viability of Council, delivering the following key results:

- Continues to deliver ongoing Operating deficits before Grants and Contributions provided for Capital purposes for the 10 Years – accumulating to a value of ($41.49M).
- Still delivers a deficit in unrestricted cash in 2026/27 and is ongoing, resulting in council running out of all cash in 2030/31 - showing that Council cannot fund the planned Capital Program under Scenario 1.

This option is also financially unsustainable.

6.2 Alternative Scenario 2 – Excludes Discretionary Capital Projects

Scenario 2 has only been developed for the General Fund as this scenario represents the Base case less the discretionary capital projects identified by the community as part of consultation on the Delivery Program. The Base Case is financially unviable, so the discretionary projects have been removed to show key impacts on the LTFP.

The Discretionary Projects that were removed as well as any associated grant or loan funding included is shown below:

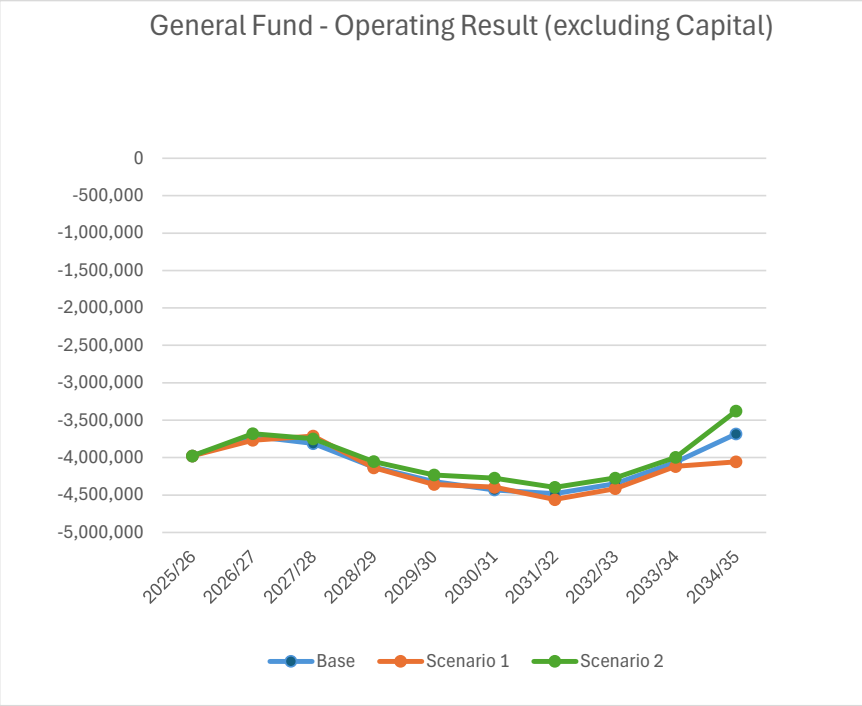
Discretionary Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	Totals	Indexed Totals	Loan Funding Indexed	Grant Funding Indexed	Reserves
Eventide Homes - Yanco Social Housing Expansion Project	300,000	0	2,750,000	2,250,000	0	5,300,000	5,676,111	546,364	4,829,747	
Gogelderie Weir Cabins (Planning & Construction)	0	200,000	0	0	2,000,000	2,200,000	2,457,018	-	2,251,018	51,500
Brobenah Road Affordable Housing	2,661,081	3,165,270	0	0	0	5,826,351	5,921,309	1,200,228	4,721,081	
Whitton Museum Renewals (including Courthouse)	100,000	484,000	484,000	242,000	0	1,310,000	1,376,436		1,011,996	100,000
Sporting Precinct Expansion (including Stadiums)	600,000	7,892,000	987,000	987,000	0	10,466,000	10,854,390	2,725,630	8,128,760	
Whitton Pool - Detailed Design	0	0	0	200,000	0	200,000	218,545	-	-	-
Whitton Pool - Renewal	0	0	0	0	2,500,000	2,500,000	2,813,772	1,125,509	1,688,263	-
	3,661,081	**11,741,270**	**4,221,000**	**3,679,000**	**4,500,000**	**27,802,351**	**29,317,581**	**5,597,731**	**22,630,865**	**151,500**

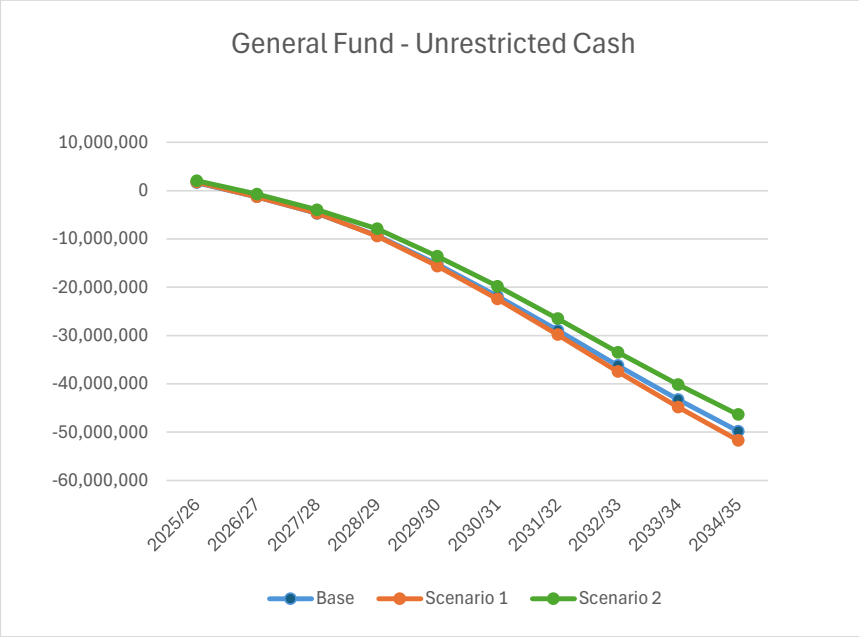
General Fund
The Income Statement and Cashflow Statement in Section 7.5 show the impacts of adopting Scenario 2 for the General Fund. This option has minimal impact, delivering the following key results:

- Continues to deliver ongoing Operating deficits before Grants and Contributions provided for Capital purposes for the 10 Years – accumulating to a value of ($40.00M).
- Still delivers a deficit in unrestricted cash in 2026/27 and is ongoing, resulting in council running out of all cash in 2030/31 - showing that Council cannot fund the planned Capital Program under Scenario 2.

While there is certainly an improvement, this option is still financially unsustainable and further intervention is required and will be reviewed and considered by Council during 2025/26.

The impact on General Fund graphically with the base case, scenario 1 and scenario 2 are shown below:

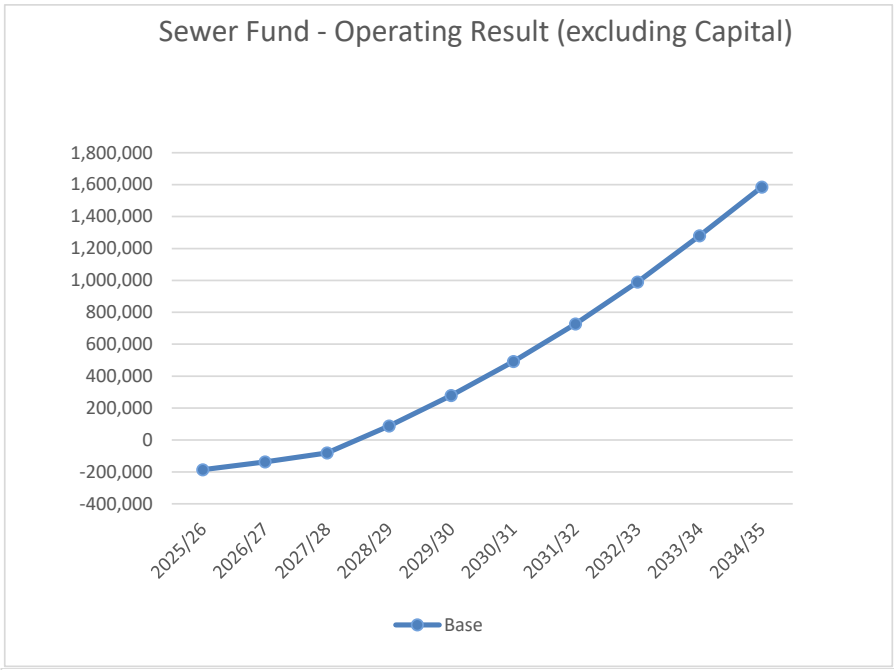


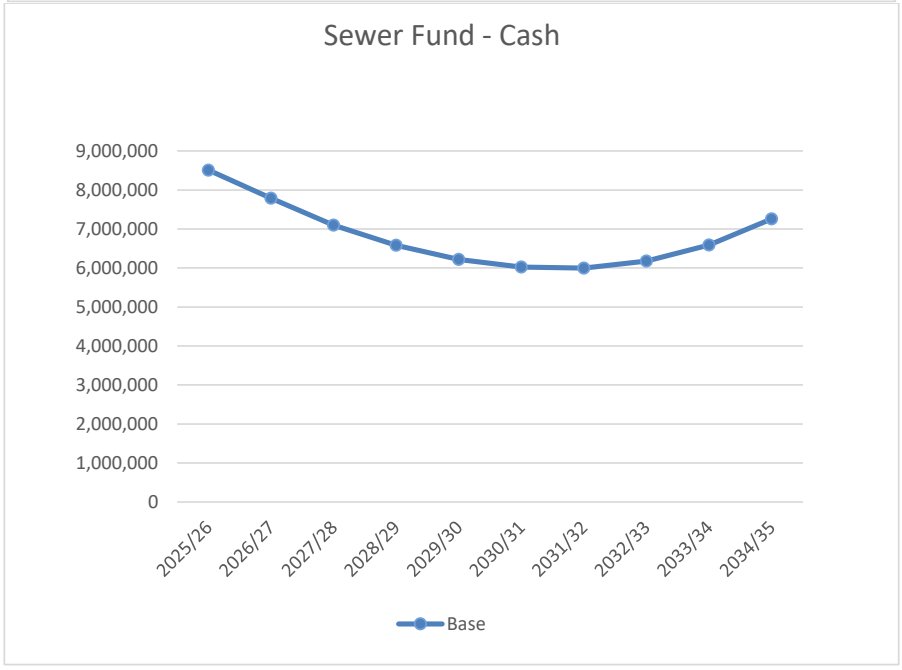


Sewerage Fund

Only a Base Case Sewerage fund LTFP has been developed as there were no discretionary projects to be removed and this option is considered a financially sustainable approach.

The graphical impact of the Sewerage Fund Base case:

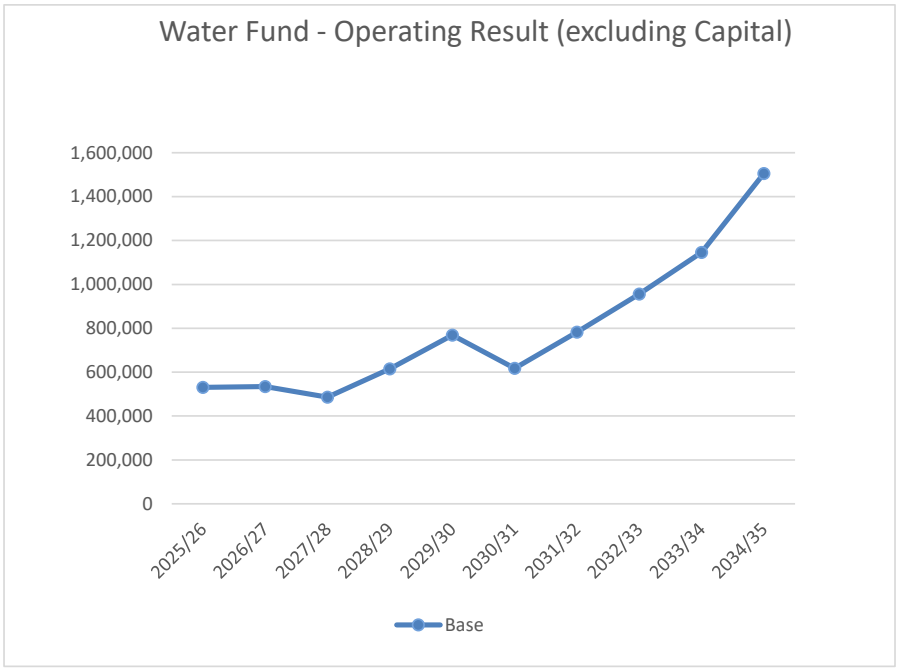


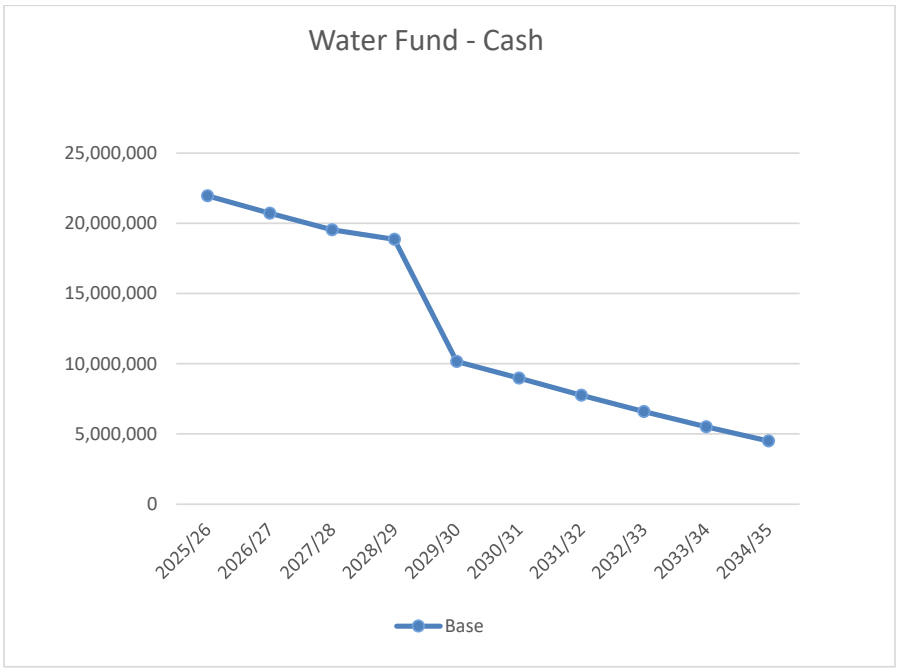


Water Fund

Only a Base Case water fund LTFP has been developed as there were no discretionary projects to be removed and this option is considered a financially sustainable approach.

The graphical impact of the Water Fund Base case:





7. General Fund (including Waste)

7.1 General Fund - Base Case

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Other Revenues	861,800	887,654	914,284	941,712	969,964	999,062	1,029,034	1,059,905	1,091,703	1,124,454
Grants & Contributions provided for Operating Purposes	8,946,127	9,632,113	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	4,388,081	2,925,520	3,797,951	2,279,272	4,306,281	367,000	367,000	367,000	367,000	367,000
Interest & Investment Revenue	948,683	627,151	506,151	439,151	360,151	230,151	59,326	59,326	59,326	59,326
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**33,333,684**	**32,650,891**	**34,254,189**	**33,514,773**	**36,050,804**	**32,937,595**	**33,729,608**	**34,700,383**	**35,778,044**	**36,708,459**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	14,212,311	14,587,180	15,024,796	15,475,540	15,939,806	16,418,000	16,910,540	17,417,856	17,940,392	18,478,604
Borrowing Costs	480,850	443,980	459,427	418,341	396,812	394,345	343,059	289,730	234,276	181,970
Materials & Contracts	10,106,022	9,987,861	10,160,297	10,527,734	10,651,752	10,971,304	11,300,444	11,712,561	11,988,641	12,348,300
Depreciation & Amortisation	7,538,142	7,818,840	8,003,377	8,301,448	8,418,560	8,541,155	8,593,160	8,541,929	8,567,963	8,252,191
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**32,922,541**	**33,440,635**	**34,268,753**	**35,362,544**	**36,065,595**	**37,003,230**	**37,845,981**	**38,681,818**	**39,472,606**	**40,024,639**
Operating Result from Continuing Operations	**411,142**	**(789,744)**	**(14,564)**	**(1,847,772)**	**(14,791)**	**(4,065,635)**	**(4,116,373)**	**(3,981,435)**	**(3,694,562)**	**(3,316,180)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**411,142**	**(789,744)**	**(14,564)**	**(1,847,772)**	**(14,791)**	**(4,065,635)**	**(4,116,373)**	**(3,981,435)**	**(3,694,562)**	**(3,316,180)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,976,939)**	**(3,715,264)**	**(3,812,515)**	**(4,127,044)**	**(4,321,072)**	**(4,432,635)**	**(4,483,373)**	**(4,348,435)**	**(4,061,562)**	**(3,683,180)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND					Projected Years					
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Investment & Interest Revenue Received	948,683	627,151	506,151	439,151	360,151	230,151	59,326	59,326	59,326	59,326
Grants & Contributions	13,334,208	12,557,001	13,684,370	12,427,626	14,345,894	10,707,801	11,018,025	11,337,556	11,666,673	12,005,663
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,206,700	1,242,901	1,280,188	1,318,594	1,358,152	1,398,896	1,440,863	1,484,089	1,528,612	1,574,470
Payments:										
Employee Benefits & On-Costs	(14,212,311)	(14,587,180)	(15,024,796)	(15,475,540)	(15,939,806)	(16,418,000)	(16,910,540)	(17,417,856)	(17,940,392)	(18,478,604)
Materials & Contracts	(10,106,022)	(9,987,861)	(10,160,297)	(10,527,734)	(10,651,752)	(10,971,304)	(11,300,444)	(11,712,561)	(11,988,641)	(12,348,300)
Borrowing Costs	(480,850)	(443,980)	(459,427)	(418,341)	(396,812)	(394,345)	(343,059)	(289,730)	(234,276)	(181,970)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	8,019,109	7,235,985	8,177,078	6,653,000	8,519,303	4,567,251	4,565,625	4,667,002	4,920,038	5,100,240
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	3,048,156	3,451,844	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,420,682)	(12,677,424)	(10,840,659)	(10,786,067)	(15,154,635)	(10,077,917)	(10,246,417)	(11,708,869)	(10,338,189)	(9,453,179)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,508,682)	(11,037,786)	(9,072,292)	(9,039,577)	(11,183,216)	(5,867,490)	(9,436,850)	(10,950,037)	(9,241,267)	(8,904,313)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	930,000	1,694,628	-	546,364	1,125,509	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(921,427)	(1,051,470)	(1,092,556)	(1,180,504)	(1,297,474)	(1,348,760)	(1,402,088)	(1,457,542)	(974,251)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(24,125)	773,201	(1,051,470)	(546,192)	(54,995)	(1,297,474)	(1,348,760)	(1,402,088)	(1,457,542)	(974,251)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,513,698)	(3,028,600)	(1,946,684)	(2,932,769)	(2,718,908)	(2,597,713)	(6,219,985)	(7,685,123)	(5,778,771)	(4,778,324)
plus: Cash & Cash Equivalents - beginning of year	13,140,659	10,626,961	7,598,361	5,651,677	2,718,908	(0)	(2,597,713)	(8,817,699)	(16,502,821)	(22,281,593)
Cash & Cash Equivalents - end of the year	**10,626,961**	**7,598,361**	**5,651,677**	**2,718,908**	**(0)**	**(2,597,713)**	**(8,817,699)**	**(16,502,821)**	**(22,281,593)**	**(27,059,916)**
Cash & Cash Equivalents - end of the year	10,626,961	7,598,361	5,651,677	2,718,908	(0)	(2,597,713)	(8,817,699)	(16,502,821)	(22,281,593)	(27,059,916)
Investments - end of the year	6,500,000	6,500,000	6,500,000	6,500,000	3,451,844	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**17,126,961**	**14,098,361**	**12,151,677**	**9,218,908**	**3,451,844**	**(2,597,713)**	**(8,817,699)**	**(16,502,821)**	**(22,281,593)**	**(27,059,916)**
Representing:										
- External Restrictions	8,027,886	7,235,292	8,313,794	9,426,065	9,773,732	9,785,576	10,909,997	11,332,260	12,504,190	13,779,088
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	1,644,264	(1,292,030)	(4,723,985)	(9,311,707)	(15,249,829)	(21,868,243)	(28,909,608)	(36,222,200)	(43,233,921)	(49,808,698)
	17,126,961	**14,098,361**	**12,151,677**	**9,218,908**	**3,451,844**	**(2,597,713)**	**(8,817,699)**	**(16,502,821)**	**(22,281,593)**	**(27,059,916)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - GENERAL FUND					**Projected Years**					
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,626,961	7,598,361	5,651,677	2,718,908	-	-	-	-	-	-
Investments	4,999,015	4,999,015	4,999,015	4,999,015	2,654,741	-	-	-	-	-
Receivables	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,237,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	24,945,827	20,718,078	17,572,245	13,440,327	8,137,315	5,482,574	5,482,574	5,482,574	5,482,574	5,534,574
Non-Current Assets										
Investments	1,500,985	1,500,985	1,500,985	1,500,985	797,103	-	-	-	-	-
Receivables	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	276,356,642	280,783,516	283,086,104	285,053,531	291,226,996	292,156,893	293,162,496	295,722,370	296,615,059	297,376,954
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	287,558,628	291,985,502	294,288,089	296,255,516	301,725,099	301,857,893	302,863,496	305,423,370	306,316,059	307,025,954
TOTAL ASSETS	**312,504,454**	**312,703,579**	**311,860,334**	**309,695,843**	**309,862,414**	**307,340,467**	**308,346,070**	**310,905,945**	**311,798,634**	**312,560,528**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	2,597,713	8,817,699	16,502,821	22,281,593	27,059,916
Payables	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	921,427	1,051,470	1,092,556	1,180,504	1,297,474	1,348,760	1,402,088	1,457,542	974,251	475,731
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,781,253	10,910,665	10,951,750	11,039,698	11,156,668	13,805,668	20,078,980	27,819,558	33,115,038	37,394,842
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	10,713,265	11,356,423	10,263,867	9,629,727	9,457,762	8,109,002	6,706,915	5,249,373	4,275,122	3,799,391
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,253,071	17,112,529	16,242,762	15,838,094	15,902,486	14,797,174	13,645,838	12,446,569	11,738,340	11,536,611
TOTAL LIABILITIES	**27,034,324**	**28,023,193**	**27,194,512**	**26,877,792**	**27,059,154**	**28,602,841**	**33,724,818**	**40,266,127**	**44,853,378**	**48,931,453**
Net Assets	**285,470,130**	**284,680,386**	**284,665,822**	**282,818,051**	**282,803,260**	**278,737,625**	**274,621,252**	**270,639,818**	**266,945,256**	**263,629,075**
EQUITY										
Retained Earnings	103,060,130	102,270,386	102,255,822	100,408,051	100,393,260	96,327,625	92,211,252	88,229,818	84,535,256	81,219,075
Revaluation Reserves	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	285,470,130	284,680,386	284,665,822	282,818,051	282,803,260	278,737,625	274,621,252	270,639,818	266,945,256	263,629,075
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**285,470,130**	**284,680,386**	**284,665,822**	**282,818,051**	**282,803,260**	**278,737,625**	**274,621,252**	**270,639,818**	**266,945,256**	**263,629,075**

7.2 General Fund - 10 Year Capital Works Program – Base Case

General Fund Capital Program - Budget & LTFP

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Drainage	**264,690**	**272,621**	**281,304**	**291,069**	**302,224**	**314,930**	**329,135**	**329,135**	**329,135**	**402,017**
Drainage AMP New & Upgrade - General Rural Stormwater	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP New & Upgrade - General Urban	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP Renewal Demand - Annual	74,690	82,621	91,304	101,069	112,224	124,930	139,135	139,135	139,135	181,540
Drainage AMP Renewal Demand - Backlog	-									
Stormwater Management Service Charge (SMSC) Projects	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Land & Buildings	**5,301,767**	**4,435,693**	**4,098,135**	**3,772,932**	**3,620,932**	**1,703,079**	**1,765,268**	**1,810,627**	**1,810,627**	**1,810,627**
Childcare Centre (LELC) - Administration Office Renovation Works	27,500									
Childcare Centre (LELC) - Automated Watering System	13,500									
Eventide Homes - Renewals	10,000	10,000	10,000	10,000						
Eventide Homes - Yanco Social Housing Expansion Project	300,000		2,750,000	2,250,000						
Gogelderie Weir - Caretaker House Renewal Work	40,000									
Gogelderie Weir Cabins (Planning & Construction)	-	200,000			2,000,000					
Brobenah Road Affordable Housing	2,661,081	3,165,270								
Public Conveniences renewals	50,000	50,000	50,000	50,000						
Commercial building renewals (49 Buildings)	99,157	86,958	133,720	203,903						
Community building renewals (Excl Whitton museum, LMAG, Library, Roxy)(57 Buildings)	39,629	133,254	166,468	253,838						
Operational building renewals (120 Buildings)	62,321	237,958	327,478	449,353						
Public amenity renewals (other than conveniences) (61 Buildings)	73,579	58,254	116,468	203,838						
Council Owned House Renewals	10,000	10,000	10,000	10,000						
LMAG Renewals and Upgrades	265,000									
Library Renewals	-			50,000						
Roxy Renewals and upgrade	1,000,000		50,000	50,000						
Whitton Museum Renewals (including Courthouse)	100,000	484,000	484,000	242,000						
Sporting Precinct Expansion Masterplan	100,000									
Sporting Precinct Renewal (Stadium Roof)	450,000									
Buildings & Facilities AMP Renewal Demand - Annual	-				1,510,932	1,593,079	1,655,268	1,700,627	1,700,627	1700627
Buildings & Facilities AMP Renewal Demand - Backlog	-				110,000	110,000	110,000	110,000	110,000	110,000
Office Equipment & IT Systems	**405,000**	**355,000**	**415,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**
Corporate Information Systems Annual Allocation (Business Systems Improvements)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Network and Server Infrastructure	160,000	110,000	170,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Annual Computer Fleet Replacements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Other Structures	**690,000**	**740,000**	**60,000**	**280,000**	**2,610,000**	**50,000**	**110,000**	**50,000**	**110,000**	**50,000**
Minor Renewals of the Whitton Pool	10,000	10,000	10,000	10,000						
Town Entrance Signs Renewals	-			20,000						
Cemetery Capital Works - Cemetery Expansion	630,000	630,000			60,000		60,000		60,000	
Playgrounds	50,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Whitton Pool - Detailed Design	-			200,000						
Whitton Pool - Renewal	-				2,500,000					

General Fund Capital Program - Budget & LTFP

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Plant & Equipment	**1,484,000**	**1,082,060**	**1,453,140**	**1,271,000**	**1,945,860**	**1,308,660**	**2,038,110**	**2,341,920**	**1,869,600**	**1,046,730**
Plant & Vehicle Replacement	1,484,000	1,082,060	1,453,140	1,271,000	1,945,860	1,308,660	2,038,110	2,341,920	1,869,600	1,046,730
Roads, Bridges & Footpaths	**3,675,225**	**3,855,142**	**3,910,781**	**3,900,781**	**3,980,681**	**3,961,630**	**3,983,699**	**3,983,699**	**3,686,699**	**3,580,699**
Bridge Renewals	100,000	100,000	100,000	100,000						
Roads to Recovery Program	1,050,225	1,247,142	1,312,781	1,312,781						
Annual Reseal Program- Sealed Rural and Urban Road	725,000	725,000	725,000	725,000						
Sealed Road Rehabilitation Program	700,000	703,000	703,000	703,000						
Sealed Roads Heavy Patching	60,000	60,000	60,000	60,000						
Gravel Road Resheeting	350,000	350,000	350,000	350,000						
Regional Road - MR539	200,000	200,000	200,000	200,000						
Footpath - Renewals	100,000	100,000	100,000	100,000						
Footpaths - New	100,000	100,000	100,000	100,000						
Kerb & Gutter - Renewals	80,000	80,000	80,000	80,000						
Kerb & Gutter - New	-									
Shoulder Widening Program	150,000	150,000	150,000	150,000						
Library - Pedestrian Crossing, Disabled Carpark and Signage	20,000									
Bus Shelter Upgrades	20,000	20,000	20,000	10,000						
Traffic Facilities	20,000	20,000	10,000	10,000						
Transport AMP New & Upgrade	-				500,000	500,000	500,000	500,000	500,000	500,000
Transport AMP Renewal Demand - Annual	-				2,577,681	2,858,630	3,080,699	3,080,699	3,080,699	3,080,699
Transport AMP Renewal Demand - Backlog	-				903,000	603,000	403,000	403,000	106,000	
Waste	**600,000**	**1,567,663**			**650,000**	**1,000,000**		**650,000**		
Leeton Landfill	-	650,000			650,000	1,000,000		650,000		
Yanco Landfill Remediation	600,000	917,663								
Grand Total	**12,420,682**	**12,308,179**	**10,218,360**	**9,870,782**	**13,464,697**	**8,693,299**	**8,581,212**	**9,520,381**	**8,161,061**	**7,245,073**
Indexation Compounded		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
As per LTFP Cashflow	**12,420,682**	**12,677,424**	**10,840,659**	**10,786,067**	**15,154,635**	**10,077,917**	**10,246,417**	**11,708,869**	**10,338,189**	**9,453,179**

Assumptions

1. Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
2. Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements for the term of the Delivery Program.
3. The Capital Program is shown in present $ values - the indexation line represents the compounded impact of CPI across the LTFP
4. New and upgrades of assets incur additional depreciation, while renewing the assets does not as these assets are already being depreciated - life extended only

7.3 General Fund Scenario 1 – Sporting Precinct (including Stadium)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - GENERAL FUND	Projected Years									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Other Revenues	861,800	887,654	914,284	941,712	969,964	999,062	1,029,034	1,059,905	1,091,703	1,124,454
Grants & Contributions provided for Operating Purposes	8,946,127	9,632,113	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	4,388,081	11,054,280	3,797,951	2,279,272	4,306,281	367,000	367,000	367,000	367,000	367,000
Interest & Investment Revenue	948,683	598,683	628,651	491,651	419,151	354,151	59,326	59,326	59,326	59,326
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**33,333,684**	**40,751,183**	**34,376,689**	**33,567,273**	**36,109,804**	**33,061,595**	**33,729,608**	**34,700,383**	**35,778,044**	**36,708,459**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	14,212,311	14,587,180	15,024,796	15,475,540	15,939,806	16,418,000	16,910,540	17,417,856	17,940,392	18,478,604
Borrowing Costs	480,850	467,239	480,662	478,061	492,618	480,559	419,291	355,575	289,313	225,758
Materials & Contracts	10,106,022	9,987,861	10,160,297	10,527,734	10,651,752	10,971,304	11,300,444	11,712,561	11,988,641	12,348,300
Depreciation & Amortisation	7,538,142	7,818,840	8,003,377	8,301,448	8,418,560	8,541,155	8,593,160	8,541,929	8,567,963	8,581,749
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**32,922,541**	**33,463,893**	**34,289,988**	**35,422,264**	**36,161,401**	**37,089,444**	**37,922,213**	**38,747,663**	**39,527,643**	**40,397,986**
Operating Result from Continuing Operations	**411,142**	**7,287,289**	**86,701**	**(1,854,992)**	**(51,597)**	**(4,027,849)**	**(4,192,605)**	**(4,047,280)**	**(3,749,598)**	**(3,689,527)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**411,142**	**7,287,289**	**86,701**	**(1,854,992)**	**(51,597)**	**(4,027,849)**	**(4,192,605)**	**(4,047,280)**	**(3,749,598)**	**(3,689,527)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,976,939)**	**(3,766,991)**	**(3,711,250)**	**(4,134,264)**	**(4,357,878)**	**(4,394,849)**	**(4,559,605)**	**(4,414,280)**	**(4,116,598)**	**(4,056,527)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Investment & Interest Revenue Received	948,683	598,683	628,651	491,651	419,151	354,151	59,326	59,326	59,326	59,326
Grants & Contributions	13,334,208	20,685,761	13,684,370	12,427,626	14,345,894	10,707,801	11,018,025	11,337,556	11,666,673	12,005,663
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,206,700	1,242,901	1,280,188	1,318,594	1,358,152	1,398,896	1,440,863	1,484,089	1,528,612	1,574,470
Payments:										
Employee Benefits & On-Costs	(14,212,311)	(14,587,180)	(15,024,796)	(15,475,540)	(15,939,806)	(16,418,000)	(16,910,540)	(17,417,856)	(17,940,392)	(18,478,604)
Materials & Contracts	(10,106,022)	(9,987,861)	(10,160,297)	(10,527,734)	(10,651,752)	(10,971,304)	(11,300,444)	(11,712,561)	(11,988,641)	(12,348,300)
Borrowing Costs	(480,850)	(467,239)	(480,662)	(478,061)	(492,618)	(480,559)	(419,291)	(355,575)	(289,313)	(225,758)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	8,019,109	15,313,019	8,278,343	6,645,780	8,482,497	4,605,037	4,489,393	4,601,157	4,865,001	5,056,451
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	3,421,508	3,078,492	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,920,682)	(20,806,184)	(11,887,767)	(11,864,589)	(15,154,635)	(10,077,917)	(10,246,417)	(11,708,869)	(10,338,189)	(9,453,179)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(11,008,682)	(19,166,546)	(10,119,400)	(10,118,099)	(10,809,864)	(6,240,843)	(9,436,850)	(10,950,037)	(9,241,267)	(8,904,313)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,530,000	1,694,628	1,047,108	1,624,886	1,125,509	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(971,262)	(1,103,329)	(1,233,491)	(1,416,741)	(1,543,303)	(1,604,571)	(1,668,285)	(1,734,549)	(1,262,505)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	575,875	723,366	(56,221)	391,395	(291,232)	(1,543,303)	(1,604,571)	(1,668,285)	(1,734,549)	(1,262,505)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,413,698)	(3,130,161)	(1,897,277)	(3,080,924)	(2,618,598)	(3,179,109)	(6,552,028)	(8,017,166)	(6,110,814)	(5,110,367)
plus: Cash & Cash Equivalents - beginning of year	13,140,659	10,726,961	7,596,800	5,699,522	2,618,598	(0)	(3,179,109)	(9,731,136)	(17,748,302)	(23,859,116)
Cash & Cash Equivalents - end of the year	**10,726,961**	**7,596,800**	**5,699,522**	**2,618,598**	**(0)**	**(3,179,109)**	**(9,731,136)**	**(17,748,302)**	**(23,859,116)**	**(28,969,483)**
Cash & Cash Equivalents - end of the year	10,726,961	7,596,800	5,699,522	2,618,598	(0)	(3,179,109)	(9,731,136)	(17,748,302)	(23,859,116)	(28,969,483)
Investments - end of the year	6,500,000	6,500,000	6,500,000	6,500,000	3,078,492	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**17,226,961**	**14,096,800**	**12,199,522**	**9,118,598**	**3,078,492**	**(3,179,109)**	**(9,731,136)**	**(17,748,302)**	**(23,859,116)**	**(28,969,483)**
Representing:										
- External Restrictions	8,027,886	7,235,292	8,313,794	9,426,065	9,773,732	9,785,576	10,909,997	11,332,260	12,504,190	13,779,088
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	1,744,264	(1,293,592)	(4,676,140)	(9,412,017)	(15,623,181)	(22,449,638)	(29,823,046)	(37,467,681)	(44,811,445)	(51,718,264)
	17,226,961	**14,096,800**	**12,199,522**	**9,118,598**	**3,078,492**	**(3,179,109)**	**(9,731,136)**	**(17,748,302)**	**(23,859,116)**	**(28,969,483)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - GENERAL FUND					**Projected Years**					
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,726,961	7,596,800	5,699,522	2,618,598	-	-	-	-	-	-
Investments	4,999,015	4,999,015	4,999,015	4,999,015	2,367,604	-	-	-	-	-
Receivables	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,237,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,045,826	20,716,517	17,620,090	13,340,018	7,850,178	5,482,574	5,482,574	5,482,574	5,482,574	5,534,574
Non-Current Assets										
Investments	1,500,985	1,500,985	1,500,985	1,500,985	710,888	-	-	-	-	-
Receivables	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	276,856,642	289,412,276	292,761,972	295,807,921	301,981,386	302,911,283	303,916,886	306,476,760	307,369,449	307,801,787
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	288,058,628	300,614,262	303,963,957	307,009,906	312,393,274	312,612,283	313,617,886	316,177,760	317,070,449	317,450,787
TOTAL ASSETS	**313,104,454**	**321,330,778**	**321,584,047**	**320,349,924**	**320,243,452**	**318,094,856**	**319,100,460**	**321,660,335**	**322,553,023**	**322,985,361**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	3,179,109	9,731,136	17,748,302	23,859,116	28,969,483
Payables	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	971,262	1,103,329	1,233,491	1,416,741	1,543,303	1,604,571	1,668,285	1,734,549	1,262,505	775,689
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,831,088	10,962,523	11,092,685	11,275,935	11,402,497	14,642,873	21,258,616	29,342,045	34,980,815	39,604,366
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	11,263,430	11,854,730	11,668,347	11,876,493	11,458,699	9,854,128	8,185,843	6,451,295	5,188,790	4,413,101
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,803,236	17,610,836	17,647,242	18,084,860	17,903,423	16,542,300	15,124,766	13,648,491	12,652,008	12,150,321
TOTAL LIABILITIES	**27,634,324**	**28,573,359**	**28,739,927**	**29,360,795**	**29,305,920**	**31,185,173**	**36,383,382**	**42,990,536**	**47,632,823**	**51,754,687**
Net Assets	**285,470,130**	**292,757,420**	**292,844,120**	**290,989,129**	**290,937,532**	**286,909,683**	**282,717,078**	**278,669,799**	**274,920,200**	**271,230,673**
EQUITY										
Retained Earnings	103,060,130	110,347,420	110,434,120	108,579,129	108,527,532	104,499,683	100,307,078	96,259,799	92,510,200	88,820,673
Revaluation Reserves	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	285,470,130	292,757,420	292,844,120	290,989,129	290,937,532	286,909,683	282,717,078	278,669,799	274,920,200	271,230,673
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**285,470,130**	**292,757,420**	**292,844,120**	**290,989,129**	**290,937,532**	**286,909,683**	**282,717,078**	**278,669,799**	**274,920,200**	**271,230,673**

7.4 General Fund - 10 Year Capital Works Program – Scenario 1

General Fund Capital Program - Budget & LTFP - Scenario 1 - Sporting Precinct (including Stadium)

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Drainage	**264,690**	**272,621**	**281,304**	**291,069**	**302,224**	**314,930**	**329,135**	**329,135**	**329,135**	**402,017**
Drainage AMP New & Upgrade - General Rural Stormwater	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP New & Upgrade - General Urban	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP Renewal Demand - Annual	74,690	82,621	91,304	101,069	112,224	124,930	139,135	139,135	139,135	181,540
Drainage AMP Renewal Demand - Backlog	-									
Stormwater Management Service Charge (SMSC) Projects	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Land & Buildings	**5,801,767**	**12,327,693**	**5,085,135**	**4,759,932**	**3,620,932**	**1,703,079**	**1,765,268**	**1,810,627**	**1,810,627**	**1,810,627**
Childcare Centre (LELC) - Administration Office Renovation Works	27,500									
Childcare Centre (LELC) - Automated Watering System	13,500									
Eventide Homes - Renewals	10,000	10,000	10,000	10,000						
Eventide Homes - Yanco Social Housing Expansion Project	300,000		2,750,000	2,250,000						
Gogelderie Weir - Caretaker House Renewal Work	40,000									
Gogelderie Weir Cabins (Planning & Construction)	-	200,000			2,000,000					
Golf Club Estate Council Housing - *** Project - not recomended to proceed ***										
Brobenah Road Affordable Housing	2,661,081	3,165,270								
Public Conveniences renewals	50,000	50,000	50,000	50,000						
Commercial building renewals (49 Buildings)	99,157	86,958	133,720	203,903						
Community building renewals (Excl Whitton museum, LMAG, Library, Roxy)(57 Buildings)	39,629	133,254	166,468	253,838						
Operational building renewals (120 Buildings)	62,321	237,958	327,478	449,353						
Public amenity renewals (other than conveniences) (61 Buildings)	73,579	58,254	116,468	203,838						
Council Owned House Renewals	10,000	10,000	10,000	10,000						
LMAG Renewals and Upgrades	265,000									
Library Renewals	-			50,000						
Roxy Renewals and upgrade	1,000,000		50,000	50,000						
Whitton Museum Renewals (including Courthouse)	100,000	484,000	484,000	242,000						
Sporting Precinct Expansion (including Stadiums)	600,000	7,892,000	987,000	987,000						
Sporting Precinct Renewal (Stadium Roof)	450,000									
Buildings & Facilities AMP Renewal Demand - Annual	-				1,510,932	1,593,079	1,655,268	1,700,627	1,700,627	1700627
Buildings & Facilities AMP Renewal Demand - Backlog	-				110,000	110,000	110,000	110,000	110,000	110,000
Office Equipment & IT Systems	**405,000**	**355,000**	**415,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**
Corporate Information Systems Annual Allocation (Business Systems Improvements)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Network and Server Infrastructure	160,000	110,000	170,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Annual Computer Fleet Replacements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Other Structures	**690,000**	**740,000**	**60,000**	**280,000**	**2,610,000**	**50,000**	**110,000**	**50,000**	**110,000**	**50,000**
Minor Renewals of the Whitton Pool	10,000	10,000	10,000	10,000						
Town Entrance Signs Renewals	-			20,000						
Cemetery Capital Works - Cemetery Expansion	630,000	630,000			60,000		60,000		60,000	
Playgrounds	50,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Whitton Pool - Detailed Design	-			200,000						
Whitton Pool - Renewal	-				2,500,000					

General Fund Capital Program - Budget & LTFP - Scenario 1 - Sporting Precinct (including Stadium)

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Plant & Equipment	**1,484,000**	**1,082,060**	**1,453,140**	**1,271,000**	**1,945,860**	**1,308,660**	**2,038,110**	**2,341,920**	**1,869,600**	**1,046,730**
Plant & Vehicle Replacement	1,484,000	1,082,060	1,453,140	1,271,000	1,945,860	1,308,660	2,038,110	2,341,920	1,869,600	1,046,730
Roads, Bridges & Footpaths	**3,675,225**	**3,855,142**	**3,910,781**	**3,900,781**	**3,980,681**	**3,961,630**	**3,983,699**	**3,983,699**	**3,686,699**	**3,580,699**
Bridge Renewals	100,000	100,000	100,000	100,000						
Roads to Recovery Program	1,050,225	1,247,142	1,312,781	1,312,781						
Annual Reseal Program- Sealed Rural and Urban Road	725,000	725,000	725,000	725,000						
Sealed Road Rehabilitation Program	700,000	703,000	703,000	703,000						
Sealed Roads Heavy Patching	60,000	60,000	60,000	60,000						
Gravel Road Resheeting	350,000	350,000	350,000	350,000						
Regional Road - MR539	200,000	200,000	200,000	200,000						
Footpath - Renewals	100,000	100,000	100,000	100,000						
Footpaths - New	100,000	100,000	100,000	100,000						
Kerb & Gutter - Renewals	80,000	80,000	80,000	80,000						
Kerb & Gutter - New	-									
Shoulder Widening Program	150,000	150,000	150,000	150,000						
Library - Pedestrian Crossing, Disabled Carpark and Signage	20,000									
Bus Shelter Upgrades	20,000	20,000	20,000	10,000						
Traffic Facilities	20,000	20,000	10,000	10,000						
Transport AMP New & Upgrade	-				500,000	500,000	500,000	500,000	500,000	500,000
Transport AMP Renewal Demand - Annual	-				2,577,681	2,858,630	3,080,699	3,080,699	3,080,699	3,080,699
Transport AMP Renewal Demand - Backlog	-				903,000	603,000	403,000	403,000	106,000	
Waste	**600,000**	**1,567,663**			**650,000**	**1,000,000**		**650,000**		
Leeton Landfill	-	650,000			650,000	1,000,000		650,000		
Yanco Landfill Remediation	600,000	917,663								
Grand Total	**12,920,682**	**20,200,179**	**11,205,360**	**10,857,782**	**13,464,697**	**8,693,299**	**8,581,212**	**9,520,381**	**8,161,061**	**7,245,073**
Indexation Compounded		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
As per LTFP Cashflow	**12,920,682**	**20,806,184**	**11,887,767**	**11,864,589**	**15,154,635**	**10,077,917**	**10,246,417**	**11,708,869**	**10,338,189**	**9,453,179**

Assumptions

1. The 'orange' row represents the Sporting Precinct (including Stadium) Project included for Scenario 1
2. Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
3. Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements for the term of the Delivery Program.
4. The Capital Program is shown in present $ values - the indexation line represents the compounded impact of CPI across the LTFP
5. New and upgrades of assets incur additional depreciation, while renewing the assets does not as these assets are already being depreciated - life extended only

7.5 General Fund Scenario 2 – Excludes Discretionary Capital Projects

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Other Revenues	861,800	887,654	914,284	941,712	969,964	999,062	1,029,034	1,059,905	1,091,703	1,124,454
Grants & Contributions provided for Operating Purposes	8,946,127	9,632,113	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	1,727,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000	367,000
Interest & Investment Revenue	948,683	661,751	523,151	471,651	390,151	291,651	59,326	59,326	59,326	59,326
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**30,672,603**	**30,126,971**	**30,840,238**	**31,635,001**	**32,141,523**	**32,999,095**	**33,729,608**	**34,700,383**	**35,778,044**	**36,708,459**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	14,212,311	14,587,180	15,024,796	15,475,540	15,939,806	16,418,000	16,910,540	17,417,856	17,940,392	18,478,604
Borrowing Costs	480,850	443,980	412,900	375,862	337,366	297,495	256,483	213,846	169,518	128,788
Materials & Contracts	10,106,022	9,987,861	10,160,297	10,527,734	10,651,752	10,971,304	11,300,444	11,712,561	11,988,641	12,348,300
Depreciation & Amortisation	7,538,142	7,818,840	8,003,377	8,301,448	8,418,560	8,541,155	8,593,160	8,541,929	8,567,963	7,999,895
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**32,922,541**	**33,440,635**	**34,222,226**	**35,320,066**	**36,006,149**	**36,906,380**	**37,759,405**	**38,605,934**	**39,407,848**	**39,719,162**
Operating Result from Continuing Operations	**(2,249,939)**	**(3,313,664)**	**(3,381,989)**	**(3,685,065)**	**(3,864,626)**	**(3,907,285)**	**(4,029,797)**	**(3,905,551)**	**(3,629,803)**	**(3,010,703)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(2,249,939)**	**(3,313,664)**	**(3,381,989)**	**(3,685,065)**	**(3,864,626)**	**(3,907,285)**	**(4,029,797)**	**(3,905,551)**	**(3,629,803)**	**(3,010,703)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,976,939)**	**(3,680,664)**	**(3,748,989)**	**(4,052,065)**	**(4,231,626)**	**(4,274,285)**	**(4,396,797)**	**(4,272,551)**	**(3,996,803)**	**(3,377,703)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	11,419,586	11,741,566	12,081,909	12,432,194	12,792,714	13,163,767	13,545,660	13,938,711	14,343,246	14,759,600
User Charges & Fees	6,284,332	6,472,861	6,667,047	6,867,059	7,073,071	7,285,263	7,503,820	7,728,935	7,960,803	8,199,627
Investment & Interest Revenue Received	948,683	661,751	523,151	471,651	390,151	291,651	59,326	59,326	59,326	59,326
Grants & Contributions	10,673,127	9,998,481	10,253,419	10,515,354	10,406,613	10,707,801	11,018,025	11,337,556	11,666,673	12,005,663
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,206,700	1,242,901	1,280,188	1,318,594	1,358,152	1,398,896	1,440,863	1,484,089	1,528,612	1,574,470
Payments:										
Employee Benefits & On-Costs	(14,212,311)	(14,587,180)	(15,024,796)	(15,475,540)	(15,939,806)	(16,418,000)	(16,910,540)	(17,417,856)	(17,940,392)	(18,478,604)
Materials & Contracts	(10,106,022)	(9,987,861)	(10,160,297)	(10,527,734)	(10,651,752)	(10,971,304)	(11,300,444)	(11,712,561)	(11,988,641)	(12,348,300)
Borrowing Costs	(480,850)	(443,980)	(412,900)	(375,862)	(337,366)	(297,495)	(256,483)	(213,846)	(169,518)	(128,788)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	5,358,028	4,712,065	4,809,653	4,815,706	4,669,468	4,725,600	4,652,201	4,742,886	4,984,796	5,153,422
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	-	1,239,868	5,260,132	-	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(9,259,601)	(8,712,676)	(7,409,708)	(7,844,446)	(10,089,845)	(10,077,917)	(10,246,417)	(11,708,869)	(10,338,189)	(9,453,179)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(7,347,601)	(7,073,038)	(5,641,341)	(6,097,956)	(7,926,715)	(4,059,202)	(9,436,850)	(10,950,037)	(9,241,267)	(8,904,313)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - GENERAL FUND	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	930,000	494,400	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(921,427)	(951,782)	(988,820)	(1,027,176)	(1,044,437)	(1,085,449)	(1,128,085)	(1,172,415)	(677,546)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(24,125)	(427,027)	(951,782)	(988,820)	(1,027,176)	(1,044,437)	(1,085,449)	(1,128,085)	(1,172,415)	(677,546)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,013,698)	(2,788,000)	(1,783,469)	(2,271,070)	(4,284,422)	(378,039)	(5,870,099)	(7,335,237)	(5,428,885)	(4,428,438)
plus: Cash & Cash Equivalents - beginning of year	13,140,659	11,126,961	8,338,961	6,555,492	4,284,422	(0)	(378,039)	(6,248,138)	(13,583,374)	(19,012,259)
Cash & Cash Equivalents - end of the year	**11,126,961**	**8,338,961**	**6,555,492**	**4,284,422**	**(0)**	**(378,039)**	**(6,248,138)**	**(13,583,374)**	**(19,012,259)**	**(23,440,697)**
Cash & Cash Equivalents - end of the year	11,126,961	8,338,961	6,555,492	4,284,422	(0)	(378,039)	(6,248,138)	(13,583,374)	(19,012,259)	(23,440,697)
Investments - end of the year	6,500,000	6,500,000	6,500,000	6,500,000	5,260,132	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	**17,626,961**	**14,838,961**	**13,055,492**	**10,784,422**	**5,260,132**	**(378,039)**	**(6,248,138)**	**(13,583,374)**	**(19,012,259)**	**(23,440,697)**
Representing:										
- External Restrictions	8,127,886	7,390,250	8,472,239	9,588,074	9,939,387	9,954,958	11,083,191	11,509,350	12,685,265	13,964,236
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	2,044,264	(706,388)	(3,978,615)	(7,908,203)	(13,607,195)	(19,817,951)	(26,513,240)	(33,479,843)	(40,145,663)	(46,374,627)
	17,626,961	**14,838,961**	**13,055,492**	**10,784,422**	**5,260,132**	**(378,039)**	**(6,248,138)**	**(13,583,374)**	**(19,012,259)**	**(23,440,697)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - GENERAL FUND	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	11,126,961	8,338,961	6,555,492	4,284,422	-	-	-	-	-	-
Investments	4,999,015	4,999,015	4,999,015	4,999,015	4,045,458	-	-	-	-	-
Receivables	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,185,000	5,237,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	25,445,827	21,458,678	18,476,059	15,005,841	9,528,032	5,482,574	5,482,574	5,482,574	5,482,574	5,534,574
Non-Current Assets										
Investments	1,500,985	1,500,985	1,500,985	1,500,985	1,214,674	-	-	-	-	-
Receivables	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	273,195,561	273,657,687	272,529,324	271,555,130	272,663,805	273,593,702	274,599,305	277,159,179	278,051,868	279,066,059
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	284,397,547	284,859,673	283,731,309	282,757,115	283,579,479	283,294,702	284,300,305	286,860,179	287,752,868	288,715,059
TOTAL ASSETS	**309,843,373**	**306,318,350**	**302,207,368**	**297,762,956**	**293,107,512**	**288,777,276**	**289,782,879**	**292,342,753**	**293,235,442**	**294,249,633**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	378,039	6,248,138	13,583,374	19,012,259	23,440,697
Payables	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000	6,899,000
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	921,427	951,782	988,820	1,027,176	1,044,437	1,085,449	1,128,085	1,172,415	677,546	166,978
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,781,253	10,810,976	10,848,014	10,886,370	10,903,632	11,322,683	17,235,418	24,614,983	29,549,000	33,466,870
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	10,713,265	10,255,883	9,267,063	8,239,888	7,195,451	6,110,001	4,981,916	3,809,501	3,131,955	2,964,977
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,253,071	16,011,989	15,245,958	14,448,255	13,640,175	12,798,173	11,920,839	11,006,697	10,595,173	10,702,197
TOTAL LIABILITIES	**27,034,324**	**26,822,965**	**26,093,972**	**25,334,625**	**24,543,807**	**24,120,855**	**29,156,256**	**35,621,681**	**40,144,173**	**44,169,067**
Net Assets	**282,809,049**	**279,495,385**	**276,113,396**	**272,428,331**	**268,563,705**	**264,656,420**	**260,626,623**	**256,721,073**	**253,091,269**	**250,080,566**
EQUITY										
Retained Earnings	100,399,049	97,085,385	93,703,396	90,018,331	86,153,705	82,246,420	78,216,623	74,311,073	70,681,269	67,670,566
Revaluation Reserves	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000	182,410,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	282,809,049	279,495,385	276,113,396	272,428,331	268,563,705	264,656,420	260,626,623	256,721,073	253,091,269	250,080,566
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**282,809,049**	**279,495,385**	**276,113,396**	**272,428,331**	**268,563,705**	**264,656,420**	**260,626,623**	**256,721,073**	**253,091,269**	**250,080,566**

7.6 General Fund - 10 Year Capital Works Program – Scenario 2

General Fund Capital Program - Budget & LTFP - Scenario 2 - Excludes Discretionary Projects

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Drainage	**264,690**	**272,621**	**281,304**	**291,069**	**302,224**	**314,930**	**329,135**	**329,135**	**329,135**	**402,017**
Drainage AMP New & Upgrade - General Rural Stormwater	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP New & Upgrade - General Urban	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
Drainage AMP Renewal Demand - Annual	74,690	82,621	91,304	101,069	112,224	124,930	139,135	139,135	139,135	181,540
Drainage AMP Renewal Demand - Backlog										
Stormwater Management Service Charge (SMSC) Projects	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Land & Buildings	**2,140,686**	**586,423**	**864,135**	**1,280,932**	**1,620,932**	**1,703,079**	**1,765,268**	**1,810,627**	**1,810,627**	**1,810,627**
Childcare Centre (LELC) - Administration Office Renovation Works	27,500									
Childcare Centre (LELC) - Automated Watering System	13,500									
Eventide Homes - Renewals	10,000	10,000	10,000	10,000						
Eventide Homes - Yanco Social Housing Expansion Project										
Gogelderie Weir - Caretaker House Renewal Work	40,000									
Gogelderie Weir Cabins (Planning & Construction)										
Brobenah Road Affordable Housing										
Public Conveniences renewals	50,000	50,000	50,000	50,000						
Commercial building renewals (49 Buildings)	99,157	86,958	133,720	203,903						
Community building renewals (Excl Whitton museum, LMAG, Library, Roxy)(57 Buildings)	39,629	133,254	166,468	253,838						
Operational building renewals (120 Buildings)	62,321	237,958	327,478	449,353						
Public amenity renewals (other than conveniences) (61 Buildings)	73,579	58,254	116,468	203,838						
Council Owned House Renewals	10,000	10,000	10,000	10,000						
LMAG Renewals and Upgrades	265,000									
Library Renewals				50,000						
Roxy Renewals and upgrade	1,000,000		50,000	50,000						
Whitton Museum Renewals (including Courthouse)										
Sporting Precinct Expansion (including Stadiums)										
Sporting Precinct Renewal (Stadium Roof)	450,000									
Buildings & Facilities AMP Renewal Demand - Annual					1,510,932	1,593,079	1,655,268	1,700,627	1,700,627	1700627
Buildings & Facilities AMP Renewal Demand - Backlog					110,000	110,000	110,000	110,000	110,000	110,000
Office Equipment & IT Systems	**405,000**	**355,000**	**415,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**
Corporate Information Systems Annual Allocation (Business Systems Improvements)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Network and Server Infrastructure	160,000	110,000	170,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Annual Computer Fleet Replacements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Other Structures	**690,000**	**740,000**	**60,000**	**80,000**	**110,000**	**50,000**	**110,000**	**50,000**	**110,000**	**50,000**
Minor Renewals of the Whitton Pool	10,000	10,000	10,000	10,000						
Town Entrance Signs Renewals				20,000						
Cemetery Capital Works - Cemetery Expansion	630,000	630,000			60,000		60,000		60,000	
Playgrounds	50,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Whitton Pool - Detailed Design										
Whitton Pool - Renewal										

General Fund Capital Program - Budget & LTFP - Scenario 2 - Excludes Discretionary Projects

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Plant & Equipment	**1,484,000**	**1,082,060**	**1,453,140**	**1,271,000**	**1,945,860**	**1,308,660**	**2,038,110**	**2,341,920**	**1,869,600**	**1,046,730**
Plant & Vehicle Replacement	1,484,000	1,082,060	1,453,140	1,271,000	1,945,860	1,308,660	2,038,110	2,341,920	1,869,600	1,046,730
Roads, Bridges & Footpaths	**3,675,225**	**3,855,142**	**3,910,781**	**3,900,781**	**3,980,681**	**3,961,630**	**3,983,699**	**3,983,699**	**3,686,699**	**3,580,699**
Bridge Renewals	100,000	100,000	100,000	100,000						
Roads to Recovery Program	1,050,225	1,247,142	1,312,781	1,312,781						
Annual Reseal Program- Sealed Rural and Urban Road	725,000	725,000	725,000	725,000						
Sealed Road Rehabilitation Program	700,000	703,000	703,000	703,000						
Sealed Roads Heavy Patching	60,000	60,000	60,000	60,000						
Gravel Road Resheeting	350,000	350,000	350,000	350,000						
Regional Road - MR539	200,000	200,000	200,000	200,000						
Footpath - Renewals	100,000	100,000	100,000	100,000						
Footpaths - New	100,000	100,000	100,000	100,000						
Kerb & Gutter - Renewals	80,000	80,000	80,000	80,000						
Kerb & Gutter - New										
Shoulder Widening Program	150,000	150,000	150,000	150,000						
Library - Pedestrian Crossing, Disabled Carpark and Signage	20,000									
Bus Shelter Upgrades	20,000	20,000	20,000	10,000						
Traffic Facilities	20,000	20,000	10,000	10,000						
Disaster Recovery Financial Assistance (DRFA) Program										
Transport AMP New & Upgrade	-				500,000	500,000	500,000	500,000	500,000	500,000
Transport AMP Renewal Demand - Annual	-				2,577,681	2,858,630	3,080,699	3,080,699	3,080,699	3,080,699
Transport AMP Renewal Demand - Backlog					903,000	603,000	403,000	403,000	106,000	
Waste	**600,000**	**1,567,663**			**650,000**	**1,000,000**		**650,000**		
Leeton Landfill		650,000			650,000	1,000,000		650,000		
Yanco Landfill Remediation	600,000	917,663								
Grand Total	**9,259,601**	**8,458,909**	**6,984,360**	**7,178,782**	**8,964,697**	**8,693,299**	**8,581,212**	**9,520,381**	**8,161,061**	**7,245,073**
Indexation Compounded		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
As per LTFP Cashflow	**9,259,601**	**8,712,676**	**7,409,708**	**7,844,446**	**10,089,845**	**10,077,917**	**10,246,417**	**11,708,869**	**10,338,189**	**9,453,179**

Assumptions

6. The 'orange' rows represent the Capital Discretionary Projects removed for Scenario 2
7. Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
8. Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements for the term of the Delivery Program.
9. The Capital Program is shown in present $ values - the indexation line represents the compounded impact of CPI across the LTFP
10. New and upgrades of assets incur additional depreciation, while renewing the assets does not as these assets are already being depreciated - life extended only

8. Sewerage Fund

8.1 Sewer Fund - Base Case

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - SEWER FUND	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	3,347,784	3,584,695	3,838,216	4,109,511	4,399,825	4,710,490	5,042,932	5,398,675	5,779,352	6,186,709
User Charges & Fees	90,671	97,617	105,066	113,056	121,624	130,811	140,662	151,223	162,545	174,682
Other Revenues	6,828	7,033	7,244	7,461	7,685	7,916	8,153	8,398	8,650	8,909
Grants & Contributions provided for Operating Purposes	59,059	60,831	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	27,000	27,810	28,644	29,504	30,389	31,300	32,239	33,207	34,203	35,229
Interest & Investment Revenue	330,113	270,737	216,757	199,778	187,800	179,322	174,344	174,867	180,891	191,915
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**3,861,455**	**4,048,722**	**4,195,928**	**4,459,310**	**4,747,323**	**5,059,839**	**5,398,330**	**5,766,370**	**6,165,640**	**6,597,443**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	862,327	888,197	914,843	942,288	970,557	999,673	1,029,664	1,060,553	1,092,370	1,125,141
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	2,064,634	2,126,573	2,190,370	2,256,081	2,323,764	2,393,477	2,465,281	2,539,239	2,615,417	2,693,879
Depreciation & Amortisation	1,093,715	1,143,062	1,143,271	1,143,486	1,143,486	1,143,486	1,143,486	1,143,486	1,143,486	1,158,488
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**4,020,676**	**4,157,832**	**4,248,484**	**4,341,855**	**4,437,806**	**4,536,636**	**4,638,430**	**4,743,279**	**4,851,272**	**4,977,508**
Operating Result from Continuing Operations	**(159,221)**	**(109,110)**	**(52,556)**	**117,455**	**309,516**	**523,203**	**759,900**	**1,023,091**	**1,314,368**	**1,619,935**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	**(159,221)**	**(109,110)**	**(52,556)**	**117,455**	**309,516**	**523,203**	**759,900**	**1,023,091**	**1,314,368**	**1,619,935**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(186,221)**	**(136,920)**	**(81,200)**	**87,951**	**279,127**	**491,903**	**727,661**	**989,884**	**1,280,165**	**1,584,706**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - SEWER FUND	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	3,347,784	3,584,695	3,838,216	4,109,511	4,399,825	4,710,490	5,042,932	5,398,675	5,779,352	6,186,709
User Charges & Fees	90,671	97,617	105,066	113,056	121,624	130,811	140,662	151,223	162,545	174,682
Investment & Interest Revenue Received	330,113	270,737	216,757	199,778	187,800	179,322	174,344	174,867	180,891	191,915
Grants & Contributions	86,059	88,641	28,644	29,504	30,389	31,300	32,239	33,207	34,203	35,229
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	6,828	7,033	7,244	7,461	7,685	7,916	8,153	8,398	8,650	8,909
Payments:										
Employee Benefits & On-Costs	(862,327)	(888,197)	(914,843)	(942,288)	(970,557)	(999,673)	(1,029,664)	(1,060,553)	(1,092,370)	(1,125,141)
Materials & Contracts	(2,064,634)	(2,126,573)	(2,190,370)	(2,256,081)	(2,323,764)	(2,393,477)	(2,465,281)	(2,539,239)	(2,615,417)	(2,693,879)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	934,494	1,033,952	1,090,715	1,260,941	1,453,002	1,666,689	1,903,386	2,166,577	2,457,854	2,778,423
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	212,582	688,631	519,648	359,884	197,367	25,203	-	-	-
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(1,545,000)	(1,755,791)	(1,779,346)	(1,780,589)	(1,812,886)	(1,864,056)	(1,928,589)	(1,986,447)	(2,046,040)	(2,107,422)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,545,000)	(1,543,209)	(1,090,715)	(1,260,941)	(1,453,002)	(1,666,689)	(1,903,386)	(1,986,447)	(2,046,040)	(2,107,422)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - SEWER FUND	Projected Years									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	(610,506)	(509,257)	(0)	(0)	0	0	(0)	180,130	411,814	671,001
plus: Cash & Cash Equivalents - beginning of year	1,119,763	509,257	-	(0)	(0)	(0)	(0)	(0)	180,130	591,943
Cash & Cash Equivalents - end of the year	**509,257**	**-**	**(0)**	**(0)**	**(0)**	**(0)**	**(0)**	**180,130**	**591,943**	**1,262,944**
Cash & Cash Equivalents - end of the year	509,257	-	(0)	(0)	(0)	(0)	(0)	180,130	591,943	1,262,944
Investments - end of the year	8,000,000	7,787,418	7,098,787	6,579,139	6,219,255	6,021,888	5,996,685	5,996,685	5,996,685	5,996,685
Cash, Cash Equivalents & Investments - end of the year	**8,509,257**	**7,787,418**	**7,098,787**	**6,579,139**	**6,219,255**	**6,021,888**	**5,996,685**	**6,176,814**	**6,588,628**	**7,259,629**
Representing:										
- External Restrictions	8,509,257	7,787,418	7,098,787	6,579,139	6,219,255	6,021,888	5,996,685	6,176,815	6,588,628	7,259,629
- Internal Restricitons	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
	8,509,257	**7,787,418**	**7,098,787**	**6,579,139**	**6,219,255**	**6,021,888**	**5,996,685**	**6,176,814**	**6,588,628**	**7,259,629**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - SEWER FUND	Projected Years									
Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$
ASSETS										
Current Assets										
Cash & Cash Equivalents	509,257	-	-	-	-	-	-	180,130	591,943	1,262,944
Investments	6,000,000	5,840,564	5,324,090	4,934,354	4,664,441	4,516,416	4,497,514	4,497,514	4,497,514	4,497,514
Receivables	292,000	292,000	292,000	292,000	292,000	292,000	292,000	292,000	292,000	295,000
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,801,257	6,132,564	5,616,090	5,226,354	4,956,441	4,808,416	4,789,514	4,969,643	5,381,457	6,055,458
Non-Current Assets										
Investments	2,000,000	1,946,855	1,774,697	1,644,785	1,554,814	1,505,472	1,499,171	1,499,171	1,499,171	1,499,171
Receivables	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	46,338,399	46,951,128	47,587,203	48,224,306	48,893,706	49,614,277	50,399,380	51,242,341	52,144,895	53,093,829
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	48,341,399	48,900,983	49,364,900	49,872,091	50,451,520	51,122,749	51,901,551	52,744,512	53,647,066	54,593,000
TOTAL ASSETS	**55,142,656**	**55,033,546**	**54,980,990**	**55,098,445**	**55,407,961**	**55,931,164**	**56,691,064**	**57,714,155**	**59,028,523**	**60,648,458**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**
Net Assets	**55,134,656**	**55,025,546**	**54,972,990**	**55,090,445**	**55,399,961**	**55,923,164**	**56,683,064**	**57,706,155**	**59,020,523**	**60,640,458**
EQUITY										
Retained Earnings	22,660,656	22,551,546	22,498,990	22,616,445	22,925,961	23,449,164	24,209,064	25,232,155	26,546,523	28,166,458
Revaluation Reserves	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000	32,474,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	55,134,656	55,025,546	54,972,990	55,090,445	55,399,961	55,923,164	56,683,064	57,706,155	59,020,523	60,640,458
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**55,134,656**	**55,025,546**	**54,972,990**	**55,090,445**	**55,399,961**	**55,923,164**	**56,683,064**	**57,706,155**	**59,020,523**	**60,640,458**

8.2 Sewer Fund - 10 Year Capital Works Program

Sewer Fund Capital Program - Budget & LTFP

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Sewerage mains, manholes and vents	190,000	190,000	190,000	190,000						
Sewer Pump Station - Overhauls	250,000	250,000	250,000	250,000						
Sewer Pump Station - No. 4 Overhaul	150,000	150,000	150,000	150,000						
Sewer Pump Station - No. 27 Upgrade	15,000	15,000								
Sewer Pump Station - Pump Replacements		350,000								
Sewer Treatment Plants - Sedimentation tank automation	100,000	50,000								
Sewer Treatment Plant - Alum dosing tanklevel sensors and indicators	15,000									
Sewer Treatment Plant - Sludge Transfer Pump - Redesign Access	325,000									
Sewer Treatment Plant - Upgrade and recoat inlet (including gantries and walkways)	300,000									
Sewer Treatment Plant - Leeton Septic Tank Waste Receival Facility	200,000	49,651								
Sewer Treatment Plant - Construct Idea tank		650,000	650,000	650,000						
Waste Water Telemetry Upgrades and automation project			437,204	389,491						
AMP Renewal Demand - Annual					810,726	807,951	815,163	815,163	815,163	815,163
AMP Renewal Demand - Backlog					800,000	800,000	800,000	800,000	800,000	800,000
Grand Total	**1,545,000**	**1,704,651**	**1,677,204**	**1,629,491**	**1,610,726**	**1,607,951**	**1,615,163**	**1,615,163**	**1,615,163**	**1,615,163**
Indexation		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
As Per LTFP Cashflow		**1,755,791**	**1,779,346**	**1,780,589**	**1,812,886**	**1,864,056**	**1,928,589**	**1,986,447**	**2,046,040**	**2,107,422**

Assumptions

1. Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
2. Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements for the term of the Delivery Program
3. The Capital Program is shown in present $ values - the indexation line represents the compounded impact of CPI across the LTFP
4. New and upgrades of assets incur additional depreciation, while renewing the assets does not as these assets are already being depreciated - life extended only

9. Water Fund

9.1 Water Fund - Base Case

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - WATER FUND	Projected Years									
Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	1,951,586	2,051,052	2,155,502	2,265,187	2,380,368	2,501,322	2,628,336	2,761,714	2,901,774	3,048,852
User Charges & Fees	3,112,968	3,268,661	3,432,140	3,603,795	3,784,033	3,973,285	4,172,001	4,380,655	4,599,743	4,829,786
Other Revenues	60,600	62,418	64,291	66,219	68,206	70,252	72,360	74,530	76,766	79,069
Grants & Contributions provided for Operating Purposes	59,059	60,831	-	-	-	-	-	-	-	-
Grants & Contributions provided for Capital Purposes	31,000	31,930	32,888	33,875	34,891	35,938	37,016	38,126	39,270	40,448
Interest & Investment Revenue	788,903	663,374	524,935	502,997	485,561	275,126	245,193	213,262	182,832	153,505
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**6,004,116**	**6,138,266**	**6,209,755**	**6,472,072**	**6,753,059**	**6,855,923**	**7,154,905**	**7,468,287**	**7,800,386**	**8,151,661**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	902,810	929,894	957,791	986,525	1,016,121	1,046,604	1,078,002	1,110,342	1,143,653	1,177,962
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	2,912,405	2,999,777	3,089,771	3,182,464	3,277,938	3,376,276	3,477,564	3,581,891	3,689,348	3,800,028
Depreciation & Amortisation	1,627,659	1,642,456	1,643,265	1,654,096	1,654,954	1,779,582	1,780,493	1,781,430	1,782,396	1,627,659
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Loss	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**5,442,874**	**5,572,127**	**5,690,827**	**5,823,084**	**5,949,012**	**6,202,462**	**6,336,059**	**6,473,664**	**6,615,396**	**6,605,649**
Operating Result from Continuing Operations	**561,242**	**566,138**	**518,929**	**648,988**	**804,047**	**653,460**	**818,846**	**994,623**	**1,184,989**	**1,546,011**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**561,242**	**566,138**	**518,929**	**648,988**	**804,047**	**653,460**	**818,846**	**994,623**	**1,184,989**	**1,546,011**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**530,242**	**534,208**	**486,041**	**615,113**	**769,156**	**617,523**	**781,831**	**956,497**	**1,145,719**	**1,505,563**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - WATER FUND	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	1,951,586	2,051,052	2,155,502	2,265,187	2,380,368	2,501,322	2,628,336	2,761,714	2,901,774	3,048,852
User Charges & Fees	3,112,968	3,268,661	3,432,140	3,603,795	3,784,033	3,973,285	4,172,001	4,380,655	4,599,743	4,829,786
Investment & Interest Revenue Received	788,903	663,374	524,935	502,997	485,561	275,126	245,193	213,262	182,832	153,505
Grants & Contributions	90,059	92,761	32,888	33,875	34,891	35,938	37,016	38,126	39,270	40,448
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	60,600	62,418	64,291	66,219	68,206	70,252	72,360	74,530	76,766	79,069
Payments:										
Employee Benefits & On-Costs	(902,810)	(929,894)	(957,791)	(986,525)	(1,016,121)	(1,046,604)	(1,078,002)	(1,110,342)	(1,143,653)	(1,177,962)
Materials & Contracts	(2,912,405)	(2,999,777)	(3,089,771)	(3,182,464)	(3,277,938)	(3,376,276)	(3,477,564)	(3,581,891)	(3,689,348)	(3,800,028)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Operating Activities	2,188,901	2,208,594	2,162,194	2,303,084	2,459,001	2,433,043	2,599,339	2,776,054	2,967,385	3,173,670
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	-	-	35,595	8,708,084	1,165,659	1,226,135	1,164,184	1,091,060	1,006,528
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-	-	-	-	-	-	-	-
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(1,465,000)	(3,458,537)	(3,345,454)	(2,971,891)	(11,167,085)	(3,598,702)	(3,825,474)	(3,940,238)	(4,058,445)	(4,180,198)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(1,465,000)	(3,458,537)	(3,345,454)	(2,936,296)	(2,459,001)	(2,433,043)	(2,599,339)	(2,776,054)	(2,967,385)	(3,173,670)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - WATER FUND	Projected Years									
Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	-	-	-	-	-	-	-	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	723,901	(1,249,943)	(1,183,260)	(633,212)	-	(0)	0	(0)	-	-
plus: Cash & Cash Equivalents - beginning of year	2,342,515	3,066,416	1,816,473	633,212	-	-	(0)	-	(0)	(0)
Cash & Cash Equivalents - end of the year	**3,066,416**	**1,816,473**	**633,212**	**-**	**-**	**(0)**	**-**	**(0)**	**(0)**	**(0)**
Cash & Cash Equivalents - end of the year	3,066,416	1,816,473	633,212	-	-	(0)	-	(0)	(0)	(0)
Investments - end of the year	18,900,000	18,900,000	18,900,000	18,864,405	10,156,321	8,990,661	7,764,526	6,600,342	5,509,282	4,502,755
Cash, Cash Equivalents & Investments - end of the year	**21,966,416**	**20,716,473**	**19,533,212**	**18,864,405**	**10,156,321**	**8,990,661**	**7,764,526**	**6,600,342**	**5,509,282**	**4,502,755**
Representing:										
- External Restrictions	21,966,416	20,716,473	19,533,212	18,864,405	10,156,321	8,990,661	7,764,526	6,600,342	5,509,282	4,502,755
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-
- Unrestricted	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
	21,966,416	**20,716,473**	**19,533,212**	**18,864,405**	**10,156,321**	**8,990,661**	**7,764,526**	**6,600,342**	**5,509,282**	**4,502,755**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - WATER FUND	Projected Years									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,066,416	1,816,473	633,212	-	-	-	-	-	-	-
Investments	9,319,144	9,319,144	9,319,144	9,301,593	5,007,842	4,433,083	3,828,505	3,254,473	2,716,497	2,220,202
Receivables	606,000	606,000	606,000	606,000	606,000	606,000	606,000	606,000	606,000	614,000
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	12,991,560	11,741,617	10,558,357	9,907,593	5,613,842	5,039,083	4,434,505	3,860,473	3,322,497	2,834,202
Non-Current Assets										
Investments	9,580,856	9,580,856	9,580,856	9,562,812	5,148,479	4,557,578	3,936,022	3,345,869	2,792,785	2,282,553
Receivables	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	47,342,808	49,158,889	50,861,078	52,178,873	61,691,004	63,510,124	65,555,106	67,713,913	69,989,962	72,542,501
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	56,931,663	58,747,744	60,449,934	61,749,685	66,847,483	68,075,703	69,499,127	71,067,782	72,790,747	74,825,054
TOTAL ASSETS	**69,923,223**	**70,489,361**	**71,008,290**	**71,657,278**	**72,461,325**	**73,114,786**	**73,933,632**	**74,928,255**	**76,113,244**	**77,659,256**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536	13,536
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-
Employee benefit provisions	-	-	-	-	-	-	-	-	-	-
Other provisions	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	-	-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**	**13,536**
Net Assets	**69,909,687**	**70,475,825**	**70,994,754**	**71,643,742**	**72,447,789**	**73,101,250**	**73,920,096**	**74,914,719**	**76,099,708**	**77,645,720**
EQUITY										
Retained Earnings	27,921,687	28,487,825	29,006,754	29,655,742	30,459,789	31,113,250	31,932,096	32,926,719	34,111,708	35,657,720
Revaluation Reserves	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000	41,988,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	69,909,687	70,475,825	70,994,754	71,643,742	72,447,789	73,101,250	73,920,096	74,914,719	76,099,708	77,645,720
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**69,909,687**	**70,475,825**	**70,994,754**	**71,643,742**	**72,447,789**	**73,101,250**	**73,920,096**	**74,914,719**	**76,099,708**	**77,645,720**

9.2 Water Fund - 10 Year Capital Works Program

Water Fund Capital Program - Budget & LTFP

Capital Program	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Water Treatment - Reservoirs/Dams		1,000,000								
Water Treatment - Water Management - Water Meters	20,000	20,000	20,000	20,000						
Water Mains - General Water Mains	200,000	200,000	200,000	200,000						
Water Mains - General Water Mains - Leeton WTP Sedimentation Tank Refurbishments			150,000							
Water Main Replacements	470,000	470,000	470,000	470,000						
WTP- Valve audit and repair	30,000		30,000							
WTP-Sedimentation Tank Launder Replacement	150,000									
Water Treatment - Leeton RWP - VSD and Switch Board Upgrade			208,411	250,000						
Water Treatment - Telemetry Upgrades		150,000	50,000	50,000						
Murrami Filtration Plant Upgrade			250,000							
Water Reservoir OHS Upgrades			150,000							
Water Main Replacements - Ring Main Extensions		937,803	950,000							
Water Treatment - Solar Array Murrami WTP			75,000							
Water Mains - General Water Mains -Servicing Strategy		250,000								
Design ground level access to Wattle hill and Parkview		200,000								
Soda Ash System Upgrade	50,000	50,000								
Upgrades to dosing pumps	150,000									
Automation of dosage pumps	100,000									
Upgrade batching system to Whitton plant	100,000									
Chemical storage sensors	70,000									
Sludge valve automation	75,000									
Whitton and Murrami telemetry upgrades	50,000	80,000								
Water Telemetry Upgrades (AMP New/Upgrade)					50,000	50,000	50,000	50,000	50,000	50,000
AMP Renewal Demand - Annual					1,821,810	2,004,272	2,103,774	2,103,774	2,103,774	2,103,774
AMP Renewal Demand - Backlog					1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
Water Treatment (AMP New & Upgrade)			600,000	1,729,701	7,000,000					
Grand Total	**1,465,000**	**3,357,803**	**3,153,411**	**2,719,701**	**9,921,810**	**3,104,272**	**3,203,774**	**3,203,774**	**3,203,774**	**3,203,774**
Indexation Compounded		3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
As Per LTFP Cashflow		**3,458,537**	**3,345,454**	**2,971,891**	**11,167,085**	**3,598,702**	**3,825,474**	**3,940,238**	**4,058,445**	**4,180,198**

Assumptions

1. Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
2. Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements for the term of the Delivery Program
3. The Capital Program is shown in present $ values - the indexation line represents the compounded impact of CPI across the LTFP
4. New and upgrades to assets incur additional depreciation, while renewing the assets does not as these assets are already being depreciated - life extended only

10. Consolidated

10.1 Consolidated – Base Case (all funds)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - CONSOLIDATED	Projected Years									
Scenario: Base Case	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	$	$	$	$	$	$	$	$	$	$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Other Revenues	929,228	957,105	985,818	1,015,393	1,045,854	1,077,230	1,109,547	1,142,833	1,177,118	1,212,432
Grants & Contributions provided for Operating Purposes	9,064,245	9,753,774	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	4,446,081	2,985,260	3,859,483	2,342,650	4,371,561	434,238	436,255	438,333	440,473	442,677
Interest & Investment Revenue	2,067,699	1,561,262	1,247,843	1,141,926	1,033,511	684,599	478,864	447,455	423,050	404,746
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**43,520,031**	**43,168,277**	**45,000,183**	**44,796,676**	**47,912,222**	**45,225,224**	**46,665,867**	**48,329,554**	**50,150,420**	**51,876,103**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	15,977,448	16,405,271	16,897,430	17,404,353	17,926,483	18,464,278	19,018,206	19,588,752	20,176,415	20,781,707
Borrowing Costs	480,850	443,980	459,427	418,341	396,812	394,345	343,059	289,730	234,276	181,970
Materials & Contracts	15,403,837	15,444,611	15,780,749	16,316,800	16,614,489	17,112,924	17,626,312	18,228,205	18,699,755	19,260,747
Depreciation & Amortisation	10,259,516	10,604,358	10,789,913	11,099,030	11,217,000	11,464,223	11,517,138	11,466,845	11,493,845	11,038,339
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**42,706,868**	**43,500,993**	**44,548,374**	**45,878,005**	**46,813,450**	**48,114,195**	**49,203,494**	**50,293,275**	**51,345,625**	**52,026,337**
Operating Result from Continuing Operations	**813,163**	**(332,716)**	**451,809**	**(1,081,329)**	**1,098,772**	**(2,888,971)**	**(2,537,626)**	**(1,963,721)**	**(1,195,205)**	**(150,234)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**813,163**	**(332,716)**	**451,809**	**(1,081,329)**	**1,098,772**	**(2,888,971)**	**(2,537,626)**	**(1,963,721)**	**(1,195,205)**	**(150,234)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,632,918)**	**(3,317,976)**	**(3,407,675)**	**(3,423,979)**	**(3,272,788)**	**(3,323,209)**	**(2,973,881)**	**(2,402,053)**	**(1,635,678)**	**(592,911)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Investment & Interest Revenue Received	2,067,699	1,561,262	1,247,843	1,141,926	1,033,511	684,599	478,864	447,455	423,050	404,746
Grants & Contributions	13,510,326	12,738,402	13,745,902	12,491,004	14,411,173	10,775,039	11,087,280	11,408,889	11,740,145	12,081,340
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,274,128	1,312,352	1,351,722	1,392,274	1,434,042	1,477,064	1,521,376	1,567,017	1,614,027	1,662,448
Payments:										
Employee Benefits & On-Costs	(15,977,448)	(16,405,271)	(16,897,430)	(17,404,353)	(17,926,483)	(18,464,278)	(19,018,206)	(19,588,752)	(20,176,415)	(20,781,707)
Materials & Contracts	(15,403,837)	(15,444,611)	(15,780,749)	(16,316,800)	(16,614,489)	(17,112,924)	(17,626,312)	(18,228,205)	(18,699,755)	(19,260,747)
Borrowing Costs	(480,850)	(443,980)	(459,427)	(418,341)	(396,812)	(394,345)	(343,059)	(289,730)	(234,276)	(181,970)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	11,142,504	10,478,531	11,429,986	10,217,024	12,431,306	8,666,982	9,068,350	9,609,632	10,345,277	11,052,334
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	212,582	688,631	555,243	12,116,124	4,814,870	1,251,338	1,164,184	1,091,060	1,006,528
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(15,430,682)	(17,891,752)	(15,965,459)	(15,538,547)	(28,134,606)	(15,540,675)	(16,000,480)	(17,635,554)	(16,442,674)	(15,740,799)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(13,518,682)	(16,039,532)	(13,508,460)	(13,236,814)	(15,095,219)	(9,967,222)	(13,939,575)	(15,712,538)	(14,254,692)	(14,185,406)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED					Projected Years					
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	930,000	1,694,628	-	546,364	1,125,509	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(921,427)	(1,051,470)	(1,092,556)	(1,180,504)	(1,297,474)	(1,348,760)	(1,402,088)	(1,457,542)	(974,251)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(24,125)	773,201	(1,051,470)	(546,192)	(54,995)	(1,297,474)	(1,348,760)	(1,402,088)	(1,457,542)	(974,251)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,400,303)	(4,787,800)	(3,129,944)	(3,565,982)	(2,718,908)	(2,597,713)	(6,219,985)	(7,504,993)	(5,366,958)	(4,107,323)
plus: Cash & Cash Equivalents - beginning of year	16,602,937	14,202,634	9,414,834	6,284,890	2,718,908	(0)	(2,597,713)	(8,817,699)	(16,322,692)	(21,689,649)
Cash & Cash Equivalents - end of the year	**14,202,634**	**9,414,834**	**6,284,890**	**2,718,908**	**(0)**	**(2,597,713)**	**(8,817,699)**	**(16,322,692)**	**(21,689,649)**	**(25,796,972)**
Cash & Cash Equivalents - end of the year	14,202,634	9,414,834	6,284,890	2,718,908	(0)	(2,597,713)	(8,817,699)	(16,322,692)	(21,689,649)	(25,796,972)
Investments - end of the year	33,400,000	33,187,418	32,498,787	31,943,544	19,827,420	15,012,549	13,761,211	12,597,027	11,505,967	10,499,439
Cash, Cash Equivalents & Investments - end of the year	**47,602,634**	**42,602,252**	**38,783,676**	**34,662,452**	**19,827,420**	**12,414,836**	**4,943,513**	**(3,725,665)**	**(10,183,682)**	**(15,297,533)**
Representing:										
- External Restrictions	38,503,559	35,739,183	34,945,794	34,869,608	26,149,308	24,798,126	24,671,209	24,109,416	24,602,100	25,541,472
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	1,644,264	(1,292,030)	(4,723,985)	(9,311,707)	(15,249,829)	(21,868,243)	(28,909,608)	(36,222,200)	(43,233,921)	(49,808,698)
	47,602,634	**42,602,252**	**38,783,676**	**34,662,452**	**19,827,420**	**12,414,836**	**4,943,513**	**(3,725,665)**	**(10,183,682)**	**(15,297,533)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - CONSOLIDATED	**Projected Years**									
Scenario: Base Case	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	14,202,634	9,414,834	6,284,890	2,718,908	-	-	-	-	-	-
Investments	20,318,159	20,158,723	19,642,249	19,234,962	12,327,025	8,949,499	8,326,018	7,751,987	7,214,011	6,717,716
Receivables	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,146,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	44,738,644	38,592,258	33,746,692	28,574,274	18,707,598	15,330,073	14,706,592	14,132,561	13,594,585	13,161,290
Non-Current Assets										
Investments	13,081,841	13,028,695	12,856,538	12,708,582	7,500,395	6,063,050	5,435,193	4,845,040	4,291,956	3,781,724
Receivables	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	370,037,849	376,893,533	381,534,385	385,456,711	401,811,707	405,281,294	409,116,982	414,678,625	418,749,916	423,013,284
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	392,831,690	399,634,229	404,102,923	407,877,292	419,024,102	421,056,344	424,264,174	429,235,665	432,753,873	436,444,008
TOTAL ASSETS	**437,570,334**	**438,226,487**	**437,849,615**	**436,451,566**	**437,731,700**	**436,386,417**	**438,970,767**	**443,368,225**	**446,348,457**	**449,605,298**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	2,597,713	8,817,699	16,322,692	21,689,649	25,796,972
Payables	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	921,427	1,051,470	1,092,556	1,180,504	1,297,474	1,348,760	1,402,088	1,457,542	974,251	475,731
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,802,789	10,932,201	10,973,286	11,061,234	11,178,204	13,827,204	20,100,516	27,660,964	32,544,631	36,153,433
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	10,713,265	11,356,423	10,263,867	9,629,727	9,457,762	8,109,002	6,706,915	5,249,373	4,275,122	3,799,391
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,253,071	17,112,529	16,242,762	15,838,094	15,902,486	14,797,174	13,645,838	12,446,569	11,738,340	11,536,611
TOTAL LIABILITIES	**27,055,860**	**28,044,729**	**27,216,048**	**26,899,328**	**27,080,690**	**28,624,377**	**33,746,354**	**40,107,534**	**44,282,971**	**47,690,045**
Net Assets	**410,514,474**	**410,181,758**	**410,633,567**	**409,552,238**	**410,651,010**	**407,762,039**	**405,224,413**	**403,260,692**	**402,065,487**	**401,915,253**
EQUITY										
Retained Earnings	153,642,474	153,309,758	153,761,567	152,680,238	153,779,010	150,890,039	148,352,413	146,388,692	145,193,487	145,043,253
Revaluation Reserves	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	410,514,474	410,181,758	410,633,567	409,552,238	410,651,010	407,762,039	405,224,413	403,260,692	402,065,487	401,915,253
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**410,514,474**	**410,181,758**	**410,633,567**	**409,552,238**	**410,651,010**	**407,762,039**	**405,224,413**	**403,260,692**	**402,065,487**	**401,915,253**

10.2 Consolidated Scenario 1 (all funds)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - CONSOLIDATED	Projected Years									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Other Revenues	929,228	957,105	985,818	1,015,393	1,045,854	1,077,230	1,109,547	1,142,833	1,177,118	1,212,432
Grants & Contributions provided for Operating Purposes	9,064,245	9,753,774	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	4,446,081	11,114,020	3,859,483	2,342,650	4,371,561	434,238	436,255	438,333	440,473	442,677
Interest & Investment Revenue	2,067,699	1,532,794	1,370,343	1,194,426	1,092,511	808,599	478,864	447,455	423,050	404,746
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**43,520,031**	**51,268,569**	**45,122,683**	**44,849,176**	**47,971,222**	**45,349,224**	**46,665,867**	**48,329,554**	**50,150,420**	**51,876,103**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	15,977,448	16,405,271	16,897,430	17,404,353	17,926,483	18,464,278	19,018,206	19,588,752	20,176,415	20,781,707
Borrowing Costs	480,850	467,239	480,662	478,061	492,618	480,559	419,291	355,575	289,313	225,758
Materials & Contracts	15,403,837	15,444,611	15,780,749	16,316,800	16,614,489	17,112,924	17,626,312	18,228,205	18,699,755	19,260,747
Depreciation & Amortisation	10,259,516	10,604,358	10,789,913	11,099,030	11,217,000	11,464,223	11,517,138	11,466,845	11,493,845	11,367,896
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**42,706,868**	**43,524,252**	**44,569,609**	**45,937,725**	**46,909,255**	**48,200,409**	**49,279,726**	**50,359,120**	**51,400,661**	**52,399,683**
Operating Result from Continuing Operations	**813,163**	**7,744,317**	**553,073**	**(1,088,549)**	**1,061,967**	**(2,851,185)**	**(2,613,858)**	**(2,029,566)**	**(1,250,242)**	**(523,580)**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**813,163**	**7,744,317**	**553,073**	**(1,088,549)**	**1,061,967**	**(2,851,185)**	**(2,613,858)**	**(2,029,566)**	**(1,250,242)**	**(523,580)**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,632,918)**	**(3,369,703)**	**(3,306,410)**	**(3,431,199)**	**(3,309,594)**	**(3,285,423)**	**(3,050,113)**	**(2,467,898)**	**(1,690,714)**	**(966,257)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Investment & Interest Revenue Received	2,067,699	1,532,794	1,370,343	1,194,426	1,092,511	808,599	478,864	447,455	423,050	404,746
Grants & Contributions	13,510,326	20,867,162	13,745,902	12,491,004	14,411,173	10,775,039	11,087,280	11,408,889	11,740,145	12,081,340
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,274,128	1,312,352	1,351,722	1,392,274	1,434,042	1,477,064	1,521,376	1,567,017	1,614,027	1,662,448
Payments:										
Employee Benefits & On-Costs	(15,977,448)	(16,405,271)	(16,897,430)	(17,404,353)	(17,926,483)	(18,464,278)	(19,018,206)	(19,588,752)	(20,176,415)	(20,781,707)
Materials & Contracts	(15,403,837)	(15,444,611)	(15,780,749)	(16,316,800)	(16,614,489)	(17,112,924)	(17,626,312)	(18,228,205)	(18,699,755)	(19,260,747)
Borrowing Costs	(480,850)	(467,239)	(480,662)	(478,061)	(492,618)	(480,559)	(419,291)	(355,575)	(289,313)	(225,758)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	11,142,504	18,555,565	11,531,251	10,209,804	12,394,500	8,704,769	8,992,118	9,543,787	10,290,240	11,008,545
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	212,582	688,631	555,243	12,489,476	4,441,518	1,251,338	1,164,184	1,091,060	1,006,528
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(15,930,682)	(26,020,512)	(17,012,567)	(16,617,069)	(28,134,606)	(15,540,675)	(16,000,480)	(17,635,554)	(16,442,674)	(15,740,799)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(14,018,682)	(24,168,292)	(14,555,568)	(14,315,336)	(14,721,867)	(10,340,574)	(13,939,575)	(15,712,538)	(14,254,692)	(14,185,406)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	1,530,000	1,694,628	1,047,108	1,624,886	1,125,509	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(971,262)	(1,103,329)	(1,233,491)	(1,416,741)	(1,543,303)	(1,604,571)	(1,668,285)	(1,734,549)	(1,262,505)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	575,875	723,366	(56,221)	391,395	(291,232)	(1,543,303)	(1,604,571)	(1,668,285)	(1,734,549)	(1,262,505)
Net Increase/(Decrease) in Cash & Cash Equivalents	(2,300,303)	(4,889,361)	(3,080,538)	(3,714,136)	(2,618,598)	(3,179,109)	(6,552,028)	(7,837,036)	(5,699,000)	(4,439,366)
plus: Cash & Cash Equivalents - beginning of year	16,602,937	14,302,634	9,413,272	6,332,735	2,618,598	-	(3,179,109)	(9,731,136)	(17,568,172)	(23,267,173)
Cash & Cash Equivalents - end of the year	**14,302,634**	**9,413,272**	**6,332,735**	**2,618,598**	**-**	**(3,179,109)**	**(9,731,136)**	**(17,568,172)**	**(23,267,173)**	**(27,706,538)**
Cash & Cash Equivalents - end of the year	14,302,634	9,413,272	6,332,735	2,618,598	-	(3,179,109)	(9,731,136)	(17,568,172)	(23,267,173)	(27,706,538)
Investments - end of the year	33,400,000	33,187,418	32,498,787	31,943,544	19,454,067	15,012,549	13,761,211	12,597,027	11,505,967	10,499,439
Cash, Cash Equivalents & Investments - end of the year	**47,702,634**	**42,600,690**	**38,831,522**	**34,562,142**	**19,454,067**	**11,833,441**	**4,030,075**	**(4,971,146)**	**(11,761,206)**	**(17,207,099)**
Representing:										
- External Restrictions	38,503,559	35,739,183	34,945,794	34,869,608	26,149,308	24,798,126	24,671,209	24,109,416	24,602,100	25,541,472
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	1,744,264	(1,293,592)	(4,676,140)	(9,412,017)	(15,623,181)	(22,449,638)	(29,823,046)	(37,467,681)	(44,811,445)	(51,718,264)
	47,702,634	**42,600,690**	**38,831,522**	**34,562,142**	**19,454,067**	**11,833,441**	**4,030,075**	**(4,971,146)**	**(11,761,206)**	**(17,207,099)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - CONSOLIDATED					**Projected Years**					
Scenario: Scenario 1 - Sporting Precinct (including Stadium)	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	14,302,634	9,413,272	6,332,735	2,618,598	-	-	-	-	-	-
Investments	20,318,159	20,158,723	19,642,249	19,234,962	12,039,887	8,949,499	8,326,018	7,751,987	7,214,011	6,717,716
Receivables	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,146,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	44,838,644	38,590,697	33,794,537	28,473,965	18,420,461	15,330,073	14,706,592	14,132,561	13,594,585	13,161,290
Non-Current Assets										
Investments	13,081,841	13,028,695	12,856,538	12,708,582	7,414,180	6,063,050	5,435,193	4,845,040	4,291,956	3,781,724
Receivables	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	370,537,849	385,522,293	391,210,253	396,211,101	412,566,097	416,035,684	419,871,372	425,433,015	429,504,306	433,438,117
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	393,331,690	408,262,989	413,778,791	418,631,682	429,692,277	431,810,734	435,018,564	439,990,055	443,508,263	446,868,840
TOTAL ASSETS	**438,170,334**	**446,853,686**	**447,573,328**	**447,105,647**	**448,112,738**	**447,140,806**	**449,725,157**	**454,122,615**	**457,102,847**	**460,030,130**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	3,179,109	9,731,136	17,568,172	23,267,173	27,706,538
Payables	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	971,262	1,103,329	1,233,491	1,416,741	1,543,303	1,604,571	1,668,285	1,734,549	1,262,505	775,689
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,852,624	10,984,059	11,114,221	11,297,471	11,424,033	14,664,409	21,280,152	29,183,451	34,410,408	38,362,957
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	11,263,430	11,854,730	11,668,347	11,876,493	11,458,699	9,854,128	8,185,843	6,451,295	5,188,790	4,413,101
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,803,236	17,610,836	17,647,242	18,084,860	17,903,423	16,542,300	15,124,766	13,648,491	12,652,008	12,150,321
TOTAL LIABILITIES	**27,655,860**	**28,594,895**	**28,761,463**	**29,382,331**	**29,327,456**	**31,206,709**	**36,404,918**	**42,831,942**	**47,062,416**	**50,513,279**
Net Assets	**410,514,474**	**418,258,791**	**418,811,865**	**417,723,316**	**418,785,282**	**415,934,097**	**413,320,239**	**411,290,673**	**410,040,432**	**409,516,851**
EQUITY										
Retained Earnings	153,642,474	161,386,791	161,939,865	160,851,316	161,913,282	159,062,097	156,448,239	154,418,673	153,168,432	152,644,851
Revaluation Reserves	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	410,514,474	418,258,791	418,811,865	417,723,316	418,785,282	415,934,097	413,320,239	411,290,673	410,040,432	409,516,851
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**410,514,474**	**418,258,791**	**418,811,865**	**417,723,316**	**418,785,282**	**415,934,097**	**413,320,239**	**411,290,673**	**410,040,432**	**409,516,851**

10.3 Consolidated Scenario 2 (all funds)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
INCOME STATEMENT - CONSOLIDATED					**Projected Years**					
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Other Revenues	929,228	957,105	985,818	1,015,393	1,045,854	1,077,230	1,109,547	1,142,833	1,177,118	1,212,432
Grants & Contributions provided for Operating Purposes	9,064,245	9,753,774	9,886,419	10,148,354	10,039,613	10,340,801	10,651,025	10,970,556	11,299,673	11,638,663
Grants & Contributions provided for Capital Purposes	1,785,000	426,740	428,532	430,378	432,280	434,238	436,255	438,333	440,473	442,677
Interest & Investment Revenue	2,067,699	1,595,862	1,264,843	1,174,426	1,063,511	746,099	478,864	447,455	423,050	404,746
Other Income:										
Net Gains from the Disposal of Assets	140,175	8,779	34,524	30,149	120,823	151,717	161,913	151,766	219,385	109,773
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Other Income	344,900	355,247	365,904	376,882	388,188	399,834	411,829	424,184	436,909	450,016
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	**40,858,950**	**40,644,357**	**41,586,232**	**42,916,904**	**44,002,941**	**45,286,724**	**46,665,867**	**48,329,554**	**50,150,420**	**51,876,103**
Expenses from Continuing Operations										
Employee Benefits & On-Costs	15,977,448	16,405,271	16,897,430	17,404,353	17,926,483	18,464,278	19,018,206	19,588,752	20,176,415	20,781,707
Borrowing Costs	480,850	443,980	412,900	375,862	337,366	297,495	256,483	213,846	169,518	128,788
Materials & Contracts	15,403,837	15,444,611	15,780,749	16,316,800	16,614,489	17,112,924	17,626,312	18,228,205	18,699,755	19,260,747
Depreciation & Amortisation	10,259,516	10,604,358	10,789,913	11,099,030	11,217,000	11,464,223	11,517,138	11,466,845	11,493,845	10,786,043
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	585,216	602,772	620,856	639,481	658,666	678,426	698,779	719,742	741,334	763,574
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	**42,706,868**	**43,500,993**	**44,501,848**	**45,835,526**	**46,754,004**	**48,017,345**	**49,116,918**	**50,217,390**	**51,280,866**	**51,720,860**
Operating Result from Continuing Operations	**(1,847,918)**	**(2,856,636)**	**(2,915,616)**	**(2,918,622)**	**(2,751,063)**	**(2,730,621)**	**(2,451,051)**	**(1,887,836)**	**(1,130,447)**	**155,243**
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Net Operating Result for the Year	**(1,847,918)**	**(2,856,636)**	**(2,915,616)**	**(2,918,622)**	**(2,751,063)**	**(2,730,621)**	**(2,451,051)**	**(1,887,836)**	**(1,130,447)**	**155,243**
Net Operating Result before Grants and Contributions provided for Capital Purposes	**(3,632,918)**	**(3,283,376)**	**(3,344,148)**	**(3,349,001)**	**(3,183,342)**	**(3,164,859)**	**(2,887,306)**	**(2,326,169)**	**(1,570,919)**	**(287,434)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	16,950,721	17,616,030	18,321,506	19,060,148	19,833,761	20,644,258	21,493,667	22,384,141	23,317,965	24,297,562
User Charges & Fees	9,576,982	9,930,820	10,298,686	10,681,174	11,078,911	11,492,548	11,922,768	12,370,286	12,835,847	13,320,234
Investment & Interest Revenue Received	2,067,699	1,595,862	1,264,843	1,174,426	1,063,511	746,099	478,864	447,455	423,050	404,746
Grants & Contributions	10,849,245	10,179,882	10,314,951	10,578,732	10,471,892	10,775,039	11,087,280	11,408,889	11,740,145	12,081,340
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	1,274,128	1,312,352	1,351,722	1,392,274	1,434,042	1,477,064	1,521,376	1,567,017	1,614,027	1,662,448
Payments:										
Employee Benefits & On-Costs	(15,977,448)	(16,405,271)	(16,897,430)	(17,404,353)	(17,926,483)	(18,464,278)	(19,018,206)	(19,588,752)	(20,176,415)	(20,781,707)
Materials & Contracts	(15,403,837)	(15,444,611)	(15,780,749)	(16,316,800)	(16,614,489)	(17,112,924)	(17,626,312)	(18,228,205)	(18,699,755)	(19,260,747)
Borrowing Costs	(480,850)	(443,980)	(412,900)	(375,862)	(337,366)	(297,495)	(256,483)	(213,846)	(169,518)	(128,788)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(375,216)	(386,472)	(398,067)	(410,009)	(422,309)	(434,978)	(448,028)	(461,468)	(475,312)	(489,572)
Net Cash provided (or used in) Operating Activities	8,481,423	7,954,611	8,062,562	8,379,731	8,581,471	8,825,332	9,154,926	9,685,516	10,410,035	11,105,515
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	-	212,582	688,631	555,243	10,307,836	6,623,159	1,251,338	1,164,184	1,091,060	1,006,528
Sale of Investment Property	-	-	-	-	-	-	-	-	-	-
Sale of Real Estate Assets	1,100,000	1,100,000	1,100,000	1,100,000	220,000	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	812,000	539,638	668,367	646,490	703,263	758,583	809,567	758,832	1,096,922	548,866
Sale of non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Disposal Groups	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	-	-	-	-	-	-	-	-	-	-
Distributions Received from Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(12,269,601)	(13,927,004)	(12,534,508)	(12,596,926)	(23,069,816)	(15,540,675)	(16,000,480)	(17,635,554)	(16,442,674)	(15,740,799)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Deferred Debtors & Advances Made	-	-	-	-	-	-	-	-	-	-
Contributions Paid to Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Other Investing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash provided (or used in) Investing Activities	(10,357,601)	(12,074,784)	(10,077,509)	(10,295,193)	(11,838,717)	(8,158,934)	(13,939,575)	(15,712,538)	(14,254,692)	(14,185,406)

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
CASH FLOW STATEMENT - CONSOLIDATED	**Projected Years**									
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	930,000	494,400	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(954,125)	(921,427)	(951,782)	(988,820)	(1,027,176)	(1,044,437)	(1,085,449)	(1,128,085)	(1,172,415)	(677,546)
Repayment of lease liabilities (principal repayments)	-	-	-	-	-	-	-	-	-	-
Distributions to non-controlling interests	-	-	-	-	-	-	-	-	-	-
Other Financing Activity Payments	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	(24,125)	(427,027)	(951,782)	(988,820)	(1,027,176)	(1,044,437)	(1,085,449)	(1,128,085)	(1,172,415)	(677,546)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,900,303)	(4,547,200)	(2,966,730)	(2,904,282)	(4,284,422)	(378,039)	(5,870,099)	(7,155,107)	(5,017,071)	(3,757,437)
plus: Cash & Cash Equivalents - beginning of year	16,602,937	14,702,634	10,155,434	7,188,704	4,284,422	(0)	(378,039)	(6,248,138)	(13,403,245)	(18,420,316)
Cash & Cash Equivalents - end of the year	**14,702,634**	**10,155,434**	**7,188,704**	**4,284,422**	**(0)**	**(378,039)**	**(6,248,138)**	**(13,403,245)**	**(18,420,316)**	**(22,177,753)**
Cash & Cash Equivalents - end of the year	14,702,634	10,155,434	7,188,704	4,284,422	(0)	(378,039)	(6,248,138)	(13,403,245)	(18,420,316)	(22,177,753)
Investments - end of the year	33,400,000	33,187,418	32,498,787	31,943,544	21,635,708	15,012,549	13,761,211	12,597,027	11,505,967	10,499,439
Cash, Cash Equivalents & Investments - end of the year	**48,102,634**	**43,342,852**	**39,687,491**	**36,227,966**	**21,635,708**	**14,634,510**	**7,513,073**	**(806,218)**	**(6,914,349)**	**(11,678,313)**
Representing:										
- External Restrictions	38,603,559	35,894,141	35,104,238	35,031,618	26,314,963	24,967,508	24,844,402	24,286,506	24,783,175	25,726,620
- Internal Restrictions	7,454,810	8,155,099	8,561,868	9,104,551	8,927,940	9,484,953	9,181,912	8,387,119	8,448,139	8,969,693
- Unrestricted	2,044,264	(706,388)	(3,978,615)	(7,908,203)	(13,607,195)	(19,817,951)	(26,513,240)	(33,479,843)	(40,145,663)	(46,374,627)
	48,102,634	**43,342,852**	**39,687,491**	**36,227,966**	**21,635,708**	**14,634,510**	**7,513,073**	**(806,218)**	**(6,914,349)**	**(11,678,313)**

Leeton Shire Council										
10 Year Financial Plan for the Years ending 30 June 2035										
BALANCE SHEET - CONSOLIDATED					**Projected Years**					
Scenario: Scenario 2 - Excludes Discretionary Projects	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**
	$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
ASSETS										
Current Assets										
Cash & Cash Equivalents	14,702,634	10,155,434	7,188,704	4,284,422	-	-	-	-	-	-
Investments	20,318,159	20,158,723	19,642,249	19,234,962	13,717,742	8,949,499	8,326,018	7,751,987	7,214,011	6,717,716
Receivables	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,083,000	6,146,000
Inventories	4,072,851	2,873,702	1,674,553	475,404	235,574	235,574	235,574	235,574	235,574	235,574
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	45,238,644	39,332,858	34,650,506	30,139,788	20,098,316	15,330,073	14,706,593	14,132,561	13,594,585	13,161,290
Non-Current Assets										
Investments	13,081,841	13,028,695	12,856,538	12,708,582	7,917,966	6,063,050	5,435,193	4,845,040	4,291,956	3,781,724
Receivables	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	63,000	-
Inventories	-	-	-	-	-	-	-	-	-	-
Contract assets and contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	366,876,768	369,767,704	370,977,605	371,958,310	383,248,516	386,718,103	390,553,791	396,115,434	400,186,725	404,702,389
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000	9,649,000
Right of use assets	-	-	-	-	-	-	-	-	-	-
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	389,670,609	392,508,400	393,546,143	394,378,891	400,878,482	402,493,153	405,700,983	410,672,474	414,190,682	418,133,113
TOTAL ASSETS	**434,909,253**	**431,841,258**	**428,196,649**	**424,518,679**	**420,976,799**	**417,823,226**	**420,407,576**	**424,805,034**	**427,785,266**	**431,294,403**
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	378,039	6,248,138	13,403,245	18,420,316	22,177,753
Payables	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536	6,920,536
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	91,632	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000	91,000
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	921,427	951,782	988,820	1,027,176	1,044,437	1,085,449	1,128,085	1,172,415	677,546	166,978
Employee benefit provisions	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194	2,869,194
Other provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	10,802,789	10,832,512	10,869,550	10,907,906	10,925,168	11,344,219	17,256,954	24,456,390	28,978,592	32,225,461
Non-Current Liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	-	-	-	-	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	10,713,265	10,255,883	9,267,063	8,239,888	7,195,451	6,110,001	4,981,916	3,809,501	3,131,955	2,964,977
Employee benefit provisions	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806	220,806
Other provisions	5,319,000	5,535,300	5,758,089	5,987,562	6,223,919	6,467,366	6,718,117	6,976,391	7,242,412	7,516,415
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	16,253,071	16,011,989	15,245,958	14,448,255	13,640,175	12,798,173	11,920,839	11,006,697	10,595,173	10,702,197
TOTAL LIABILITIES	**27,055,860**	**26,844,501**	**26,115,508**	**25,356,161**	**24,565,343**	**24,142,391**	**29,177,792**	**35,463,087**	**39,573,765**	**42,927,659**
Net Assets	**407,853,393**	**404,996,757**	**402,081,141**	**399,162,518**	**396,411,456**	**393,680,834**	**391,229,784**	**389,341,947**	**388,211,501**	**388,366,744**
EQUITY										
Retained Earnings	150,981,393	148,124,757	145,209,141	142,290,518	139,539,456	136,808,834	134,357,784	132,469,947	131,339,501	131,494,744
Revaluation Reserves	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000	256,872,000
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	407,853,393	404,996,757	402,081,141	399,162,518	396,411,456	393,680,834	391,229,784	389,341,947	388,211,501	388,366,744
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	**407,853,393**	**404,996,757**	**402,081,141**	**399,162,518**	**396,411,456**	**393,680,834**	**391,229,784**	**389,341,947**	**388,211,501**	**388,366,744**

LEETON
SHIRE COUNCIL

STRATEGIC ASSET MANAGEMENT PLAN

Adopted 30 June 2025

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1. Introduction

1.1 Council's Objective: Sound Financial Management

Council's Delivery Program (DP) reinforces its commitment to the principles of sound financial management set out in section 8B of the *Local Government Act 1993* (LG Act).

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

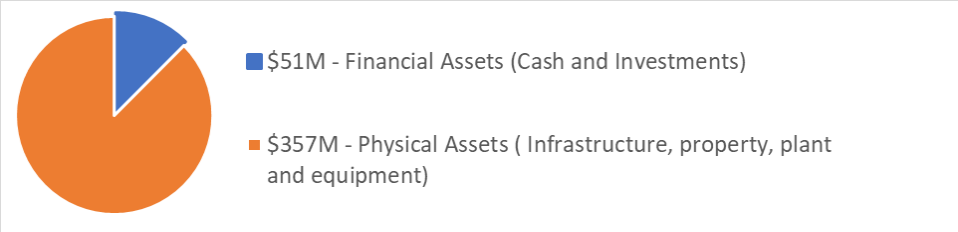
- responsible and sustainable spending,
- responsible and sustainable infrastructure investment,
- adequate cash reserves and use of borrowings,
- exploring options to improve financial sustainability.

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

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

- **Council's financial assets make up only 13% of community assets it is responsible for**.[1]

If Council is to be responsible and sustainable, it must manage its physical assets, too.



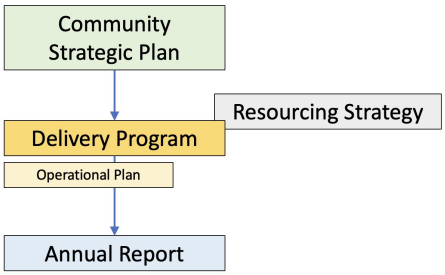
1.2 Relationship to Other Documents and Structure of this SAMP

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

[1] Aligns with Statement of Financial Position in 2021 Financial Statements.
[2] IP&R Guidelines essential elements 3.14 to 3.23.

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

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



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

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

This SAMP is structured as follows:

- **Asset class summaries** - provides a high-level overview of:
  - where we are now,
  - where we're headed with available resources in the LTFP and
  - key objectives to monitor to ensure we stay on track.

- **Financial planning:**
  - Demonstrates the alignment of asset investment and maintenance strategies with financial planning across all Integrated Planning and Reporting documents.
  - Includes a 10-year capital works forecast, with explanatory notes for each program area.

- **Risk management:** Summarises critical asset-related risks and outlines the mitigation strategies in place to manage and minimise these risks.

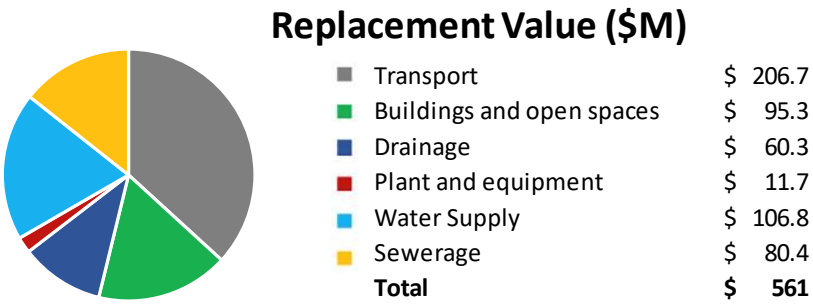
- **Infrastructure asset performance measures:** analysis of Council's current and projected performance against mandatory benchmarks set by NSW Government,

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

- **Asset management system:** Provides an overview of Council's asset management systems and processes and identifies key improvement actions to enhance data quality, decision-making, and lifecycle planning.

2. Asset Class Summaries

The chart below summarises the **replacement value** of Council's main classes of physical assets. The total here ($561M[4]) is higher than the 'carrying value' in section 1.1 ($357M) as replacement value is what it is worth new, not what it is worth now (after depreciation).



Each asset class is considered in the following sections. Land owned by Council (valued at $19M) is not considered in the same way yet but will be in future revisions of this plan.

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

[4] Valuation date is 30 June 2024.

TRANSPORT

What assets are we responsible for?

Asset category	Value $M	Asset category	Value $M
384km sealed local roads	104.5	42km footpaths and cycleways	13.4
235km unsealed local roads	16.9	Other road assets	9.5
25km sealed regional road	12.0	Earthworks (non-depreciable)	43.1
114km kerb and gutter	20.1		

Where are we now?

Sealed roads: 14km per year need resealing to maintain a waterproof layer and prevent costly premature failure of underlying pavements; 20km need pavement renewal; urban roads have historically been in worse condition than rural; this has improved in recent years (urban works to be coordinated with water main replacements to avoid digging up new roads)

Upgrades: to address road safety issues and improve freight productivity are identified as a concern on several roads; Council's ability to fund such works is limited so a prioritised list is vital.

Unsealed roads: Council invested considerably in gravel resheeting the network in recent years, so it is in good condition; grading program is ongoing (frequency needs review)

Footpaths: existing footpaths are generally OK although maintenance needs to remain a focus (e.g. fixing trip hazards); Council has built many new paths in the last few years and needs to develop a clear priority list for future projects given financial constraints. This is informed by Active Transport Strategy. Priority list should also be considered for renewal

Bridges and culverts: all structures on the rural network are owned by Murrumbidgee Irrigation (Council, as road authority, needs to ensure MI maintains them); structures in urban areas are generally in good condition but do require regular inspection.

Kerb and gutter: generally, in good condition, maintenance (isolated sections needing replacement) only.

Where do we aim to be in 10 years?

Sealed roads: with continued investment in resealing and pavement rehabilitation, the condition of the network will be maintained, if not improved

Upgrades: the number of projects completed will be dependent on securing grants

Unsealed roads: Council will need to ramp up gravel resheeting in later years as the good gravel coverage that exists now deteriorates, ongoing grading required

Bridges and culverts: Council (together with Griffith CC) aims to have a formal agreement with Murrumbidgee Irrigation regarding inspection and maintenance of their structures

Footpaths + kerb: improved targeting of maintenance, prioritised investment in renewal &/or high use areas.

How will we know we're on track?

Activity	Target	Activity	Target
Local road reseals	17km p.a.	Gravel resheeting of unsealed roads	9km p.a.
Urban road rehabilitation program	ongoing	Maintenance grading program	Within budget

	aligned with watermain projects		completed	
	Pavement rehabilitation projects	Completed w/in budget	Road and footpath maintenance undertaken	Within budget
	Prioritised list of footpath renewal projects	2026	MOU with Murrumbidgee Irrigation concerning structures	2028

BUILDINGS AND OPEN SPACE

What assets are we responsible for?

Total Number of buildings: 180

Asset category	Value $M	Asset category	Value $M
Swimming pools (Leeton & Whitton)	8.2	Cultural buildings (Roxy[5] + museums)	12.5 + 16
Sports facilities (64 buildings)	10.9	Aged persons units	2.1
Parks: playgrounds + other assets	4.4	Leeton Early Learning Centre	2.8
Public Amenities	1.2	Leeton Visitor Information Centre	2.2
Community halls and other buildings	5.3	Emergency services (RFS/SES)	1.5
Gogeldrie caravan park	1.5	buildings, Leeton landfill	1.9
Works depot	3.1	other buildings (sheds, etc.)	1.0
Council chambers/admin office	5.0		

Where are we now?

Swimming pools: Leeton pool has recently been renewed/upgraded, including completion of new water slide. Whitton has several items (filters, amenities, pipework, concourses) in need of renewal within next few years, Pending formal endorsement by Council.

Cultural buildings: Roxy Theatre refurbishment has completed stage one and stage two has commenced; Whitton Museum needs significant work, Leeton Museum/Gallery needs further work (roof/upper floors)

Sports facilities: generally, in good condition. Stadium needs new roof, but there are also capacity issues (potential expansion is under consideration).

Masterplan for sporting precinct to be developed 2025/26

Playgrounds: are in good condition and comply with latest standards.

Public toilets: all toilets in good condition thanks to ongoing renewal works.

Community halls, etc: CWA/Community Services building needs a new roof, other halls/community buildings are in varying condition and a priority list for renewal is required.

Caravan parks: masterplan developed for upgrade of Gogeldrie weir park, including investigation into cabins. (grant dependent). Caretakers house in need of renewal; Brobenah Camping Ground: redevelopment as affordable housing, contingent on grant funding.

Works depots: ageing facilities, but generally functional and appropriate

Council chambers/admin: generally good condition

Visitor Info Centre: ageing facilities, needs internal refurbishment but otherwise OK

Aged persons units (Eventide Homes): units recently refurbished. Feasibility study for expansion of site is planned for coming years.

Leeton Early Learning: Good facilities, recent renewal and construction of new room has explained capacity and restored condition.

Emergency services: RFS works funded by them, SES funded by Council (buildings OK).

[5] Roxy Stage One covers costs up to 2 December 2024

	Building's asset Data: Improvement needed on the level of detail relating to dome building conditions.	
Where do we aim to be in 10 years?	**Council operated facilities:** all the issues noted above are funded in the capital works program. This work is sufficient to ensure buildings remain functional and fit for purpose, although over time further works will need to be programmed as issues arise. A further allocation of $100-250k p.a. is also available for general unscheduled but urgent work. Resources allocated to buildings has been reviewed and a proposal to adequately adjusted to suit the number of buildings managed by Council has been put forward. Council is working on a scheduled maintenance program for its facilities.	
How will we know we're on track?	**Activity**	**Target**
	Sports precinct master plan developed.	2026
	Completion of Roxy Theatre project.	2025
	Gogeldrie Weir Caravan Park upgrade plan developed.	2027
	Maintain and monitor current service levels for open space facilities.	Ongoing
	Review of Council's buildings condition and budget repair/refurb costings	2025
	Proactive building maintenance program developed and implemented.	2026
	Overall condition of our buildings increases to condition 3 or above.	2028
	Data sets for buildings will be improved provided greater depth of understanding in the specific conditions of each building and the components within the building.	2026

URBAN STORMWATER DRAINAGE

What assets are we responsible for?

Asset category	Value $M
43km urban stormwater drainage pipes (including pits, headwalls, grates, etc.)	40.3
Note: drainage pipes and culverts in rural areas are included in Transport	

Where are we now?	**Asset renewals:** most of the urban stormwater drainage network (38km out of the 43km total length) was built in the last 30 years, so there is little work required to renew these assets (generally, concrete pipes/structures should be expected to last 80 years or so). **Upgrades/new assets:** there are some portions of the network with insufficient capacity to cater for storm events, which leads to localised flooding problems. Council needs to prioritise such investments in new and upgraded assets carefully, as there are limited funds available. Developing a list of sites for further investigation is a first step. **Maintenance and operations:** current maintenance programs are reactive (e.g. responding to blockages). Council needs to implement a proactive program that includes CCTV inspections to identify defects and undertake maintenance and repairs. This will also develop a clearer picture of renewal needs (if any).
Where do we aim to be in 10 years?	CCTV inspection program should be mostly or fully completed for the entire network, providing a good picture of current condition as well as facilitating proactive maintenance (addressing defects before they cause major problems). Potential upgrade projects to address localised flooding issues will have been identified. Extent of progress and works carried out will be dependent on funding.

Key performance objectives (or 'levels of service')	Activity	Target
	Maintenance issues (e.g. blockages) responded to as required	ongoing
	Continue CCTV inspection program, undertake yearly ongoing network inspections, (focus on areas more likely to have condition problems, once completed inspect remaining network).	5% per year
	List of catchments for further investigation to address localised flooding issues	2026
	Works required to alleviate localised flooding issues completed	As funds permit

PLANT AND EQUIPMENT

What assets are we responsible for?

Asset category	Value $M
Heavy (civil construction) plant, trucks, mowers, utilities, and cars	10
Office equipment (information technology, etc.)	1.7

Where are we now?	Council has a modern and reliable plant fleet that is adequate to support efficient and effective operations (in roads, parks, water, and sewer, etc.). Council understands the costs of operation and allocates these appropriately to individual service areas. Council reviews the need for items as part of the renewal process. Council has invested in information technology to support efficient and effective operations (in office-based activities) but needs to continue to invest in replacing ageing equipment as much of this has a short service life, as well as investing in new technologies where there is a business case to do so. Council is investigating the business case for investing in sustainability infrastructure such as solar power facilities.
Where do we aim to be in 10 years?	Continued investment in Council's plant fleet and information technology assets will ensure Council's operations are as efficient and effective as possible. Investment in sustainability infrastructure will reduce Council's carbon footprint and its operating costs.

How will we know we're on track?	Activity	Target
	Plant replacement programs implemented	ongoing
	Information technology programs implemented	ongoing
	Implementation of Audit recommendations	2025/26

WATER SUPPLY

for Leeton, Murrami, Whitton and Yanco

What assets are we responsible for?

Asset category	Value $M	Asset category	Value $M
200 km water supply pipelines + valves	53.61	Water Storage (Dams + Reservoirs)	22
Water Treatment Plants	29.02	water pump stations	2.15

Where are we now?	**There are several issues Council needs to address to ensure the quality and reliability of its water supply for existing customers, and to cater for new development.** **Pipelines in older areas** (particularly the town square) are reaching the end of their service life and need renewal. The work needs planning so that pipelines are renewed ahead of road rehabilitation, which is also required in these areas. Redundant mains need to be identified and decommissioned. **Leeton Water Treatment Plant** will need refurbishment over the medium term to fix assets in poor condition. Opportunities to upgrade the Plant (address WHS issues, improve automation, increase capacity and better treat Water Supply) will also be explored. Soda ash overhaul to be completed over the next two years. **Water pressure** is inadequate in some areas (Council regularly receives complaints about this) and may not be sufficient to meet minimum standards for firefighting. A new reservoir at Yanco will improve the situation, but this needs further investigation. **Hydrants and valves:** some are inoperable across the network creating fire risks as well as maintenance issues. A proactive maintenance plan needs to be developed. **Smart meters** have been installed to support water loss and efficiency programs. A small number of sites still remain as manual read meter; these are slowly being replaced. Council has a very secure supply, but it recognises it needs to use its water resources efficiently. **Network planning** is required to service growth areas (this planning needs to be undertaken hand in hand with land development planning) and improve services to existing areas (e.g. dead ends connected via 'ring mains', improving pressure/fire flows). **Energy consumption** is not as efficient as it could be (pump efficiency, renewable energy). The VSD and switchboard at the Raw Water Pump Station have recently had an upgrade
Where do we aim to be in 10 years?	**Issues identified above will have been addressed on a priority basis (focused on risk) within available resources (as set out in the accompanying Long Term Financial Plan).** The biggest unknowns are the scope of works to address capacity issues at Leeton Water Treatment Plant and to improve pressures/fire flows. Both issues will be exacerbated by increased demand from new developments. A developer servicing plan (which nominates fair charges for developers) will be prepared with all of this in mind, but it is also possible that Council will need to review the current charges. The reliability of the water supply will improve considerably with the implementation of preventative maintenance programs. Energy consumption will decrease with more efficient pumps, introduction of renewable energy installations guided by a strategy.

	There will be an ongoing need to renew ageing infrastructure (particularly pipelines). Funding will be better targeted over time as Council improves the quality of asset data.	
How will we know we're on track?	**Activity**	**Target**
	Decommission redundant mains plan and priority list	2026
	Concept study for renewal and upgrade works at Leeton Water Plant	2026
	Revision of Developer Servicing Plan and LTFP based on scoping study. (part of IWCM)	2026
	Development of a preventative maintenance program (PMP) including mechanical/electrical, valves and hydrants, reservoir cleaning	2027
	Development of a risk-based watermain condition assessment program aligned with road rehabilitation program (then monitor implementation)	ongoing
	Implementation of Council's Energy Master Plan	ongoing
	% of water supplied meeting Australian Drinking Water Guidelines	100%
	Interruptions to supply planned (min. 3 days' notice) and non-planned	< 8 hours
	Water losses throughout the system	Reducing
	Priority list of dead-end replacements.	2026
	Completion of Integrated Water Cycle Management Strategy (IWCM)	2026

SEWERAGE

for Leeton, Murrami, Witton, Wamoon and Yanco

What assets are we responsible for?

Asset category	Value $M	Asset category	Value $M
150km gravity sewerage pipes	34.2	Sewage pumping stations	14.5
Sewage treatment plants	24.8	23.9km sewer rising mains	6.9

Where are we now?

Similar to water supply, there are several issues Council needs to address to ensure the reliability of its sewerage system for existing customers and cater for development.

Pipelines in older areas are reaching the end of service life. CCTV inspections needed to identify/prioritise 'relining' of pipes as well as rehabilitation of manholes and vents to avoid expensive failures (worst case, this can involve a pipe or vent collapse).

The excessive number of pumping stations in Leeton (originally built to minimise costs to developers, not long-term operations) needs rationalising to address septicity issues (detention times are too long, leading to odour and corrosion), reduce pumping costs and future renewal needs. This needs to be guided by a network analysis that also considers serving of 'backlog' (unserviced) properties in urban areas and proposed growth areas (align with land use + water supply plans). Some stations are in poor condition.

Liquid trade waste discharges to the sewerage system adding to problems with septicity, as well as the cost of treatment. Compliance with requirements is currently around 91%.

Leeton Sewage Treatment Plant is performing adequately (meeting environmental pollution licence requirements) but has limited capacity to cater for additional flows from new developments. The plant is ageing, a review of the plant to improve efficiencies, reliability, identify WHS and renewal needs will be undertaken. Works are planned to de-silt the back dams and allow for more UV disinfection within this financial year

Energy consumption is not as efficient as it could be (pump efficiency, renewable energy)

Council is in the process of developing an **Integrated Water Cycle Management Strategy** (which also covers water supply) to address the issues above and other strategic issues.

Where do we aim to be in 10 years?

Issues identified above will have been addressed on a priority basis (focused on risk) within available resources (as set out in the accompanying Long Term Financial Plan).

The biggest unknowns are the scope of works to rationalise pump stations, and how this can also cater for new developments. A developer servicing plan (which nominates fair charges for developers) will be prepared with all of this in mind, but it may also require Council to review the current charges.

The reliability of Council's sewerage system will improve considerably with the implementation of preventative maintenance programs.

There will be an ongoing need to renew ageing infrastructure (particularly pipe relining). Funding will be better targeted over time as Council improves the quality of asset data.

How will we know

Activity	Target
Servicing Strategy completed (see water supply)	2026

we're on track?	Risk-based CCTV inspection program to identify pipes requiring relining.	ongoing
	Strategy to rationalise sewage pumping stations developed	2027
	% compliance of liquid trade waste management program	100%
	Incidence of failures (sewage chokes, pump failures)	decreasing
	Compliance of effluent with environmental pollution licence	100%
	Investigation and priority list of pumpstation renewal	2026
	Completion of Integrated Water Cycle Management Strategy (IWCM)	2026

3. Financial Planning

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

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

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

Forecast costs for **operations and maintenance** – activities that 'retain' an asset in service rather than 'restore' it (as with capital works) – are not included in this SAMP (as required by the IP&R Guidelines[6]) because these forecasts are in the OP budget, DP financial forecasts and LTFP. Unless specified otherwise, indexation applied to budgets generally (employees, materials, etc.) applies to budgets for asset operations and maintenance, too.

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

- firstly, the 'numbers', financial estimates/forecasts (these are all shown in 2025 dollars here, indexation of 3% p.a. is applied in the DP and LTFP),
- secondly, discussion of key issues in relation to each program.

Individual capital works *projects* are identified in the OP budget (these are 'locked in' for the current year, projects may be listed for future years for information, but these will be subject to ongoing refinement and revision). Financial forecasts in the DP are at program level. The total capital works for each fund aligns with the totals in the LTFP.[7]

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

- in the **asset class summaries** (section 2) by identifying an issue of concern with outcomes Council can achieve now ('where are we now?') and/or what it can achieve in future ('where will we be in 10 years?')[8] ,
- as a **risk management strategy** (section 4) that Council needs to implement to bring a particular risk down to an 'acceptable' level,
- as a shortfall expressed in terms of the **infrastructure asset performance measures** ('backlog' or 'required maintenance' in section 5), and/or

[6] Essential element 3.22 says AMPs 'must contain long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs for reflection in LTFP'. Forecast costs generally *are* in the LTFP. Projections (in terms of outcomes) are in asset class summaries and risk management strategies.
[7] Total capital works in tables following align with 'purchase of infrastructure property plant and equipment' in cashflow statement in the LTFP; capital works is also discussed in sections 3.3, 4.3 and 5.3 of the LTFP.
[8] A distinction isn't made in the asset class summaries between 'operations' and 'capital' as the focus is outcomes, not accounting.

- as a scenario in the **LTFP** (where the additional funding to address the issue is provided) in addition to the scenarios currently included.

3.1 Capital Works Program for General Fund (LTFP 2025/26)

NOTES: Excludes carry-overs from 2025 financial year. See comments on each program on following pages.

Program #		Capital Program	Asset Category	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		Stormwater Drainage	Water	**264,690**	**272,621**	**281,304**	**291,069**	**302,224**	**314,930**	**329,135**	**329,135**	**329,135**	**402,017**
D	1	Drainage AMP New & Upgrade - General Rural Stormwater		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
D	2	Drainage AMP New & Upgrade - General Urban		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	65,239
D	3	Drainage AMP Renewal Demand - Annual		74,690	82,621	91,304	101,069	112,224	124,930	139,135	139,135	139,135	181,540
D	4	Stormwater Management Service Charge (SMSC) Projects		90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
		Land & Buildings	Land & Buildings	**5,201,767**	**4,435,693**	**4,098,135**	**3,772,932**	**3,620,932**	**1,703,079**	**1,765,268**	**1,810,627**	**1,810,627**	**1,810,627**
BO	1	Childcare Centre (LELC) - Administration Office Renovation Works		27,500									
BO	2	Childcare Centre (LELC) - Automated Watering System		13,500									
BO	3	Eventide Homes - Renewals		10,000	10,000	10,000	10,000						
BO	4	Eventide Homes - Yanco Social Housing Expansion Project		300,000		2,750,000	2,250,000						
BO	5	Gogelderie Weir - Caretaker House Renewal Work		40,000									
BO	6	Gogelderie Weir Cabins (Planning & Construction)			200,000			2,000,000					
BO	7	Brobenah Road Affordable Housing		2,661,081	3,165,270								
BO	8	Public Conveniences renewals		50,000	50,000	50,000	50,000						
BO	9	Commercial building renewals (49 Buildings)		99,157	86,958	133,720	203,903						
BO	10	Community building renewals (Excl Whitton museum, LMAG, Library, Roxy) (57 Buildings)		39,629	133,254	166,468	253,838						
BO	11	Operational building renewals (120 Buildings)		62,321	237,958	327,478	449,353						
BO	12	Public amenity renewals (other than conveniences) (61 Buildings)		73,579	58,254	116,468	203,838						
BO	13	Council Owned House Renewals		10,000	10,000	10,000	10,000						
BO	14	LMAG Renewals and Upgrades		265,000									
BO	15	Library Renewals					50,000						
BO	16	Roxy Renewals and upgrade		1,000,000		50,000	50,000						
BO	17	Whitton Museum Renewals (including Courthouse)		100,000	484,000	484,000	242,000						
BO	18	Sporting Precint Renewal (Stadium Roof)		450,000									
BO	19	Buildings & Facilities AMP Renewal Demand - Annual						1,510,932	1,593,079	1,655,268	1,700,627	1,700,627	1,700,627
BO	20	Buildings & Facilities AMP Renewal Demand - Backlog						110,000	110,000	110,000	110,000	110,000	110,000
		Office Equipment & IT Systems	Office Equipment & IT Systems	**405,000**	**355,000**	**415,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**	**355,000**
ITC	1	Corporate Information Systems Annual Allocation (Business Systems Improvements)		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
ITC	2	Network and Server Infrastructure		160,000	110,000	170,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
ITC	3	Annual Computer Fleet Replacements		45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000

Program #		Capital Program	Asset Category	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		Other Structures		**790,000**	**740,000**	**60,000**	**280,000**	**2,610,000**	**50,000**	**110,000**	**50,000**	**110,000**	**50,000**
OS	1	Minor Renewals of the Whitton Pool		10,000	10,000	10,000	10,000						
OS	2	Town Entrance Signs Renewals					20,000						
OS	3	Cemetery Capital Works - Cemetery Expansion	Other Structures	630,000	630,000			60,000		60,000		60,000	
OS	4	Playgrounds		50,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
OS	5	Sporting Grounds Masterplan		100,000									
OS	6	Whitton Pool - Detailed Design					200,000						
OS	7	Whitton Pool - Renewal						2,500,000					
		Plant & Equipment	**Plant & Equipment**	**1,484,000**	**1,082,060**	**1,453,140**	**1,271,000**	**1,945,860**	**1,308,660**	**2,038,110**	**2,341,920**	**1,869,600**	**1,046,730**
PF	1	Plant & Vehicle Replacement		1,484,000	1,082,060	1,453,140	1,271,000	1,945,860	1,308,660	2,038,110	2,341,920	1,869,600	1,046,730
		Roads, Bridges & Footpaths		**3,910,781**	**3,900,781**	**3,980,681**	**3,961,630**	**3,983,699**	**3,983,699**	**3,686,699**	**3,580,699**	**3,910,781**	**3,900,781**
T	1	Bridge Renewals		100,000	100,000	100,000	100,000						
T	2	Roads to Recovery Program		1,050,225	1,247,142	1,312,781	1,312,781						
T	3	Annual Reseal Program- Sealed Rural and Urban Road		725,000	725,000	725,000	725,000						
T	4	Sealed Road Rehabilitation Program (now part of R2R)		700,000	703,000	703,000	703,000						
T	5	Sealed Roads Heavy Patching		60,000	60,000	60,000	60,000						
T	6	Gravel Road Resheeting		350,000	350,000	350,000	350,000						
T	7	Regional Road - MR539		200,000	200,000	200,000	200,000						
T	8	Footpath - Renewals		100,000	100,000	100,000	100,000						
T	9	Footpaths - New	Roads, Bridges & Footpaths	100,000	100,000	100,000	100,000						
T	10	Kerb & Gutter - Renewals		80,000	80,000	80,000	80,000						
T	11	Shoulder Widening Program		150,000	150,000	150,000	150,000						
T	12	Library - Pedestrian Crossing, Disabled Carpark and Signage		20,000									
T	13	Bus Shelter Upgrades		20,000	20,000	20,000	10,000						
T	14	Traffic Facilities		20,000	20,000	10,000	10,000						
T	15	Transport AMP New & Upgrade						500,000	500,000	500,000	500,000	500,000	500,000
T	16	Transport AMP Renewal Demand - Annual						2,577,681	2,858,630	3,080,699	3,080,699	3,080,699	3,080,699
T	17	Transport AMP Renewal Demand - Backlog						903,000	603,000	03,000	403,000	106,000	
		Waste		**600,000**	**1,567,663**			**650,000**	**1,000,000**		**650,000**		
WM	1	Leeton Landfill	Waste		650,000			650,000	1,000,000		650,000		
WM	2	Yanco Landfill Remediation		600,000	917,663								
		Grand Total		**12,420,682**	**12,308,179**	**10,218,360**	**9,870,782**	**13,464,697**	**8,693,299**	**8,581,212**	**9,520,381**	**8,161,061**	**7,245,073**

Comments on Capital Works Program (above)
NOTE: actual projects and budgets will be identified in the Operational Plan.

Program #		Comments e.g. projects included in a particular year, notes on overall priorities
TRANSPORT		
T	1	**Bridge Renewals:** Perform essential repairs, replacements, and structural enhancements on existing bridges to maintain safety, extend asset life, and ensure reliable connectivity across the network.
T	2	**Roads to Recovery Program:** Renew roads in poor condition (identified as Condition 4 or 5 in the IMG Survey) through treatments ranging from full excavation and replacement of failed pavement to in-situ lime stabilization and sealing, ensuring a safer and more durable road network.
T	3	**Annual Reseal Program- Sealed Rural and Urban Road:** Reseal roads identified as needing a waterproof surface to maintain pavement integrity and ride quality, prioritizing those with Condition 4 or 5 ratings. Perform any required maintenance (e.g., pothole repairs, surface leveling) before sealing, and re-line mark as needed.
T	4	**Sealed Road Rehabilitation Program :** Rehabilitate severely deteriorated sealed roads (Condition 4 or 5), using methods such as full pavement reconstruction or lime stabilization, to improve safety and extend pavement life.
T	5	**Sealed Roads Heavy Patching:** Conduct heavy patching on deteriorated sections identified through routine inspections, addressing localized failures to prolong the overall lifespan of sealed roads.
T	6	**Gravel Road Resheeting:** Resheet gravel roads prone to rapid deterioration from weather and heavy vehicle traffic, scheduling works as conditions permit to maintain a safe and reliable unsealed network.
T	7	**Regional Road - MR539:** Continue widening shoulders on this major heavy vehicle route to minimize edge breaks and improve overall safety, with external funding ensuring no direct cost to Council.
T	8	**Footpath – Renewals:** Replace deteriorated footpaths (e.g., Mallee Street) to eliminate trip hazards, reduce ongoing maintenance, and provide a safer walking environment.
T	9	**Footpaths – New:** Construct new footpaths in high-priority areas outlined by the Active Transport Plan, closing gaps in the pedestrian and shared-path network to improve connectivity.
T	10	**Kerb & Gutter – Renewals:** Repair or replace damaged kerb and gutter sections to maintain proper drainage, support road integrity, and enhance the local streetscape.
T	11	**Shoulder Widening Program:** Widen shoulders on roads like Wattle Road to create continuous, safer travel routes, improve road-user safety, and ensure consistent pavement width across the network.
T	12	**Library - Pedestrian Crossing, Disabled Carpark and Signage:** Conduct a pedestrian study from Sycamore Street Carpark to support installing a zebra crossing, add a disabled parking bay for improved accessibility, and designate library patrons/staff parking through clear signage.
T	13	**Bus Shelter Upgrades:** Upgrade older bus shelters with rusted structures and splintered seating, replacing two per year, beginning with those on Wirildra Street and Lillypilly Road, to enhance comfort and safety for commuters.
T	14	**Traffic Facilities:** Conduct an intersection study at Vance Road and Koonadan Road and allocate resources for traffic-related measures recommended by the Local Traffic Committee. This approach ensures the availability of funding for new facilities and safety enhancements across the transport network.
T	15	**Transport AMP New & Upgrade:** Undertake transport projects aligned with the Asset Management Plan to address emerging needs, improve safety, and enhance overall network functionality.
T	16	**Transport AMP Renewal Demand – Annual:** Carry out scheduled renewal works each year to maintain existing transport infrastructure, preventing deterioration and preserving safe, consistent service.
T	17	**Transport AMP Renewal Demand – Backlog:** Address deferred transport renewals to reduce the risk of failures, uphold reliability, and meet ongoing demand for well-maintained roads and related facilities.

BUILDINGS AND OPEN SPACE		
BO	1	**Childcare Centre (LELC) - Administration Office Renovation Works:** Renovate the administration office at the Leeton Early Learning Centre to accommodate a third workstation and provide greater visibility for the Nominated Supervisor and Admin Team. The current layout does not meet staffing requirements, and this renovation will improve functionality and oversight.
BO	2	**Childcare Centre (LELC) - Automated Watering System:** Install an automatic irrigation system for the lawn areas at the Leeton Early Learning Centre, eliminating the need for management to water manually outside work hours and ensuring consistent turf maintenance
BO	3	**Eventide Homes – Renewals:** Undertake renewal works at Eventide Homes to maintain and improve aging facilities, preserving safe and comfortable conditions for residents.
BO	4	**Eventide Homes - Yanco Social Housing Expansion Project:** Expand social housing at Eventide Yanco by building up to 20 additional units, addressing the high priority of affordable housing. A large area behind the existing complex has been identified for this purpose, ensuring room to meet growing demand.
BO	5	**Gogelderie Weir - Caretaker House Renewal Work:** Renew sections of the caretaker's residence at Gogeldrie Weir, including partial restumping and window repairs, based on a Building Services Officer's inspection. The house is nearly 80 years old and requires timely maintenance to remain habitable and function
BO	6	**Gogelderie Weir Cabins (Planning & Construction):** Plan and install approximately five or six quality cabins at Gogeldrie Weir. This step replaces cabins previously sold by the former licensee.
BO	7	**Brobenah Road Affordable Housing:** Complete subdivision of the Brobenah Road Dog Park into 20 lots for affordable housing, partnering with a housing provider or private investor to build homes at no cost to Council. This initiative targets Leeton's pressing rental shortage, supporting workers, businesses, and new investment in the area.
BO	8	**Public Conveniences renewals:** Renew Council-managed toilet blocks, change rooms, barbecues, and shelters to keep facilities at acceptable standards. This coordinated works program ensures consistent maintenance and asset quality.
BO	9	**Commercial building renewals (49 Buildings):** Carry out planned renewal activities across commercial buildings to maintain structural integrity, functionality, and value for Council's property portfolio.
BO	10	**Community building renewals (Excl Whitton museum, LMAG, Library, Roxy) (57 Buildings):** Undertake renewal works for community buildings (excluding Whitton Museum, LMAG, Library, and the Roxy) to preserve safety, accessibility, and service quality.
BO	11	**Operational building renewals (120 Buildings):** Address upkeep needs on operational buildings, ensuring they remain fit for purpose and safe for staff and the public.
BO	12	**Public amenity renewals (other than conveniences) (61 Buildings):** Upgrade and maintain public amenities—excluding restrooms—to provide a clean, functional environment for community use.
BO	13	**Council Owned House Renewals:** Perform routine maintenance and renewal on Council-owned houses, protecting the value of these properties and ensuring continued suitability for tenants.
BO	14	**LMAG Renewals and Upgrades:** Remove obsolete roof equipment, replace leaking roof sheets, and repair stormwater drainage at the Leeton Museum & Art Gallery (LMAG) to prevent further water damage and preserve the collection environment.
BO	15	**Library Renewals:** Undertake targeted refurbishments and maintenance at the library to sustain a welcoming, functional community space.
BO	16	**Roxy Renewals and upgrade:** Implement planned renewals to keep the Roxy in good condition, preserving its cultural and historical significance for ongoing community use. Execute improvements and potential expansions at the Roxy to enhance visitor experience, meet compliance requirements, and support broader community functions.
BO	17	**Whitton Museum Renewals (including Courthouse):** Preserve Whitton Museum and its associated courthouse through timely repairs, upgrades, and maintenance to maintain heritage integrity and visitor accessibility.
BO	18	**Sporting Precinct Renewal (Stadium Roof):** Remove and replace deteriorating solar hot water systems and rusted roof sheets, then install solar mesh and sarking to address leaks affecting the stadium floor and overall facility condition.
BO	19	**Buildings & Facilities AMP Renewal Demand – Annual:** Provide for annual renewal of building and facility assets as they age or degrade, ensuring continued safe operation and efficient service delivery.
BO	20	**Buildings & Facilities AMP Renewal Demand – Backlog:** Address postponed or deferred building and facility renewal projects, preventing further deterioration and reducing long-term maintenance costs.
OS	1	**Minor Renewals of the Whitton Pool:** Carry out pre-season checks at Whitton Pool to identify and perform minor repairs or improvements, ensuring it remains safe and operational.
OS	2	**Town Entrance Signs Renewals:** Refresh and maintain town entrance signage to ensure a positive first impression and support local identity.
OS	3	**Cemetery Capital Works - Cemetery Expansion:** Begin construction of Stage 1 for the Leeton Cemetery expansion, following completion of detailed design in the 2024–25 budget, to accommodate future burial needs.
OS	4	**Playgrounds:** Replace the aging modular playground at Mountford Park with a new themed play structure in line with the Playground Strategy, improving safety and enhancing the recreational experience.

OS	5	**Sporting Grounds Masterplan:** Develop a detailed design for future expansions of the Leeton Stadium and surrounding sporting grounds, ensuring facilities meet the evolving needs of local sports clubs.
OS	6	**Whitton Pool - Detailed Design:** Draft a comprehensive design plan for Whitton Pool's refurbishment, ensuring improvements align with community needs and budget considerations.
OS	7	**Whitton Pool – Renewal:** refurbishment works at Whitton Pool once designs and budgets are finalised, extending its service life and improving the user experience.

URBAN STORMWATER DRAINAGE		
D	1	**Drainage AMP New & Upgrade - General Rural Stormwater:** Undertake minor stormwater projects in rural areas based on resident requests and identified drainage issues, improving runoff management and reducing flood risk.
D	2	**Drainage AMP New & Upgrade - General Urban:** Carry out minor urban stormwater projects to address drainage issues and accommodate resident requests, improving system capacity and resilience in built-up areas.
D	3	**Drainage AMP Renewal Demand – Annual:** Renew pipes, pumps, and related stormwater assets each year as inspections reveal wear or failure risks, preventing major disruptions and safeguarding public areas.
D	4	**Stormwater Management Service Charge (SMSC) Projects:** Continue CCTV inspections and targeted repairs of the stormwater network, using charge proceeds to maintain effective drainage, minimize blockages, and inform future capital works.

PLANT AND EQUIPMENT		
PF	1	**Plant & Vehicle Replacement:** Heavy plant fleet (graders, backhoes, trucks) replacement program is planned to optimise productivity, reliability and whole of life costs. Light vehicle fleet (operational utes and cars) planned to minimise costs

INFORMATION TECHNOLOGY, COMMS. AND OFFICE EQUIPMENT		
ITC	1	**Corporate Information Systems Annual Allocation (Business Systems Improvements):**
ITC	2	**Network and Server Infrastructure:** Network infrastructure (servers, comms, etc.) ongoing investment required
ITC	3	**Annual Computer Fleet Replacements:** PCs and monitors are on a 5-year rolling replacement program.

WASTE MANAGEMENT		
WM	1	**Leeton Landfill:** Includes new cells at Leeton landfill every 3 years, plus remediation of the old Leeton landfill in 2029.
WM	2	**Yanco Landfill Remediation:** Remediation and capping of the former Yanco landfill site, in accordance with the Council's Closure and Post-Closure Management Plan and the NSW EPA's landfill guidelines.

3.2 Capital Works Program for Water Supply and Sewerage Funds

Council's water supply and sewerage are accounted for separate to 'general fund' as required by National Competition Policy and the *Local Government Act 1993* (LG Act). The Long-Term Financial Plan includes an indicative 10-year capital works program and financial plan.

Program #	Capital Program	Asset Category	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	Water											
W 1	Water Treatment - Reservoirs/Dams			1,000,000								
W 2	Water Treatment - Water Management - Water Meters		20,000	20,000	20,000	20,000						
W 3	Water Mains - General Water Mains		200,000	200,000	200,000	200,000						
W 4	Water Mains - General Water Mains - Leeton WTP Sedimentation Tank Refurbishments				150,000							
W 5	Water Main Replacements		470,000	470,000	470,000	470,000						
W 6	WTP- Valve audit and repair		30,000		30,000							
W 7	WTP-Sedimentation Tank Launder Replacement		150,000									
W 8	Water Treatment - Leeton RWP - VSD and Switch Board Upgrade				208,411	250,000						
W 9	Water Treatment - Telemetry Upgrades			150,000	50,000	50,000						
W 10	Murrami Filtration Plant Upgrade				250,000							
W 11	Water Reservoir OHS Upgrades				150,000							
W 12	Water Main Replacements - Ring Main Extensions	**Water**		937,803	950,000							
W 13	Water Treatment - Solar Array Murrami WTP				75,000							
W 14	Water Mains - General Water Mains -Servicing Strategy			250,000								
W 15	Design ground level access to Wattle hill and Parkview			200,000								
W 16	Soda Ash System Upgrade		50,000	50,000								
W 17	Upgrades to dosing pumps		150,000									
W 18	Automation of dosage pumps		100,000									
W 19	Upgrade batching system to Whitton plant		100,000									
W 20	Chemical storage sensors		70,000									
W 21	Sludge valve automation		75,000									
W 22	Whitton and Murrami telemetry upgrades		50,000	80,000								
W 23	Water Telemetry Upgrades (AMP New/Upgrade)						50,000	50,000	50,000	50,000	50,000	50,000
W 24	AMP Renewal Demand - Annual						1,821,810	2,004,272	2,103,774	2,103,774	2,103,774	2,103,774
W 25	AMP Renewal Demand - Backlog						1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000
W 26	Water Treatment (AMP New & Upgrade)				600,000	1,729,701	7,000,000					
	Grand Total		**1,465,000**	**3,357,803**	**3,153,411**	**2,719,701**	**9,921,810**	**3,104,272**	**3,203,774**	**3,203,774**	**3,203,774**	**3,203,774**

Program #	Capital Program	Asset Category	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35

	Wastewater											
S 1	Sewerage mains, manholes and vents		190,000	190,000	190,000	190,000						
S 2	Sewer Pump Station - Overhauls		250,000	250,000	250,000	250,000						
S 3	Sewer Pump Station - No. 4 Overhaul		150,000	150,000	150,000	150,000						
S 4	Sewer Pump Station - No. 27 Upgrade		15,000	15,000								
S 5	Sewer Pump Station - Pump Replacements			350,000								
S 6	Sewer Treatment Plants - Sedimentation tank automation		100,000	50,000								
S 7	Sewer Treatment Plant - Alum dosing tank level sensors and indicators	**Wastewater**	15,000									
S 8	Sewer Treatment Plant - Sludge Transfer Pump - Redesign Access		325,000									
S 9	Sewer Treatment Plant - Upgrade and recoat inlet (including gantries and walkways)		300,000									
S 10	Sewer Treatment Plant - Leeton Septic Tank Waste Receival Facility		200,000	49,651								
S 11	Sewer Treatment Plant - Construct Idea tank			650,000	650,000	650,000						
S 12	Waste Water Telemetry Upgrades and automation project				437,204	389,491						
S 13	AMP Renewal Demand - Annual						810,726	807,951	815,163	815,163	815,163	815,163
S 14	AMP Renewal Demand - Backlog						800,000	800,000	800,000	800,000	800,000	800,000
	Grand Total		**1,545,000**	**1,704,651**	**1,677,204**	**1,629,491**	**1,610,726**	**1,607,951**	**1,615,163**	**1,615,163**	**1,615,163**	**1,615,163**

9

Assumptions

Renewal Demand Annual and Backlog works are based on the Asset Management Plan and represent what should be spent to renew Council's ageing assets.
Council will develop a detailed Capital program to identify works required to meet the asset management plan requirements
The Capital Program is shown in present value $ (2025)
New and Upgrades include additional depreciation, while Renewal the asset exists and is already being depreciated - life extended
That the new and upgrade for 2022/23 and 2023/24 in the asset Management Plan have been completed

Assumptions

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The Capital Program is shown in present value $ (2025)
New and Upgrades include additional depreciation, while Renewal the asset exists and is already being depreciated - life extended
That the new and upgrade for 2022/23 and 2023/24 in the asset Management Plan have been completed

WATER SUPPLY		
W	1	**Water Treatment - Reservoirs/Dams:** Dredge the raw water storage dam, clear weeds, and deepen the entrance to maintain storage capacity and water quality. This maintenance has been deferred for some time and must be completed within the next three years.
W	2	**Water Treatment - Water Management - Water Meters:** Continue installing SMART meters in areas with complicated water meter replacements to enhance water usage management and address the remaining unreplaced meters.
W	3	**Water Mains - General Water Mains:** Renew or replace existing water mains as needed, based on condition assessments, to maintain a reliable supply, reduce break risks, and ensure the overall efficiency of the water distribution network.
W	4	**Water Mains - General Water Mains - Leeton WTP Sedimentation Tank Refurbishments:** Refurbish sedimentation tanks at the Leeton Water Treatment Plant to ensure reliable operation, maintain water quality, and address aging infrastructure.
W	5	**Water Main Replacements:** Replace old water mains identified through burst history to reduce breakages, protect property, and maintain a reliable water supply.
W	6	**WTP- Valve audit and repair:** Audit existing valves, then repair or replace any that are faulty, ensuring more effective isolation of water mains for repairs or replacements and minimizing service disruptions.
W	7	**WTP-Sedimentation Tank Launder Replacement:** Replace the deteriorated water launders at the Leeton Water Treatment Plant—to maintain water treatment efficiency and compliance. Although considered "disposable," these components are high cost and need timely replacement.
W	8	**Water Treatment - Leeton RWP - VSD and Switch Board Upgrade:** Upgrade the variable-speed drives and switchboard at the Leeton Raw Water Pump Station to improve energy efficiency, address aging infrastructure, and ensure reliable water supply.
W	9	**Water Treatment - Telemetry Upgrades:** Enhance and modernize telemetry systems for remote monitoring and control, improving operational efficiency and reducing manual oversight
W	10	**Murrami Filtration Plant Upgrade:** Implement modernization measures and system enhancements at the Murrami Filtration Plant to increase treatment efficiency and meet future demand.
W	11	**Water Reservoir OHS Upgrades:** Introduce safety improvements at water reservoirs, such as enhanced access and guardrails, to meet work health and safety standards.
W	12	**Water Main Replacements - Ring Main Extensions:** Extend ring mains to improve network resilience, reduce supply disruptions, and accommodate future growth.
W	13	**Water Treatment - Solar Array Murrami WTP:** Install a solar array at the Murrami Water Treatment Plant to reduce energy consumption, lower operating costs, and support sustainability goals.
W	14	**Water Mains - General Water Mains -Servicing Strategy:** Develop and implement a long-term servicing and maintenance plan for general water mains to extend asset life, prevent breaks, and optimize investment.
W	15	**Design ground level access to Wattle hill and Parkview Reservoirs:** Plan and design new ground-level entry points to enhance safety, reduce maintenance complexity, and simplify operations at Wattle Hill and Parkview reservoirs.
W	16	**Soda Ash System Upgrade:** Upgrade the existing soda ash dosing unit to address age-related issues that pose WHS concerns and contribute to corrosion of steel and concrete structures.
W	17	**Upgrades to dosing pumps:** Install dosing pumps with SCADA integration at the Leeton Water Treatment Plant, reducing manual calculations for dosing rates while improving operational control and efficiency.
W	18	**Automation of dosage pumps:** Automate pumps and installation across Leeton, Whitton, and Murrami Water Treatment Plants, enabling better remote monitoring and operation while reducing manual oversight.
W	19	**Upgrade batching system to Whitton plant:** This project upgrades the chemical batching system at the Whitton Filtration Plant. The work includes design, procurement, and installation to improve dosing accuracy, operational efficiency, and overall plant reliability.
W	20	**Chemical storage sensors:** Install or upgrade sensors on chemical storage systems to improve monitoring, enhance safety, and reduce manual checks.
W	21	**Sludge valve automation:** Renew and automate the sludge scour valves at the Leeton Water Filtration Plant—replacing the existing valves—to reduce manual operation and improve safety and efficiency.
W	22	**Whitton and Murrami telemetry upgrades:** Upgrade and improve telemetry and SCADA systems at the Whitton and Murrami Water Treatment Plants to enable more autonomous operations, thereby enhancing overall efficiency and monitoring.
W	23	**Water Telemetry Upgrades (AMP New/Upgrade):** Expand and modernise telemetry systems to enhance remote monitoring, boost operational efficiency, and improve system reliability.
W	24	**AMP Renewal Demand – Annual:** Provide regular renewal work for water infrastructure to address routine wear, prevent failures, and ensure reliable ongoing service.
W	25	**AMP Renewal Demand – Backlog:** Resolve outstanding renewal tasks caused by deferred maintenance or capacity constraints
W	26	**Water Treatment (AMP New & Upgrade):** Upgrade aging mains to improve overall water supply reliability, address the backlog of deteriorating infrastructure, and reduce the risk of failures.

SEWERAGE		
S	1	**Sewerage mains, manholes and vents:** Replace and renew mains, manholes, and vents to reduce sewer overflows, protect the environment and property, and maintain the integrity of sewer infrastructure.
S	2	**Sewer Pump Station – Overhauls:** Replace and repair critical equipment at sewer pump stations, introducing a proactive maintenance regime to prevent pump failures and minimize environmental or property damage.
S	3	**Sewer Pump Station - No. 4** Overhaul: Install new pumps at Station No. 4 to resolve ongoing failures and repairs, ensuring more consistent operation and reduced downtime.
S	4	**Sewer Pump Station - No. 27:** Upgrade: improve reliability, address aging equipment, and reduce the risk of overflows or system failures.
S	5	**Sewer Pump Station - Pump Replacements:** Replace outdated or inefficient pumps in various sewer pump stations to enhance performance, minimize breakdowns, and ensure dependable wastewater management.
S	6	**Sewer Treatment Plants - Sedimentation tank automation:** Automate sedimentation tank to reduce manual labour, lower WHS risks, and enhance operational efficiency at sewer treatment plants.
S	7	**Sewer Treatment Plant - Alum dosing tank level sensors and indicators:** Replace level sensors and indicators on the alum dosing tank at the Leeton Sewer Treatment Plant to improve chemical dosing accuracy and overall aeration efficiency.
S	8	**Sewer Treatment Plant - Sludge Transfer Pump - Redesign Access:** Raise pumps and valves from the deep well to eliminate confined-space work during sludge transfers, reducing WHS risks and making maintenance more accessible.
S	9	**Sewer Treatment Plant - Upgrade and recoat inlet (including gantries and walkways):** Upgrade and protect the inlet structures to prevent deterioration and ensure efficient wastewater processing, maintaining critical infrastructure integrity.
S	10	**Sewer Treatment Plant - Leeton Septic Tank Waste Receival Facility:** Design and install a septic receiving facility and separate sludge pond to properly manage septic sludge, ensure regulatory compliance, and improve overall treatment efficiency.
S	11	**Sewer Treatment Plant - Construct Idea tank:** Build a new IDEA tank to eliminate the need for high-energy trickle filters and further decrease aerator run times, improving plant efficiency and cutting energy use.
S	12	**Waste Water Telemetry Upgrades and automation project:** Upgrade and improve telemetry and SCADA systems for the wastewater plants to enable more autonomous operations, thereby enhancing overall efficiency and monitoring.
S	13	**AMP Renewal Demand – Annual:** Provide regular renewal work for wastewater infrastructure to address routine wear, prevent failures, and ensure reliable ongoing service.
S	14	**AMP Renewal Demand – Backlog:** Resolve outstanding renewal tasks caused by deferred maintenance or capacity constraints, reducing the risk of failures and improving system performance.

4. Risk Management

The table below summarises critical risks[10] associated with each of Council's asset classes and the management strategies Council has in place, or needs to implement, to manage these. Council's corporate risk register has considerable additional detail regarding these issues.

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

Asset-Related Risk	Rating	Management Strategy + Status
TRANSPORT AND DRAINAGE		
Insufficient investment in resealing (renew bitumen surface) leads to costly premature failure of underlying gravel pavements	High	• Condition assessment (inspection) undertaken; prioritised list of works prepared • Adequate funding of reseal program
Failure of Murrumbidgee Irrigation (MI) asset (bridge or culvert) leads to person or property damage	High	• Work with Griffith City Council to negotiate an MOU with MI for inspection and maintenance program
Person or property damage arising from defective transport and/or drainage asset owned by LSC	High	• Inspection and maintenance program in place
BUILDINGS AND OPEN SPACE		
Asset failure leads to person and/or property damage	High	• Inspection program in place for higher risk assets (playgrounds), customer request • Non-compliant building and structures to be identified and rectified. • Increase funding of capital works and maintenance • Maintenance program for electrical, fire safety and other issues
Exposure to asbestos in Council building	High	• Asbestos management plan in place
Drowning at swimming pool	High	• Provide appropriately trained staff • Commission audit by RLSA and act on issues
PLANT AND EQUIPMENT		
Plant or equipment failure leads to person and/or property damage	High	• Scheduled maintenance and inspection programs in place for plant and equipment • Funding of plant replacement program

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

Asset-Related Risk	Rating	Management Strategy + Status
WATER SUPPLY		
Water supply fails to comply with Australian Drinking Water Guidelines	High	• A Drinking Water Quality Management System has been developed and implemented in accordance with NSW Health Guidelines
Lack of capacity in Leeton water supply (including production capacity of the Water Treatment Plant and storage capacity in service reservoirs) leads to an interruption to supply (e.g. following a plant breakdown or similar issue)	High	• SCADA and telemetry system in place to monitor processes and send alarms • Preventative maintenance program to be developed and implemented • Trained operators in place • Concept study for Leeton Water Plant • Construct additional reservoir at Yanco to increase storage capacity
Blue-green algae bloom in storage dam (used during annual shutdown of channels) results in taste issues (water complies with guidelines, but poor taste)	Medium	• Modify dam to prevent short-circuiting and enable easier de-silting • Clean out dam
Inadequate flow and or pressure in water pipelines, or inoperable fire hydrant, hampers firefighting efforts	High	• Scoping study undertaken to identify problems and options to fix water flow and/or pressure is inadequate • Preventative maintenance program developed and implemented (hydrants)
Additional costs associated with replacing watermains in roads that are recently reconstructed	High	• Program aligning watermain and road works to be developed
SEWERAGE		
Operational or asset failure results in effluent being discharged from Sewage Treatment Plant that fails to meet standards of Environmental Protection Licence	High	• SCADA and telemetry system in place to monitor processes and send alarms • Trained operators in place • Operational controls preventing immediate discharge • Preventative maintenance program to be developed and implemented
Operational or asset failure (e.g. pump station or pipeline) results in raw sewage being discharged to the environment	High	• Telemetry to monitor pump operations • Emergency response team • Portable generator to cater for outages • Preventative maintenance program to be developed and implemented • Develop and implement risk-based program of CCTV inspection and pipe relining • Develop and implement a program to rationalise and upgrade pump stations

5. Infrastructure Asset Performance Reporting

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

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

As discussed in section 3.3 of the Long-Term Financial Plan, Council doesn't consider the **renewals ratio** is appropriate as a performance measure. Council will, however, monitor and report on its progress with implementing the forecast capital works that it has determined it needs to undertake (as set out in section 2) and continue to refine estimates for future renewal needs (informed by improvement actions in section 6).

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

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

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

- programs to inspect the urban drainage network and footpaths

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

- service levels on unsealed roads (e.g. gravel resheeting frequencies),

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

6. Asset Management System and Improvement Actions

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

- extracting the best possible value from its infrastructure assets,
- continuously improving the AM system and so its AM capability, and
- maintaining an Asset Management Steering Group to keep the AM system under review and report to Council and the Audit, Risk and Improvement Committee regarding AM generally.

Actions to improve Council's AM capability are summarised in Appendix 1. These were identified during the development of this SAMP.

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

An Asset Management Steering Group has been established to monitor and report on progress with improvement actions, but some actions may also be included in the Operational Plan, where appropriate.

APPENDIX 1: Asset Management Improvement Action Plan

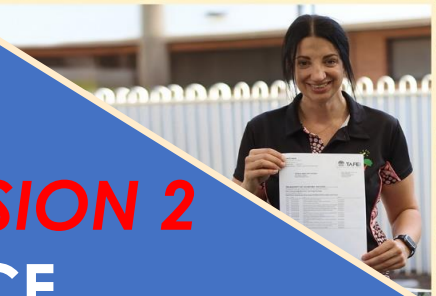
Ref	Improvement Action	Who	When
	GENERAL		
G2	Establish 'State of the Shire Infrastructure' report to supplement mandatory reporting on assets in annual financial statements including details regarding backlog (high risk assets needing renewal), progress with capital program and shortfall in funding for maintenance (if any)	MES	Report to Council Oct each year
G3	Review the adequacy of current definitions for responsibilities for asset management across Council and prepare a plan to improve this	DO	2026
G4	Capital works process from start to finish: review and refine	AMC	2027
G5	Develop clearer service level definitions and clarify relationship between these and cost of service delivery as part of community engagement about a Special Rate Variation (see section 3.5 of LTFP)	ALL	As per LTFP
	TRANSPORT		
T1	Progress the sealed roads renewal program: further ground-truthing of identified projects, assess the urgency of works (i.e. what should be considered 'backlog'? e.g. do some reseals need completing earlier?), review of work methods and unit rates for proposed works, monitor progress with program, review best format to manage the data, report to Council on a project list to publish (with road names, etc.)	MRD	Ongoing
T2	Align road rehabilitation program with water main program	MRD, MWW	Ongoing
T5	Work with Griffith CC and Murrumbidgee Irrigation to finalise an MOU regarding maintenance of MI structures (bridges, culverts, etc.) on roads	DO & DC	2027
	BUILDINGS AND OPEN SPACE		
BF1	Review Council's property portfolio, identify assets for disposal and/or consolidation as part of the community engagement about service levels	PBC	2024
	Proactive building maintenance program developed and implemented.	MES	2026
	Maintain and monitor current service levels for open space facilities.	MO	Ongoing
	URBAN STORMWATER DRAINAGE		
D1	CCTV programs inspect 25% of the network (focusing on areas more likely to be in poor condition) and implement within budget	AMC	2027
D2	Develop a list of catchments with localised drainage issues for Council's consideration for budget to scope up upgrade projects for priority urban drainage catchments	MRD	2026

WATER SUPPLY			
W1	Servicing Strategy completed (incl. sewerage too) Part of IWCM	MWW	2026
W2	Completion of Integrated Water Cycle Management Strategy	MWW	2026
W3	Concept study for renewal and upgrade works at Leeton Water Plant	MWW	2026
W4	Decommission redundant mains plan and priority list.	MWW	2026
W5	Align road rehabilitation program with water main program	MRD MWW	Ongoing
W6	Development of a preventative maintenance program (PMP) including mechanical/electrical, valves and hydrants, reservoir cleaning	MWW, AMC	2027
SEWERAGE			
S1	Risk-based CCTV inspection program to identify pipes requiring relining	MWW	Ongoing
S2	Strategy to rationalise sewage pumping stations developed	MWW	2026
S3	Completion of Integrated Water Cycle Management Strategy	MWW	2026

Key to Abbreviations

- MES: Manager of Environmental Sustainability
- DO: Director Operations
- AMC: Asset Management Coordinator
- MRD: Manager Roads & Drainage
- MWW: Manager Water & Wastewater
- DC: Director Corporate
- MOP: Manager Open Space & Recreation

LEETON
SHIRE COUNCIL



DRAFT VERSION 2
WORKFORCE MANAGEMENT PLAN

2025-2029

Acknowledgement to Country

Leeton Shire Council acknowledges the Wiradjuri People and their continued input on our Community.

We acknowledge their connection to the land, water and sky.

We acknowledge all Aboriginal people who have made the Leeton Shire their home.

As such we pay our respects to all Aboriginal Elders, past, present and emerging of our Shire.

DRAFT

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1. Introduction

Integrated Planning and Reporting (IP&R) is the planning and reporting framework that Councils use to work towards achieving their Communities' vision. NSW Government legislation requires Councils to prepare a number of plans that outline how a council intends to deliver works and services in the short and long term (as shown in Figure 1).

Councils are required to undertake workforce planning to support the achievement of any new or changed Delivery Program.

The Workforce Management Strategy is a four-year plan and is an opportunity to make / plan adjustments to the workforce to meet changing priorities. The Workforce Management Plan considers what people, with what expertise, skills and experiences are required to implement the Delivery Program.

Further, Council undertakes workforce planning using a consultative approach – at the start of the Council term when there is any significant change to the Delivery Program and when staff leave. This is an ongoing process of review to ensure relevance and good planning for future organisational workforce needs.

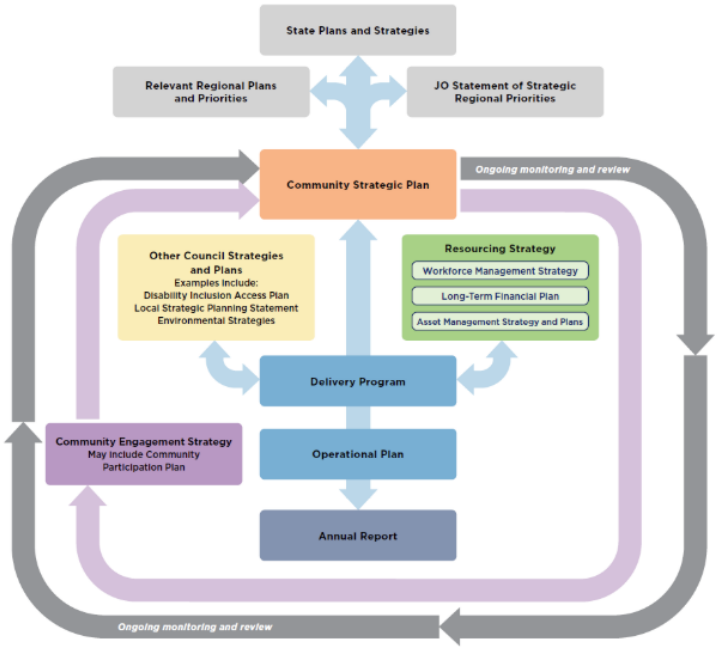

Figure 1 - Integrated Planning and Reporting Framework

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2. Message from the General Manager and Executive Manager People and Culture

Our staff at Leeton Shire Council are our greatest asset and we value them deeply. Council is fortunate to have incredible depth and breadth of experience from many, and fresh ideas and renewed energy from others. Council simply couldn't provide the services we do without the team's remarkable skillsets, dedication and care.

The environment that we operate in is multi-faceted and complex, with a significant number of functions, operations, and services, including a far greater digital presence than even 5 years ago. Our work relates to the direct community we serve, as well as matters that aid the Region and State through our broad reaching advocacy efforts.

Leeton Shire Council's Workforce Management Plan 2026-2030 is an important tool that has been developed to ensure that we are appropriately assessing, reviewing, and optimising our organisation to achieve the deliverables that Council has promised in its Delivery Program.

We remain committed to a long-term goal of attracting, developing, and retaining an inclusive, high performing and engaged workforce to deliver on our services now and into the future. It is important to note that the external environment has become increasingly challenging and complex with ongoing skills shortages, a competitive labour market, cost of living uncertainties, the aging workforce, business services transformation and requirements for an agile/multi-skilled workforce.

Our Workforce Management Plan outlines the actions and initiatives we are and will be taking over the next four years to address the challenges we face and to ensure we are able to meet the needs of our elected Council, Workforce and our Community. The key areas we are prioritising include:

- **Culture and Leadership –** undertake a deep exploration into Council's culture and embarking on a journey of unification, focusing on a fit for purpose structure, leadership capability and ownership and a genuine partnership with our people.
- **High Performing and Innovative Organisation –** review our workforce development framework, ensuring our people have the skills and opportunities to grow themselves and their careers at Council and are appropriately rewarded for their efforts, and operations are efficient and effective.
- **Attraction and Retention –** modernise and streamlining our recruitment and selection practises and enhancing our learning and development pathways.
- **Work Health Safety and Wellbeing –** continue prioritisation of an environment that keeps our people and our Community safe and well. This includes ensuring workloads are manageable.

Leeton Shire Council's Workforce Plan has been devised to assist Council in driving engagement, attracting high-quality staff, retaining our best talent and creating skillset growth and opportunity for the advancement of our people to better service the needs of our Community.

As management we consider the following areas to be in critical need of additional resource: IT systems analysis (1 FTE); HR business partnering (1 FTE); Building Services maintenance services (1 FTE); and policy advisor / organisational development capability (0.6 FTE). There is also the need to augment staffing at the Roxy Theatre temporarily while a standalone agency is identified to independently run services there. This is estimated as requiring two years of Council investment (and attempts will be made to source grants if possible.

Sincerely,

Jackie Kruger
General Manager

Tracy Pearce-Brambley
Executive Manager People and Culture

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3. LSC Vision, Values and Guiding Principles

It is essential that our workforce is aligned with Leeton Shire Council's Vision, Values and Guiding Principles, as these are what form the basis of everything we do at Council.

Vision

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

Staff Values

Trust
Respect
Integrity
Collaboration
Communication
Innovation

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

Guiding Principles

We Value our Employees.
An organisation that focuses on people and culture is an organisation that will be positioned to succeed. Our employees are integral to the success of Council, and we value their contribution and safety (physical and psychological).

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

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

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

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

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

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4. Organisational Chart

Jackie Kruger
General Manager

- Aboriginal & Multicultural Liaison
- Communications
- Integrated Planning & Reporting
- Roxy Theatre & Museum Project Management

Avtar Singh
Director Corporate/CFO

Information Technology
Customer Service
Records
Governance
Internal Audit
Procurement and Contracts
Property and Native Titles
Community Halls
Children's Services
Volunteer Management
Gogeldrie Weir
Town Improvement Plans
Finance
Rates
Water Billing

Michelle Evans
Director Economic & Community Development

Economic Development
Community Development
Tourism and Events
Visitor Information Centre
Youth Council
Development Planning
Regulatory Services
Building Certification
Rangers
Pound
Museum/Art Gallery
Library
Priority Weeds

Silas Darby
Director Operations

Roads
Drainage
Water
Sewer
Solid Waste and Recycling
Energy Projects
Project Management
Building Services
GIS
Asset Management
Parks and Gardens
Swimming Pools
Stadium
Sports Ovals/Golf Course
Cemetries

Tracy Pearce-Brambley
Executive Manager People & Culture

Human Resources
Work Health and Safety
Quality Insurance
Enterprise Risk Management
Payroll
Insurance

5. External and Internal Impacting Factors

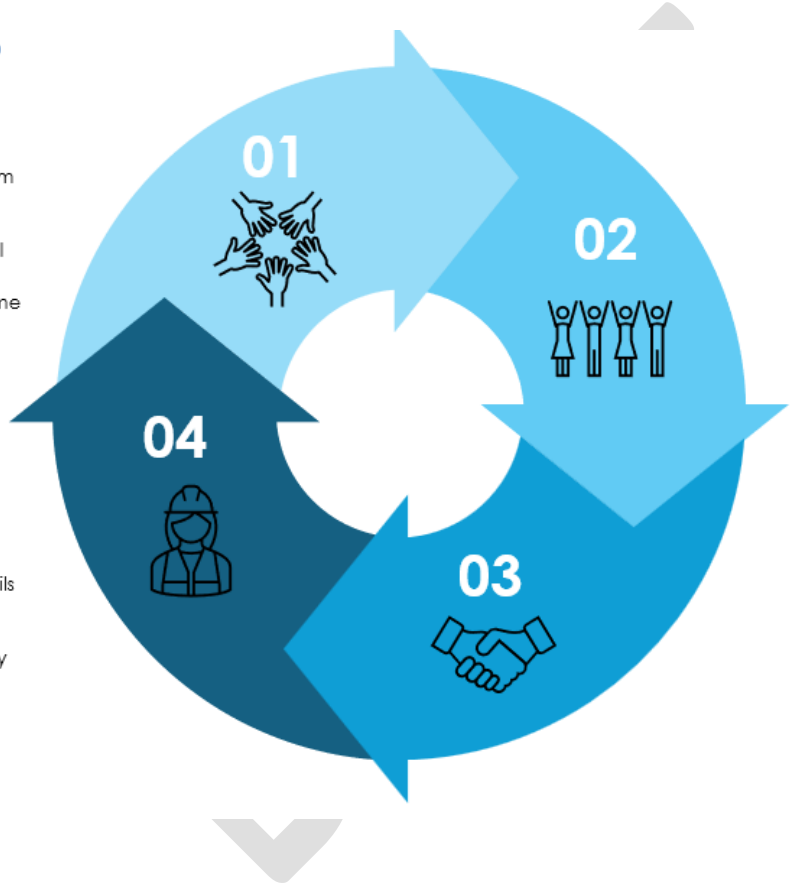
Consideration has been given to what is occurring in the internal and external labour market that will affect Council's ability to attract, motivate and retain the workforce needed to succeed. Council offers flexible ways of working and we have opportunities to resource offshore and remotely if needed.
Additionally, it is important to contemplate what is occurring in the broader landscape that will impact on the way Council operates in the short and longer term.

External	Internal
• **Water and Irrigation Economy** – water is a vital factor of production. Diminishing water supplies and buyback initiatives may translate to slower growth and market activities. • **Cost of Living** – a stressor for employees, impacting wellbeing and productivity as well as increased consideration of alternate employment opportunities with higher wages. • **Housing Availability and Cost** – limited suitable and affordable housing may impact the attraction and retention of talent in the shire. • **Community Expectations** – reliance on Council advocacy and visibility is increasing, in line with pressing social, regional, and legislative priorities.	• **Aging Workforce** – average age of Council workforce is 41-years, with ABS reporting an average age of retirement as 65-years. 56% of the outdoor team and 75% of the Supervisor-Director level within our workforce is over 45-years, highlighting criticality of succession planning, as well as consideration of labour market skill shortages. • **Leadership Skill Shift** – evolution from management to leadership. Driving performance through accountability and motivation along with family, wellbeing, and social responsibility considerations. • **Critical Role Identification and Succession Planning** – integral to the readiness of Council's talent pool to meet current and future workforce needs. • **Attraction and Retention** – challenges relating to competition with larger Councils and private enterprise. • **Increased Workloads** – significant upsurges relating to statutory compliance, advocacy for regional and national priorities and continuous improvement requirements.
Combined Impacts	
• **Technology and Automation** – advances in technology and machinery offer opportunities for improved productivity. As well as the skills shortages and attraction/retention challenges. • **Labour Market Skills Shortage** – national skills shortages across a number of key services, compounded by an increase in demand across the broader labour market. Further impacted by remuneration challenges with compared with private enterprise. • **Diversity and EEO** – increased legislative accountabilities for organisations, relating to appropriate processes to ensure accessibility and a genuine need for Council to have appropriate community representation. • **Legislation** – multiple evolutions to employment and community standards (E.g. casual employee conversion, parental leave, flexibility, right to disconnect, domestic violence leave, wellbeing, drinking water guidelines, animal protection, child safety standards etc.).	

6. Key Workforce Priorities

1. CULTURE AND LEADERSHIP

- Cultural Strategy and Employee Value Proposition (EVP).
- Workforce design review – right fit structure to enable Delivery Program achievement.
- Build leadership capability, key accountability and ownership at all levels.
- Consultation mechanism for real time feedback and action plan alignment/buy-in.



2. HIGH PERFORMING AND INNOVATIVE ORGANISATION

- Streamline Workforce Development Framework – establishing goal setting, career chats, development plans.
- Invest in training, learning and development for the future.
- Leverage Technology to improve and drive efficiencies.
- Clarity on Remuneration (including benefits, reward and recognition).

4. WORK HEALTH, SAFETY AND WELLBEING

- Continued strengthening of Councils Work Health Safety and Injury Management System (WHSIMS).
- Wellbeing and Psychological Safety programs.
- Initiatives pertaining to the top 3 highest risk workplace hazards.

3. ATTRACTION AND RETENTION

- Revitalise Recruitment and Selection approach and practices (simplification, community partnerships, diversity orientation).
- Investment in Career Pathways:
  - Attraction – incentivise candidate interest; and
  - Retention – Trainees, Grow our Own, High-Potential (HiPo) programs.
- Succession planning for critical roles.

7. Our Priorities in Focus

Priority 1 – Culture and Leadership

A values-based Organisational Culture drives high performance and engagement where employees strive to achieve professional, personal, and organisational goals and want to come to work.

Taking the time to understand how our people think and feel and reviewing that against our Council and Community service delivery commitments enables Council to foster a workplace where every team member has a strong sense of belonging, fully understands Council's vision, feels valued and heard, empowered and trusted to do their job and extremely proud to work for Leeton Shire Council.

WHY -	• To improve organisational culture and enhance employee connection with our Vision, Values and Guiding Principles. • To increase overall engagement working for Council and satisfaction in role. • To increase leadership capabilities, accountability, and ownership at all levels within the organisation. • To provide mechanisms for leadership to 'hear' and 'act' on employee feedback. • To foster a genuine partnership between leadership and employees to create change and drive improvements.
WHAT CHALLENGES WE ARE ADDRESSING -	• Misalignment around organisational ethos and 'the way we do things around here.' • Balancing the demands of Delivery Program promises and the work/life balance and safety/wellbeing of the workforce. • Gaps in management and leadership capabilities. • Inconsistent approach from workforce towards organisational and position accountability and responsibility. • Limited opportunities for all of Council's people to have their voices heard, with action and follow up.
OUTCOMES -	• Employees feel heard, valued, and recognised for their contributions. • A cohesive, collaborative, and engaged workforce. • A cultural improvement plan that is addressed collaboratively at all levels of Council. • A clear Employee Value Proposition (EVP) that resonates with the organisation's vision/values/principles and its people. • A review of workforce to ensure appropriate levels of staffing to enable Council to deliver on the Delivery Program.

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Priority 2 – High Performing and Innovative Organisation

A high-performance workplace is an environment designed to help employees be as efficient as possible in supporting organisational goals and providing organisational value; at the same time, the organisation is equally invested in growing and developing their people as a driver for engagement, retention, and personal satisfaction.

By prioritising investment in our people, processes, environment, and technology we aspire to measurably enhance the ability of the workforce to learn, discover, innovate, lead, and achieve as individuals whilst also delivering outcomes and financial and operational efficiencies for the Community and the organisation.

WHY -	• To build a capable, skilled, and connected workforce. • To improve productivity, performance, and pride. • To recruit, attract and retain talented individuals and invest in our emerging talent. • To develop a performance management framework that allows our people to learn, grow and develop into their current and future positions with Council. • To provide clarity around Council's renumeration packaging and other benefits. • To leverage technology to create efficiencies in Council's processes.
WHAT CHALLENGES WE ARE ADDRESSING -	• Uncertainty around how to succeed, grow and develop at Council. • Clarity and transparency around how the workforce are contributing to Council's Delivery Program. • Unaddressed underperformance and misconduct issues. • Limited pathways for growth and development. • Lack of awareness around how Council approaches renumeration, recognition and rewards. • Technology and systems partially rolled out and not being used to their full capacity.
OUTCOMES -	• Embedded Workforce Development Framework that allows positive performance and contribution to thrive and unsatisfactory performance and contribution to be appropriately addressed. • Increased productivity, performance, pride, and engagement. • Embedded organisation culture and a fostered learning culture. • Workforce adequate to meet the requirements of the Delivery Program, balanced against health and wellbeing of employees. • Clarity and confidence around Council remuneration strategy and approach to rewards. • Commitment to pay at least 10% either side of the median for similar sized Councils. • Optimisation of technology, systems and ways of working introduced properly with sufficient support and capability provided.

Priority 3 – Attraction and Retention

We are focused on attracting and retaining motivated and effective talent required, to meet the needs of the adopted Delivery Program. We will achieve this by using streamlined, best practise, merit based, diversity and inclusion orientated recruitment and selection practices that are responsive to our business needs and labour market and demographic changes.

We will have the right people in the right roles to support the provision of our Delivery Program; and be known as a preferred employer, where people enjoy, and are proud to work for Council and the community. Our people will not want to leave Council as we have a frameworks and processes that allow them to continually grow and develop professionally and personally, in their current and future roles; and are appropriately recognised for efforts and achievements.

WHY -	• Simplify and enhance the candidate experience. • Strengthen Council's relationships and reputation as a preferred local employer and grow our place-based organisation reputation. • To be proactive in workforce planning in both the immediate and longer term. • Create confidence with candidates and highlight commitment to our existing employees, that Council can and will work to grow and develop our workforce. • Retain great people/talent at Council.
WHAT CHALLENGES WE ARE ADDRESSING -	• Insufficient applications from people seeking meaningful employment with Council. • Increased workforce representation that aligns with the demographic of our Community. • Young people are not immediately considering Council as a potential employer. • Lack of meaningful connection with young people in our region. • Lack around awareness of the career paths and progression opportunities within Council. • Lack of succession planning for critical roles/skills (i.e. automation, aging workforce, technological advances etc.).
OUTCOMES -	• A diverse, inclusive, and highly capable workforce who are building their careers at Council. • A workforce that represents the diversity of our Community. • A workforce who are proud to work for Council. • Retention of young people in our Region/Council. • Maintained levels of turnover and increased employee engagement with Council. • Robust talent pipeline and critical roles filled for the immediate and longer-term. • Delivery Program deliverables are met.

Priority 4 – Work Health, Safety and Wellbeing

Council is responsible for the health, safety and wellbeing of our workforce, contractors, volunteers, labour hire workers and workplace students. We are serious about improving safety, reducing workplace risk, and creating better and safer working conditions for our workforce.

The Work Health, Safety, and Injury Management System (WHSIMS) is a fundamental part of our risk management strategy. It provides for safe systems of work, clarity around work health and safety responsibilities for all within Council and detail around the key initiatives being undertaken and our continual improvement culture. We believe that a clear and consistent focus on health, safety and wellbeing sets a workforce culture where our people can improve their physical, mental, general, financial health and wellbeing, facilitating an innate, positive shift in overall engagement and productivity.

WHY -	• To protect our workforce. • To comply with legal requirements. • To drive a psychologically safe organisation. • To facilitate a culture and practise of continual improvement. • To reduce injuries in the workplace, with a focus on the highest risk hazards.
WHAT CHALLENGES WE ARE ADDRESSING -	• Alignment of Council's WHSIMS ISO 45001 Occupational Health and Safety Standards. • Leadership ownership of WHSIMS initiatives and practises. • Awareness and prioritisation around Wellbeing and Psychological Safety in the workplace. • Reduction of repeated and high-risk hazard related injuries. • Ensuring that the WHSIMS principles are applied to the activities that Council oversees.
OUTCOMES -	• A workforce who goes home safe and well and return the next day energised. • Strengthened alignment of Council's WHSIMS in relation to ISO45001. • Adherence to safety activities lead/lag indicators, at all levels within Council. • Continue momentum of wellbeing and psychological safety information and resources available to the workforce. • Reduction on all reported incidents and injuries, with a specific improvement in repeated hazard related injuries. • WHSIMS principles are applied to activities that Council oversees.

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8. Action Plan – Council Workforce Priorities

PRIORITY / STRATEGY	ACTIONS	25/26	26/27	27/28	28/29	
1. Culture and Leadership. 1.1 Cultural Improvement Initiative. 1.2 Consultation and Participation Review.	• Implementing the Cultural Plan.	☐	☐	☐	☐	Project implementation plan – milestones met. Positive engagement survey scores – Culture and Leadership Qs.
	• Development of a meaningful Employee Value Proposition (EVP) for internal and external promotion.	☐				EVP development and roll out.
	• Additional head count approved and placed.	☐				Additional headcount approved.
	• 'Whole of Council' communication, consultation, and participation strategy.		☐			Project implementation plan – milestones met.
2. High Performing and Innovative Organisation. 2.1 Council Workforce Development Framework. 2.2 Remuneration Strategy Review. 2.3 Technology Efficiency. 2.4 Productivity Improvement	• Introduce and embed a Council Workforce Development Framework.		☐			Project implementation plan – milestones met.
	• Review and update Council's Renumerations, Reward and Recognition Framework.	☐	☐	☐	☐	Renumerations strategy drafted and successfully rolled out.
	• Maximise technology utilisation.		☐			Technology and potential review.
	• Implement effective change management (for technology/system/way of working introduction).			☐	☐	Technology and Business Improvement capability sessions held and attendance numbers.
	• Build technical capability within the Organisation.		☐	☐	☐	Technology and Business Improvement capability sessions held and attendance numbers.
	• Undertake service reviews	☐	☐	☐	☐	Reviews tabled and progress against actions reported.

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3. Attraction and Retention. 3.1 Review and modernise Council Recruitment and Selection Processes. 3.2 Strengthen Community Connections and Reputation as Place-based Employer. 3.3 Critical Skills, Critical Roles, and Succession Planning. 3.4 Build Training and Development Pathways.	• Review, update, and promote recruitment and selection processes – simplify, streamline and diversity orientation.	☐				Project implementation plan – milestones met.
	• Develop and implement 'Trainee' strategy (Apprentices/Trainees/Cadetships/Work Exp).	☐				Growth in Trainee representation.
	• Build partnership with local high schools/TAFE and Colleges.	☐				Increase in educational college participation.
	• Seek to connect with Community – calendar of engagement activity.		☐			Increase in community participation.
	• Critical role/skill audit and risk analysis.		☐			Critical role and skill matrix in place and regularly reviewed.
	• Develop and embed succession planning process into Workforce Development Framework.		☐			Succession Planning process established and embedded.
	• Training pathways developed and introduced to workforce.			☐		Training Pathways embedded.
	• Investigate Grow our Own initiative and inclusion into Training and Development Framework.			☐		Opportunities scoped and embedded into framework.
	• Identify and access government funding for training and development pathways.	☐	☐	☐	☐	Opportunities scoped and applications undertaken.
4. Workplace Health, Safety and Wellbeing. 4.1 Strengthen alignment to Council's Work Health, Safety Injury Management System (WHSIMS). 4.2 Strengthen Council's Wellbeing focus. 4.3 Injury Reduction initiatives.	• Ongoing education and capability to workforce to support an increased understanding of responsibilities and compliance.	☐	☐	☐	☐	Introduction and roll out of WHSIMS tracker. Positive engagement survey scores – safety and wellbeing.
	• Introduce and embed WHSIMS tracker for Council – at all levels of responsibility.		☐	☐	☐	Adherence to WHSIMS tracker.
	• Lag and Lead indicators reported and tracked – at all levels of responsibility.		☐	☐	☐	Annual Audit results.
	• Wellbeing information and resource availability.	☐	☐	☐	☐	Wellbeing resources available.
	• Wellbeing initiatives (2 p/y).	☐	☐	☐	☐	Wellbeing initiative uptake.
	• Injury causing hazard risk reduction initiatives (top 3).		☐	☐		Injury statistics.

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9. Recommended Permanent Additions

POSITION	GRADE	JUSTIFICATION	COST	2025/26	2026/27	2027/28	2028/29	COMMENTS
CORPORATE								
IT/Business Analyst (1 FTE)	16	With the significant volume of business improvement underway – technology, software, process – this position is integral in bridging the knowledge and capability gaps within the organisation and supporting the workforce through the transition, enabling early buy in and uptake, facilitating quicker business efficiency results.	$94,952 - $106,345	$94,952 - $106,345	$97,800 - $109,535	$100,734 - $112,821	$103,756 – $116,206	As the role will service the whole of Council, costs will be spread across general, general waste, general childcare, water and sewer funds.
PEOPLE AND CULTURE								
People and Culture Business Partner (1 FTE)	16	Council is embarking on a culture and operational efficiency shift, which will require extensive support from the P&C team. The Executive Manager will be required to focus on the delivery of priorities and action plans of this plan and stay strategically oriented. This role will support the execution of initiatives, partnering with leaders to influence change and performance management on a day-to-day basis.	$94,952 - $106,345	$94,952 - $106,345	$97,800 - $109,535	$100,734 - $112,821	$103,756 – $116,206	As the role will service the whole of Council, costs will be spread across general, general waste, general childcare, water and sewer funds.
OPERATIONS								
Building Services Maintenance Technician (1 FTE)	8	Council only has one resource attending to all physical tasks, which is resulting in delays in response times and increased dissatisfaction from building occupants. Increasing our headcount in this function will make significant inroads, attending to the large backlog, with the additional benefit of reducing reliance on contract labour.	$57,903 - $64,855	$57,903 - $64,855	$59,640 - $66,800	$61,429 - $68,804	$61,698 - $66,451	As the role will service the whole of Council, costs will be spread across general, general waste, general childcare, water and sewer funds.

* Position titles are indicative only and require full scoping and consultation.
* Wage increase figures are calculated on an assumption of 3% Award increases.
* Estimated annual cost in the first year $312,500 (mid-grade salary)

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9.1 Recommended Temporary Additions (2 Years)

The following positions are being requested for a period of 2 years to support the set-up of the Roxy Community Theatre while alternative arrangements for ongoing service delivery options are explored. As recommended by the Roxy Redevelopment Committee, these roles are considered to be necessary for the vision of the refurbished Roxy to be delivered. The Expression of Interest process for an independent party to run the theatre that was run in late 24 / early 25 did not yield a result. Efforts will continue however, in the interim, Council is being requested to fund the necessary staff for up to 2-years.

POSITION	GRADE	JUSTIFICATION	COST	2025/26	2026/27	COMMENTS
Theatre Technical Manager (1 FTE)	16	This role is responsible for overseeing the smooth and safe operation of all the technical aspects of production, including sound, lighting and staging. It is also responsible for implementing and upholding standards, systems and processes from a performance and safety perspective and is integral to the Roxy's professional reputation across the industry.	$94,952 - $106,345	$94,952 - $106,345	$97,800 - $109,535	Costings will need to come from the general fund. Efforts are also underway to explore alternative funding sources other than only rates.
FOH and Volunteer Liaison (1 FTE)	14	This position assumes responsibility for a positive patron experience from ticket sales, ushering, food and beverage service and people management. They are a problem resolution expert, agile across the staff and patron elements – ensuring staff and volunteers are engaged and able to suitably perform their duties effectively and make efforts proactively and reactively to attend to the patrons, facilitating a smooth and positive experience for those visiting the Roxy Theatre.	$88,597 - $99,230	$88,597 - $99,230	$91,625 - $102,207	Costings will need to come from the general fund. Efforts are also underway to explore alternative funding sources other than only rates.
Trainees (Administration and Marketing) (2 FTE)	T4	Trainees offer pathways for candidates to gain practical skills and knowledge while gaining a nationally recognised qualification. In this instance with dual exposure to Council and Theatre environments. **Administration –** supporting the FOH Manager with patron liaison and enquiries, as well as liaison with the Volunteer Manager for staff purposes. **Marketing** – supporting multiple managers to promote and sell the Roxy as a cultural designation of choice.	$83,612	$83,612	$86,120	Costings will need to come from the general fund. Efforts are also underway to explore alternative funding sources other than only rates.

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10. Monitoring and Evaluation

It is important to regularly monitor workforce data, evaluate activities and make any necessary adjustments to the action plans outlined in this document.

Performance will be monitored by the Executive Manager People and Culture and reported to Council's Senior Management Team via key performance indicators on a monthly basis. High level reporting to Council will be conducted in line with the quarterly Delivery Program reviews and detailed report and evaluation against the action plans will be facilitated on an annual basis.

Outside of the monitoring and evaluation schedule, this strategy is established for four years and therefore the existing plan must be reviewed for its effectiveness, resourcing requirements and engagement. These learnings will be considered and incorporated into the development of the next 4-year strategy, supporting the continuing success of the organisation and its workforce.

The Workforce Management Plan will be available to the Mayor, Councillors, and all employees of the Council.

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11. Appendices

1. Workforce Profile Snapshot.
2. Financial Considerations.
3. Work Health Safety and Wellbeing.

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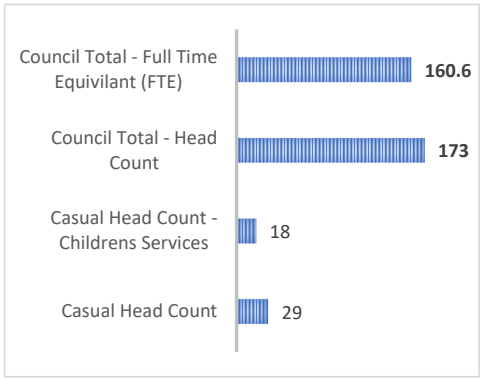
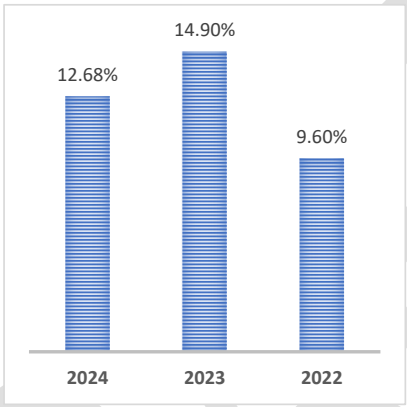
1. Workforce Profile Snapshot

HEADCOUNT

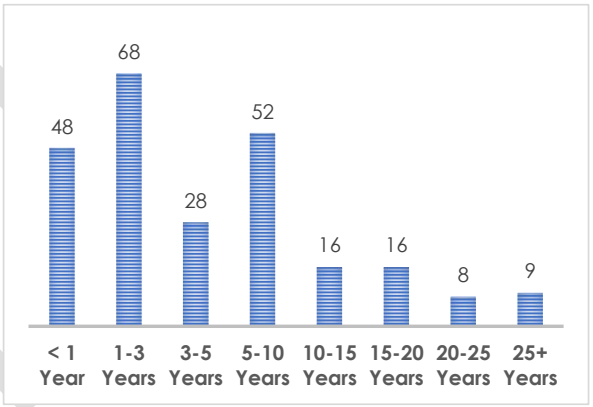


*** Council's casual workforce data is indicative data only. This cohort fluctuates seasonally. This data is accurate as of 31/12/2024.*

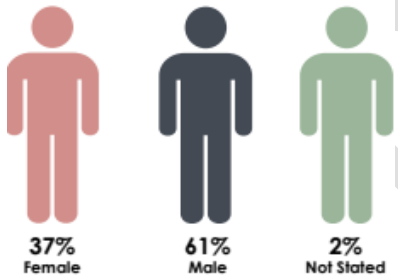
TURNOVER



LENGTH OF SERVICE

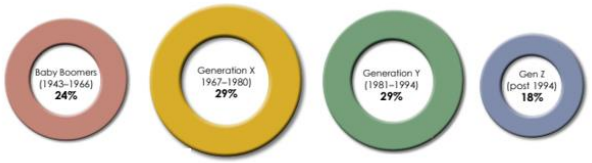


GENDER SPLIT



WOMEN IN LEADERSHIP POSITIONS

GENERATIONAL SPLIT



2. Financial Considerations

Workforce Costs -

Workforce costs accounted for 36.4% (FY-23/24), 37.38% (FY-22/23) and 38.44% (FY-21/22) of the total operating expenditure for Council.

Workforce costs comprise of the following components – salary and wages (driven by award increases (average of 3.67% per year for the Award period 2023-2025), performance reviews, movements in employee entitlements, superannuation increases (from 9.5% in 2021 to 12% in 2025), associated taxes, workers compensation premiums, training expenses, relocation costs and protective clothing.

Projected Workforce Costs (includes capitalised workforce costs):

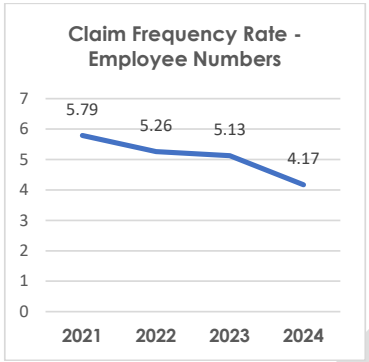
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28
Salaries & Wages	$ 12,865,933	$ 14,198,481	$ 14,624,435	$ 15,063,168
Superannuation	$ 1,558,832	$ 1,798,942	$ 1,852,910	$ 1,908,498
Workers Comp Insurance	$ 430,636	$ 469,186	$ 483,262	$ 497,759
Entitlements	$ 1,299,658	$ 1,436,892	$ 1,479,999	$ 1,524,399
FBT	$ 47,025	$ 49,094	$ 50,567	$ 52,084
Payroll Tax	$ 31,537	$ 32,925	$ 33,913	$ 34,930
Training & Professional Development Costs	$ 155,508	$ 160,000	$ 164,800	$ 169,744
Cultural Plan	$ 54,785	$ 50,000	$ 50,000	$ 50,000
Relocation Costs	$ 10,450	$ 10,910	$ 11,237	$ 11,574
Protective Clothing	$ 36,533	$ 38,022	$ 39,163	$ 40,338
WH&S	$ 68,692	$ 71,715	$ 73,866	$ 76,082
Travel & Accomodation	$ 54,839	$ 66,176	$ 68,161	$ 70,206
Seminars & Conferences	$ 56,270	$ 63,460	$ 65,364	$ 67,325
Total	**$ 16,670,698**	**$ 18,445,803**	**$ 18,997,677**	**$ 19,566,107**

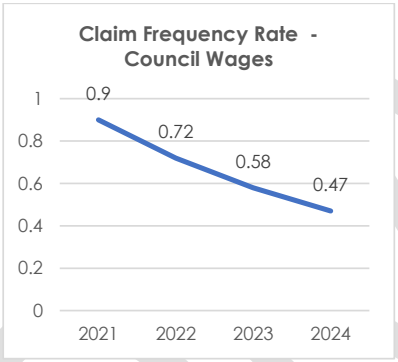
DRAFT

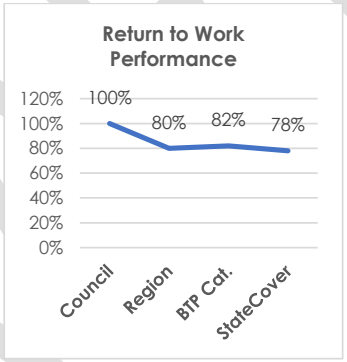
3. Workplace Health, Safety and Wellbeing

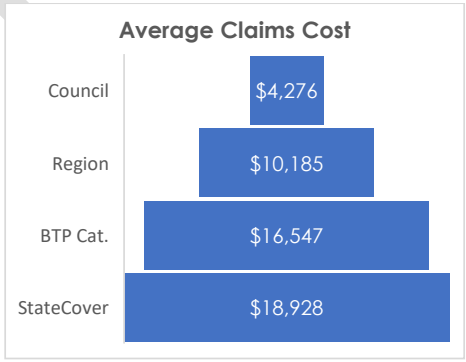
Leeton Shire Council views the Health, Safety and Wellbeing of their workforce and Community as more than a priority, it is a commitment embedded within our values.

Through the consistent reporting of incidents, injuries, near misses, observations, inspections, and risk assessments, we have seen an improvement on the closing of corrective actions which allows us to identify, mitigate and improve health, safety, and wellbeing risk across Council. We are focused on continuing the momentum gained over the past four years. Efforts have seen Council performing better than our benchmarks.









** ***Claim Frequency Rates*** *are calculated as the number of claims lodged relating to injuries per 100 employees and per $1 millions of Council wages as declared to StateCover.*

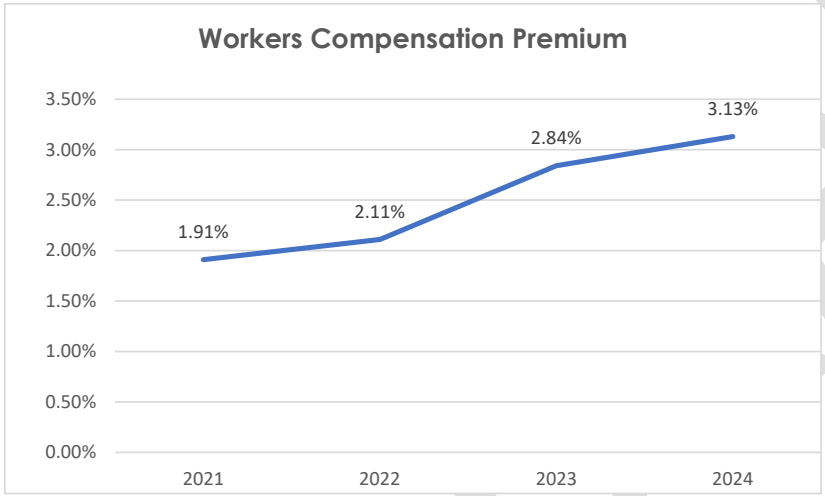
** ***Return to Work Performance*** *measures the proportion of injured workers who have experienced time loss due to their injury and have returned to work in any capacity within four weeks from the date of injury.*

** ***Claim Costs*** *may increase over time as further entitlements are paid, e.g. whole person impairment lump sums or workplace injury damages.*

Workers Compensation Premium –

Workers Compensation rates are a blended measure of the risk profile of the Local Government Industry, the broader scheme and Council's Work Health and Safety and Injury Management (Return to Work) Performance.

While the premium is 'experience rated,' with the past three years of specific claim costs impacting the premium payable, premium increases are not purely related to Council's WHS performance. They are also impacted by Industry Related Tariffs (e.g. childcare services, local government administration costs), StateCover scheme related measures (e.g. dust disease levy), claim impacts/performance and statutory wage increases.



Note: We received the StateCover's 2024 General Managers report on 1/10/2024, which used the figures available as of 30/06/2024. The reported premium was initially estimated at 3.46%, due to the Wage Declaration Renewal not being finalised before the report generation. Once the wage declaration was submitted, the premium was reduced to 3.13%.

LEETON SHIRE COUNCIL

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MINUTES OF THE
EXTRAORDINARY COUNCIL MEETING
TUESDAY 10 JUNE 2025
COMMENCING AT 6:30 PM
AT THE LEETON SHIRE COUNCIL CHAMBERS

Councilors:
Cr. George Weston, Cr. Sandra Nardi, Cr. Krystal Maytom, Cr. Stephen Tynan, Cr. Michael Kidd, Cr. Boston Edwards, Cr. Nicholas Wright, Cr. Sarah Tiffen via video conference.

Staff:
Jackie Kruger (General Manager), Avtar Singh (Director Corporate/CFO), Silas Darby (Director Operations), Tracy Pearce-Bramble (Executive Manager People and Culture), Sarah Kingsbury (Manager Governance, Corporate and Customer Service), Terry Schmidt (Communications Coordinator), Sarah Stewart (IP&R Coordinator) and Sibongubuhle Tshuma (Manager Finance).

Other:
Professor Joseph Drew (Consultant, University of Newcastle) via video conference.

Press:
Nil

LEETON SHIRE COUNCIL
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council@leeton.nsw.gov.au
23-25 Chelmsford Place Leeton NSW 2705
www.leeton.nsw.gov.au

1. CIVIC PRAYER

Spoken by Cr. Stephen Tynan

2. ACKNOWLEDGEMENT OF COUNTRY

Spoken by Cr. Michael Kidd

3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS

ECM 24/0

Resolved

THAT Council:

1. Accepts the apology and leave of absence from Cr. Tracey Morris.

2. Accepts the apologies for lateness from Cr. Sandra Nardi and Cr. Krystal Maytom.

3. Notes that Cr. Sarah Tiffen is attending via video conference.

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

4. DISCLOSURE OF INTERESTS

Nil

5. PROCEDURAL MOTIONS

Procedural Motion – Late Community Submission

ECM 24/1

Resolved

THAT Council accepts the late written submission from the Leeton Basketball Association on the draft Integrated Planning and Reporting (IP&R) suite of documents as part of the community consultation process.

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Cr. Krystal Maytom entered the meeting at the time being 6:40pm

Procedural Motion – Financial Sustainability Review Update

ECM 24/2

Resolved

THAT Council permits a verbal update by Professor Joseph Drew, via video conference, on Council's financial sustainability review and preliminary findings / recommendations.

(Moved Cr. Stephen Tynan, seconded Cr. Michael Kidd)

Professor Joseph Drew spoke at 6:36pm and left the meeting via videoconference at the time being 6:44pm.

Cr. Sandra Nardi entered the meeting at the time being 6:50pm.

Procedural Motion - Meeting Adjourned

ECM 24/3

Resolved

THAT Council adjourned the meeting at the time being 6:45 pm to hear public representations on Item 6.1.1 from:

1. Mr. Jason Mimmo (Leeton Golf Club)
2. Ms. Marina Cook (Leeton Shire Ratepayers & Resident's Association)
3. Nola Sheldrick and Adrian Sheldrick (Leeton Yanco Swimming Club)
4. Mrs. Lizabeth Quarisa-Tynan (Leeton Shire Ratepayers & Resident's Association)
5. Kasey Sullivan and Jane O'Garey (Leeton Basketball Association)
6. Ms. Alison Cowell (Leeton Shire Ratepayers & Resident's Association)
7. Mr. Ali Mehdi (Private Citizen)
8. Mr. Tony Ciccia (Private Citizen)

(Moved Cr. Boston Edwards, seconded Cr. Krystal Maytom)

Procedural Motion - Meeting Resumed

ECM 24/4

Resolved

THAT Council resolved to resume the meeting at the time being 7:27 pm.

(Moved Cr. Stephen Tynan, seconded Cr. Michael Kidd)

6. REPORTS TO COUNCIL

6.1. GENERAL MANAGER'S MATTERS

ITEM 6.1.1 COMMUNITY CONSULTATION ON THE DRAFT 2025-2029 DELIVERY PROGRAM & LONG-TERM FINANCIAL PLAN & 2025/26 OPERATIONAL PLAN, BUDGET & REVENUE POLICY

ECM 24/5

Resolved

THAT Council notes and discusses the Submission Summary (***Attachment 1***) and public hearing on submissions with a view to giving directions to staff on changes to be incorporated int in the IP&R Suite of documents that will be tabled at the June 2025 Ordinary Council meeting.

(Moved Cr. Michael Kidd, seconded Cr. Boston Edwards)

Eventide Homes - Yanco Social Housing Expansion Project

ECM 24/6

Resolved

THAT Council:

1. Proceeds with Eventide Homes Project subject to 80% grant funding for construction, 20% loan funding and $300K General Fund in 25/26 for planning phase.
2. Approves the Eventide Homes Project financial breakdown as follows:
    - 25/26: $300K General Fund
    - 26/27: Nil (seek Grant Funding / Approvals)
    - 27/28: $2.75M Grant Funding
    - 28/29: $1.75M Grant Funding + $500K Loan

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Brobenah Road Housing Project

ECM 24/7

Resolved

THAT Council:

1. Proceeds with Brobenah Road Housing Project subject to 80% grant funding towards subdivision works.
2. Approves the Brobenah Road Housing Project financial breakdown as follows:
    - 25/26 $2.66M Grant Funding
    - 26/27 $2M Grant Funding + $1.16M loan
    - 27/28 Nil
    - 28/29 Nil

(Moved Cr. Stephen Tynan, seconded Cr. Krystal Maytom)

Golf Club Estate Housing Project

ECM 24/8

Resolved

THAT Council sells the Golf Club Estate block being Council owned land.

(Moved Cr. Boston Edwards, seconded Cr. Nicholas Wright)

Cr. Michael Kidd recorded his vote against.
Cr. Sarah Tiffen via video conference recorded her vote against.

Whitton Museum Renewals (including Courthouse)

ECM 24/9

Resolved

THAT Council:

1. Utilises the $100K from Section 7.12 Contributions (S7.12) for urgent Whitton Museum Renewals (including Courthouse) safety works as well as a comprehensive masterplan/ feasibility study before deciding how to progress.
2. Projected costs for the Whitton Museum Renewals (including Courthouse) remain in the LTFP for capital works in the interim with the budget showing 80% grant funding and 20% General Fund.
3. Approves the financial breakdown for the Whitton Museum Renewals (including Courthouse) as follows:
    - 25/26: $100K Section 7.12 Contributions (S7.12)
    - 26/27: $484K Grant Funding
    - 27/28: $484K Grant Funding
    - 28/29: $242K General Fund

(Moved Cr. Nicholas Wright, seconded Cr. Michael Kidd)

Cr. Stephen Tynan recorded his vote against.

Sporting Precinct Masterplan and Stadium Expansion

THAT Council:

1. Proceeds with Sporting Precinct Masterplan and Stadium Expansion project subject to 80% Grant Funding and 20% Loan Funding for capital works.
2. Approves the Sporting Precinct Masterplan and Stadium Expansion financial breakdown as follows:
    - 25/26: $600K Loan Funding
    - 26/27: $7.892M Grant Funding
    - 27/28: $1.974M Loan Funding

(Moved Cr. Michael Kidd, seconded Cr. Sandra Nardi)

Motion was Lost

Cr. Sarah Tiffen left the meeting via videoconference at the time being 8:37pm.
Cr. Sarah Tiffen returned to the meeting via videoconference at the time being 8:49pm.

Gogeldrie Weir (Planning and Construction of waterfront cabins) – Point # 1

ECM 24/11

Resolved

THAT Council approves the change in source funding for the Gogeldrie Weir Caretaker House Renewal of $40K in 25/26 from the General Fund to Section 7.12 Contributions (S7.12).

(moved by Cr. Nicholas Wright, seconded by Cr. Sandra Nardi)

Gogeldrie Weir (Planning and Construction of waterfront cabins) - Point # 2

ECM 24/12

Resolved

THAT Council proceeds with Gogeldrie Weir project subject to 100% private investment for construction, currently sitting in 29/30 – noting works can be brought forward if there is an offer sooner.

(Moved Cr. Nicholas Wright, seconded by Cr. Sandra Nardi)

Gogeldrie Weir (Planning and Construction of waterfront cabins) - Point # 3 & # 4

ECM 25/13

Resolved

THAT Council:

a. Approves $200K from the General Fund is required in 26/27 for Gogeldrie Weir Project planning phase.

b. Approves the Gogeldrie Weir Project financial breakdown as follows:
   - 26/27: $200K (25% Section 7.12 Contributions + 75% General Fund)
   - 27/28: Nil
   - 28/29: Nil
   - 29/30: $2M Private Investor *outside scope of current DP*

(Moved Cr. Michael Kidd, seconded Cr. Sarah Tiffen)

The motion resulted in a tied vote. In accordance with the provisions of the *Local Government Act 1993*, the Mayor exercised a casting vote in favour of the motion. Motion carried.

Cr. Stephen Tynan recorded his vote against.

Amendment to the Motion

THAT Council:

a. Approves $200K to be 100% sourced from Grant Funding in 26/27 for Gogeldrie Weir Project cabins planning and detailed design.

b. Approves the Gogeldrie Weir Project financial breakdown as follows:
26/27: $200K (100% Grant Funding)
27/28: Nil
28/29: Nil
29/30: $2M Private Investor *outside scope of current DP*

(Moved Cr. Stephen Tynan, seconded Cr. Nicholas Edwards)

Motion was Lost.

Lake Paddock Masterplan

ECM 24/14

Resolved

THAT Council proceeds with the Lake Paddock Masterplan but only if there is grant funding to cover 100% cost of masterplan and no construction forecast at this stage.

(Moved Cr. Michael Kidd, seconded Cr. Krystal Maytom)

Whitton Pool Redevelopment

ECM 24/15

Resolved

THAT Council:

1. Proceeds with the Whitton Pool Redevelopment.

2. Approves the funding of $200K (Pool Reserve Fund) in 28/29 for detailed design works.

3. Notes a future Council will determine whether to proceed with the capital works or not.

4. Leaves the project in the LTFP for $2.5M ($1.5M grant funding and $1M loan funding) in for 30/31 onwards outside the scope of the current DP.

(Moved Cr. Michael Kidd, seconded Cr. Stephen Tynan)

Cricket Facilities Proposal

ECM 24/16

Resolved

THAT Council notes the Cricket Facilities discussion. No further action. Council consider in future masterplan.

(Moved Cr. Michael Kidd, seconded Cr. Boston Edwards)

Public Art opportunity on "Cannery Corner" Wamoon Avenue

ECM 24/17

Resolved

THAT Council:

1. Proceeds with Public Art on "Cannery Corner project subject to 100% grant/external funding.
2. Notes at this stage the full cost is uncertain, but for budgeting reasons it is recommended to include an estimate of $100K (grant/external funding) for the Public Art on "Cannery Corner.
3. Ensures that these budget estimates are to be added to DPOP.

(Moved Cr. Michael Kidd, seconded Cr. Stephen Tynan)

Commence the CBD Facade Painting in Yanco and Whitton

ECM 24/18

Resolved

THAT Council:

1. Proceeds with CBD Façade Painting in Yanco and Whitton project subject to 100% grant/external funding.
2. Notes at this stage the full cost of the CBD Façade Painting in Yanco and Whitton is uncertain, but for budgeting reasons it is recommended to include an estimate of $30K (grant/external funding) per township for 25/26 only.
3. Notes that as per the DPOP, the Leeton CBD Façade painting will continue at an estimated rate of $20K (Reserve Fund) per annum.
4. Ensures these budget estimates are added to DPOP.

(Moved Cr. Michael Kidd, seconded Cr. Krystal Maytom)

Water Charges Pricing Structure (Tiers)

ECM 24/19

Resolved

THAT Council

1. Amends the 2025/26 Revenue Policy (including fees and charges) for water charges by smoothing out the increases across the three Tiers being 7% for Tier 1, 5% for Tier 2 and 3% for Tier 3.
2. Reviews the water pricing model within this term of Council.

(Moved Cr. Michael Kidd, seconded Cr. Krystal Maytom)

IP&R Coordinator left the meeting at the time being 9:45pm.

Procedural Motion - Extension of Time

ECM 24/20

Resolved

THAT Council moved to extend the meeting time past 10:00pm.

(Moved Cr. Sandra Nardi, seconded Cr. Michael Kidd)

Golf Club 2025/26 Fees Structure

ECM 24/21

Resolved

THAT Council maintains the adopted golf course fees for the 2024/25 financial year will remain the same for the 2025/26 financial year.

(Moved Cr. Nicholas Wright, seconded Cr. Michael Kidd)

Cr. Sarah Tiffen left the meeting via videoconference at the time being 10:06pm.
Cr. Sarah Tiffen returned to the meeting via videoconference at the time being 10:09pm.

Public Halls

ECM 24/22

Resolved

THAT Council approves the relocation of the Multipurpose Centre (CWA and Gordon Hall) meeting room hire fees to pages 38–39 of the 2025/26 Fees and Charges document, to ensure alignment with the structure and categorisation of other public halls.

(Moved Cr. Michael Kidd, seconded Cr. Stephen Tynan)

Swimming Pool Entry Fees

ECM 24/23

Resolved

THAT Council:

1. Rounds to the nearest 50c all Swimming Pool Entry Fees within the 2025/26 Revenue Policy (including fees and charges).

2. Develops a Swimming Pool Entry Fees Policy for Leeton Regional Aquatic Centre and Whitton Swimming Pool over the term of this Council.

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Private Swimming Instructor Fees

ECM 24/24

Resolved

THAT Council sets the Swimming Instructor fees for inclusion in the 2025/26 Fees and Charges at $120 per annum for registered seasonal instructors and $50 per annum for student instructors.

(Moved Cr. Sarah Tiffen, seconded Cr. Nicholas Wright)

Cr. Nicholas Wright left the meeting at the time being 10:24pm
Cr. Nicholas Wright returned to the meeting at the time being 10:26pm

Cr. Stephen Tynan left the meeting at the time being 10:26pm
Cr. Stephen Tynan returned to the meeting at the time being 10:28pm

Pipeline Licensing Agreements

ECM 24/25

Resolved

THAT Council removes the wording "fee per km" from the pipeline licensing requirements in the 2025/26 Fees and Charges to avoid confusion for the community.

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Leeton Indoor Stadium Fees and Charges

ECM 24/26

Resolved

THAT Council:

1. Recommends that the proposed 2025/26 stadium fees and charges remain unchanged.

2. Undertakes a review of the stadium fees and charges prior to December 2025.

(Moved Cr. Sandra Nardi, seconded Cr. Nicholas Wright)

Procedural Motion - Meeting Adjourned

ECM 24/27

Resolved

THAT Council adjourns the meeting at the time being 10:43 pm.

(Moved Cr. Sandra Nardi, seconded Cr. Nicholas Wright)

Procedural Motion - Resumed the meeting

ECM 24/28

Resolved

THAT Council resumed the meeting at the time being 10:52pm.

(Moved Cr. Boston Edwards, seconded Cr. Michael Kidd)

Special Rate Variation (SRV)

ECM 24/29

Resolved

THAT Council explores a potential Special Rate Variation (SRV) in the 2026/27 financial year instead of 2025/26 having regard to Professor Drew's report.

(Moved Cr. Stephen Tynan, seconded Cr. Michael Kidd)

Undertake Efficiency Improvements Program

ECM 24/30

Resolved

THAT Council:

1. Undertakes in the 25/26 financial year an Efficiency Improvements Program.

2. Approves the addition of $50K (General Fund) for the likes of Professor Drew to support this task.

(Moved Cr. Michael Kidd, seconded Cr. Stephen Tynan)

Playgrounds Upgrades and Renewals (Funding Mix)

ECM 24/31

Resolved

THAT Council changes the funding mix of the Playground and Renewals budget of $250K being as follows:

- 25/26: $100K Section 7.12 Contributions (S7.12)
- 26/27: $50K General Fund
- 27/28: $50K General Fund
- 28/29: $50K General Fund

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Leeton Cemetery Expansion Project (Funding Mix)

ECM 24/32

Resolved

THAT Council adjusts the funding mix for the Leeton Cemetery Expansion Project to remain within a total budget of $1.26M, comprising a $960K loan and $300K from Section 7.12 Contributions (S7.12), allocated as follows:

- 25/26: $480K Loan + $150K S7.12
- 26/27: $480K Loan + $150K S7.12

(Moved Cr. Michael Kidd, seconded Cr. Sarah Tiffen)

Footpaths (New) Revised Budget

ECM 24/33

Resolved

THAT Council changes the budget for Footpaths (new) from $600K to $400K General Fund ($100K per annum).

(Moved Cr. Boston Edwards, seconded Cr. Krystal Maytom)

Shoulder Widening Funding - Safety Works Only

ECM 24/34

Resolved

THAT Council amends the description for Shoulder Widening works to include the wording "(safety only)" to ensure that allocated funds are used solely for safety-related purposes.

(Moved Cr. Boston Edwards, seconded Cr. Sandra Nardi)

Bus Shelter Updates (Funding Mix)

ECM 24/35

Resolved

THAT Council changes the funding source for the Bus Shelter Upgrades from the General Fund to Section 7.12 Contributions (S7.12), with the allocation as follows:

- 2025/26: $20,000 (S7.12)
- 2026/27: $20,000 (S7.12)
- 2027/28: $20,000 (S7.12)
- 2028/29: $10,000 (S7.12)

(Moved Cr. Michael Kidd, seconded Cr. Nicholas Wright)

Submission Summary

ECM 24/36

Resolved

THAT Council endorses the recommended changes to the final Integrated Planning and Reporting (IP&R) documents for presentation at the Ordinary Council Meeting on 30 June 2025, as resolved above ECM 24/5 – ECM 24/35.

(Moved Cr. Stephen Tynan, seconded Cr. Michael Kidd)

7. CONCLUSION OF THE MEETING

There was no further business, the meeting closed at 11:19pm.

..... signed by
the Chairman of the meeting held on
Monday 30 June 2025 at which meeting the
signature hereon was subscribed.

8.2. CORPORATE MATTERS

ITEM 8.2.1. THE MAKING OF RATES AND CHARGES FOR THE 2025/26 FINANCIAL YEAR

AUTHOR/S: Manager Finance

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to make the Rates and Charges for the 2025/26 financial year. Once the Operational Plan 2025/26 and Budget 2025/26 have been adopted by the Council, the Rates and Charges can be made in accordance with section 532 of the *Local Government Act 1993 (*the Act*)*.

RECOMMENDATION

THAT Council authorises the General Manager to prepare and serve the following 2025/26 Rate Notices or, in her absence, they may be served by the Director Corporate / CFO:

1. Ordinary Rates

a. Ordinary Rate – Residential

In accordance with section 494 of the *Local Government Act 1993*, Council makes the Base Amount $556 for Ordinary Rates for the 2025/26 financial year, which represents 48% of the total revenue for the Residential Rating category and make the Ad Valorem component of the rate at 0.00511893 (0.00490036 in 2024/25) cents in the dollar on all land value of all rateable land within the Residential Rating category.

b. Ordinary Rate – Farmland

In accordance with section 494 of the *Local Government Act 1993*, Council makes the Base Amount $771 for Ordinary Rates for the 2025/26 financial year, which represents 20% of the total revenue for the Farmland Rating category and make the Ad Valorem component of the rate at 0.00429114 (0.00429114 in 2024/25) cents in the dollar on all land value of all rateable land within the Farmland Rating category.

c. Ordinary Rate – Business-General

In accordance with section 494 of the *Local Government Act 1993*, Council makes the Base Amount $415 for Ordinary Rates for the 2025/26 financial year, which represents 25% of the total revenue for the Business-General Rating category and make the Ad Valorem component of the rate at 0.00919062 (0.00839846 in 2024/25) cents in the dollar on all land value of all rateable land within the Business-General Rating category.

d. Ordinary Rate – Business-Industrial

In accordance with section 494 of the *Local Government Act 1993*, Council makes the Base Amount $815 for Ordinary Rates for the 2025/26 financial year, which represents 25% of the total revenue for the Business-Industrial Rating category and make the Ad Valorem component of the rate at 0.01237107 (0.00968906 in 2024/25) cents in the dollar on all land value of all rateable land within the Business-Industrial Rating category.

2. Interest Rate on Overdue Rates and Charges

That the interest rate to be charged on all overdue Rates and Charges and arrears during the 2025/26 financial year to be set at 10.5% for the period 1 July 2025 to 30 June 2026 (same as 2024/25).

3. Charges – Sewerage Local Fund

a. Sewerage Annual Charge – Residential

That Council makes the Sewerage Annual Charge – Residential for the 2025/26 financial year $822 for each parcel of land categorised as Residential land within the Leeton, Yanco and Whitton Sewerage Local Rate Areas in accordance with section 501 of the *Local Government Act 1993*.

b. Sewerage Annual Charge – Non-Residential

The charge is to apply to each water meter attached to the assessment categorised as Non-Residential land within the Leeton, Yanco and Whitton Sewerage Local Rate Areas in accordance with section 501 of the *Local Government Act 1993*.

The usage charge is proposed to be $1.43 cents per kilolitre with a minimum charge equivalent to the Residential charge of $822.

The Non-Residential Sewer Access charge be as follows:

Meter Size	2025/2026 ($)
20mm	274.00
25mm	274.00
32mm	449.00
40mm	702.00
50mm	1,097.00
80mm	2,808.00
100mm	4,387.00
150mm	9,871.00
200mm	17,548.00

4. Water Charges

Makes the following water charges:

a. Access Charges

Meter Size	2025/2026 ($)
20mm	365.00
25mm	365.00
32mm	929.00
40mm	1,449.00
50mm	2,328.00
65mm	3,938.00
80mm	5,965.00
100mm	8,915.00
150mm	1,5654.00

b. Consumption Charges – Residential and Farmland

- for the first 300 kilolitres (kL) = $1.43 per kL
- from 301 kilolitres to 600 kilolitres = $2.19 per kL
- thereafter = $3.65 per kL (same as 2024/25)

Strata Properties with single meter $2.42 per kL for all consumption.

c. Consumption Charges – Industrial and Commercial

- for the first 300 kilolitres (kL) = $1.43 per kL
- thereafter = $2.19 per kL

5. Domestic Waste Management Charge (Red Bin)

Makes the Domestic Waste Management Charge under section 496 of the *Local Government Act 1993* of $214 on all rateable parcels of land for which there is a full waste collection service.

6. Non-Domestic Waste Management Charge (Red Bin)

Makes a Waste Management Charge under section 501 of the *Local Government Act 1993* of $214 to the non-residential and non-rateable parcels of land in the Leeton Shire Council area being rendered a full waste collection service.

7. Landfill Management Charge

Makes a Landfill Management Charge under section 501 of the *Local Government Act 1993* of $78 for all rateable assessments and assessments exempt from rating which have requested a domestic waste Kerbside collection service under section 496.

8. Recycling Service Charge (Yellow Bin)

Makes a Recycling Service Charge under section 501 of the *Local Government Act 1993* of $135 on all parcels of land for which there is a full Domestic Recycling Collection Service.

Recycling Services for non-residential and non-rateable properties will be optional, for those properties wishing to use the service will be charged at the rate of $135 per annum.

9. Food Organic Green Organic (FOGO) Service (Green Bin)

Council Charges the domestic FOGO service at $104 for each parcel of rateable land for which there is a full FOGO collection service.

FOGO services for non-residential property and non-rateable property for which the service is available and requested will be charged at the rate of $104 per annum.

10. Stormwater Management Charge

Makes the Stormwater Management Charge under section 496A of the *Local Government Act 1993* of $25 for developed residential properties, $12.50 for each residential strata unit and $25 for eligible properties within the Business Rating category area and $12.50 for each business strata title unit.

11. On-site Sewerage Management Service Fee

Makes the annual Administration Service Fee under Section 608 (2) of the *Local Government Act 1993* of $15 per annum for an approval to operate a system of sewerage management.

12. Fees and Charges

Makes the Fees and Charges for the 2025/26 financial year as per the adopted Operational Plan 2025/26 and Revenue Policy (including the Fees and Charges 2025/26).

REPORT

(a) Background

The proposed rates and charges for the 2025/26 financial year, along with the DRAFT Operational Plan 2025/26 and the DRAFT Budget 2025/26, were endorsed for public exhibition by Council at a Meeting on 6 May 2025. Council consulted on rates increase of 4.4%.

The DRAFT documents were subsequently advertised and placed on public exhibition from Wednesday 7 May 2025 until Tuesday 3 June 2025.

(b) Discussion

Rates and charges are the primary source of revenue for Council. Such revenue is critical for funding operational expenditure used in service delivery to the community in addition to the funding of the maintenance and renewal of Council's Infrastructure assets.

Section 532 of the *Local Government Act 1993* - Publication of draft operational plan states the following "*A Council must not make a rate or charge until it has given public notice (in accordance with section 405) of its draft operational plan for the year for which the rate or charge is to be made and has considered any matters concerning the draft operational plan (in accordance with that section)*".

The rebalanced rating structure is proposed to create a fairer and more equitable distribution between the rating categories. Residential ratepayers will see a change in line with the IPART increase. Farmland ratepayers will not see the rate peg increase for 2025-26, effectively the last year of a rate peg "holiday". For 2025-26 both the usual rate peg plus the farmland equivalent rate peg will be absorbed by businesses split 25/75 between general and industrial businesses.

(c) Options

THAT Council:

1. Adopts the recommendation as outlined. ***This is the recommended option.***

2. Amends the recommendation.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The details of the income raised by rates and charges including how it is spent is as outlined in Council's adopted Operational Plan 2025/26.

(b) Policy

All rates and charges are listed in Council's Revenue Policy (including the Fees and Charges 2025/26).

(c) Legislative/Statutory

Local Government Act 1993

(d) Risk

Without a resolution from Council, staff cannot make the rates needed to fund Council's operations. Section 533 of the *Local Government Act 1993* states that the rates need to be made prior to 1 August in the year the rate or charge is made.

There may be a reduced capacity to pay rates from some ratepayers. Council has a Hardship Policy and ratepayers can make application if they are in financial strife.

CONSULTATION

(a) External

The DRAFT Operational Plan 2025/26, DRAFT Budget and DRAFT Revenue Policy 2025/26 (including Fees and Charges for 2025/26) were placed on public exhibition and on Council's website for the period from Wednesday 7 May 2025 until Tuesday 3 June 2025.

(b) Internal

Senior Rates Officer

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

9. Governance and Administration
9.3 Provide respected and effective representation, leadership and advocacy
This is in accordance with the Councilor Induction and Professional Development Guidelines and Committee Terms of Reference

9. Governance and Corporate Services
9.7 Deploy reliable and efficient financial management and administration
9.7.3 Practice sound financial management

ATTACHMENTS

There are no attachments for this report.

ITEM 8.2.2. INVESTMENT REPORT - MAY 2025

AUTHOR/S: Accountant

APPROVER/S: Finance Manager
Director Corporate/CFO

SUMMARY/PURPOSE

This report provides details of the performance of Council's investment portfolio for the period ending 31 May 2025.

RECOMMENDATION

THAT Council notes the information contained in the Investments Report for May 2025.

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 is $46,608,609.

As at 31 May 2025, Leeton Shire Council has $43,681,584 invested in Approved Deposit Institutions (ADIs) of which $124,907 (0.3%) 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 May 2025.

The Statement of Bank Reconciliation reconciles the Bank Statement balances to the General Ledger at 31 May 2025 by taking into account unpresented cheques, unpresented deposits, and unpresented debits.

The Summary of Investments details all the investments held by Leeton Shire Council as at 31 May 2025. The following table details the total Cash, Cash Equivalents and Investment holdings:

Cash in Transaction Account	$ 2,927,025
Deposits At Call Accounts	$ 11,781,584
Investments	$ 31,900,000
TOTAL	**$ 46,608,609**

The table below details the monthly movements of investments for May 2025:

Opening Investments Balance	**$**	**45,628,911**
Less:		
Maturities	$	0
Transfer to CBA Current Account	$	2,000,000
Subtotal	**$**	**43,628,911**
Plus:		
Roll-overs	$	0
New Investments	$	0
CBA Business Online Saver (BOS) movements	$	4,017
AMP Business Saver Account	$	22
AMP 31 Day Notice Account	$	41,990
Macquarie Cash Management Accelerator Account	$	6,644
Closing Investments Balance	**$**	**43,681,584**
Add back Cash in Transaction accounts		2,927,025
Total Cash and Investments	**$**	**46,608,609**

The following table details the break-up of investments according to the restrictions which are placed on them based on the QBRS 31 March 2025:

Total Cash and Investments	**$**	**46,608,609**
Less restrictions		
Water Supply (Excl. Unfinished Works)	$	21,243,740
Sewerage Services (Excl. Unfinished Works)	$	9,117,434
Domestic Waste Management	$	6,304,907
*Other external restrictions	$	2,287,434
External Restrictions (Excl. Unfinished Works) - Sub Total	**$**	**38,953,515**
Internal restrictions	**$**	**2,529,625**
Total restrictions	**$**	**41,483,140**
Operating Capital	$	5,125,469

**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

Council has completed its temporary sale of water for the 2024-25 financial year. The trade yielded $307,728 (net of brokerage fees) as at 31 May 2025, which is $186,828 above the budget.

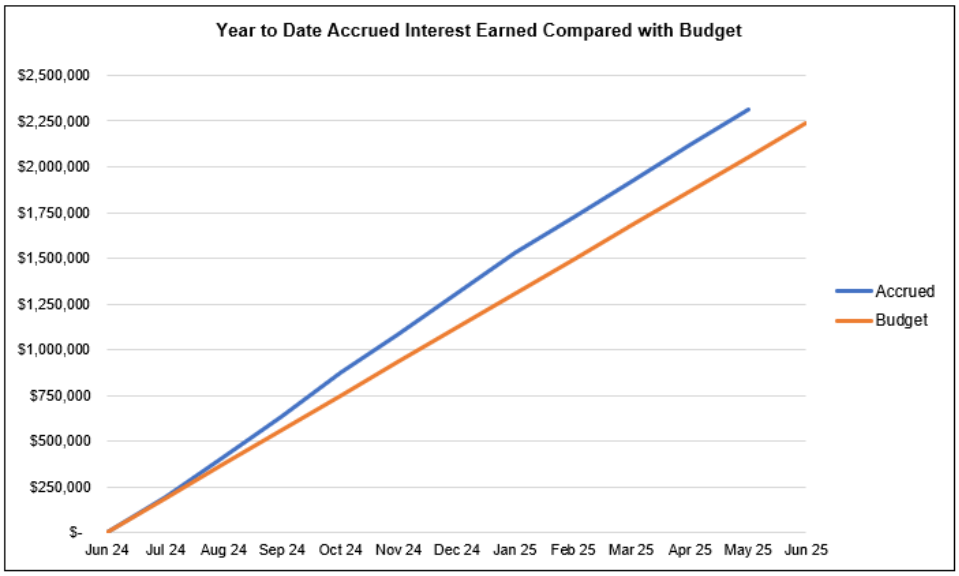
Out of the total $307,728, the Water Fund benefited by $123,535 and $184,193 benefited the General Fund.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The annualised rate of return across the investments portfolio is 4.89% for May 2025.

Budgeted Interest (original budget) for FY24/25 is $2,237,544. The actual $197,963 in interest earned for May 2025 is higher than the budgeted amount of $186,462 by $11,501.



The consolidated actual investment income from 1 July 2024 to 31 May 2025 compared to the budgeted investment interest is detailed below:

Actual versus budgeted interest and earnings	May-25	Year To Date
Investments - Interest earned	$ 139,270	$ 1,546,609
Deposits at call	$ 57,015	$ 757,654
Rebates and Other earnings	$ 1,678	$ 9,983
Total Earnings	**$ 197,963**	**$ 2,314,246**
Budgeted Interest	$ 186,462	$ 2,051,082
Variance – Positive	**$ 11,501**	**$263,164**

Total investment income allocation by fund is detailed below:

Interest Apportionment	May-25	Year to Date
General Fund	$ 70,720	$ 925,077
Water Fund	$ 86,385	$ 935,262
Sewer Fund	$ 40,858	$ 453,907
Total Interest Earned	**$ 197,963**	**$ 2,314,246**

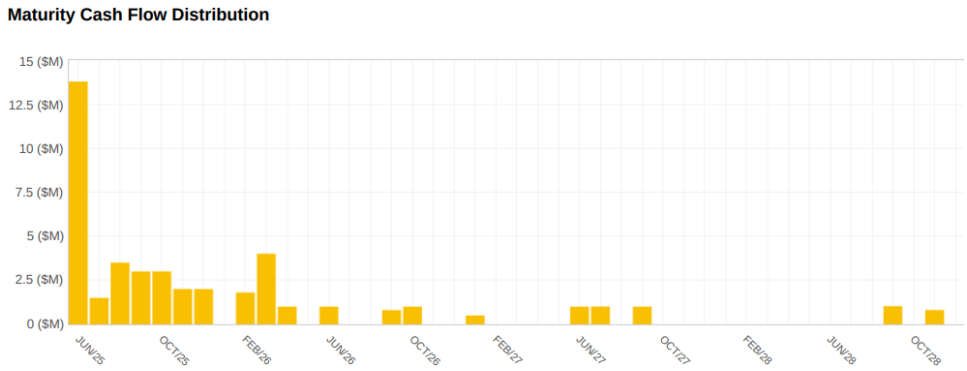
The following tables provide information on investment rates this year compared to last year, as well as a comparison of investment balances from this year to last year:

Performance Measures	Year to Date	Last Year (May)
Portfolio Average Interest Rate (YTD inc. Cash)	5.00%	4.64%
Investment Balances	**Year to Date**	**Last Year**
Opening Balance as at 1 May	$45,628,911	$44,163,280
Current Balance as at 31 May	$43,681,584	$43,706,407

Council Portfolio Compliance

Investment Maturing Profile

The portfolio remains lightly diversified from a maturity perspective with deposits maturing out to five (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	23,000,000	52.65%
Cash/At Call Deposits	Low	Low	11,781,584	26.97%
Floating Rate Notes	Low	Low	6,400,000	14.65%
Bonds	Low	Low	2,500,000	5.72%
TOTAL			43,681,584	100%

Counterparty

As at the end of May 2025, Council was within Policy limits with every single ADI. Overall, the portfolio is well diversified across the investment grade spectrum (all are rated BBB or higher).

Compliant	Issuer	Rating	Invested ($)^	Invested (%)	Max Limit (%)	Available ($)
✓	ANZ (Suncorp) Covered	AAA	$500,893	1.15%	45%	$19,183,678
✓	RBC Covered	AAA	$1,009,287	2.31%	45%	$18,675,284
✓	ANZ Bank	AA-	$1,026,938	2.35%	45%	$18,657,633
✓	Commonwealth Bank	AA-	$626,636	1.43%	45%	$19,057,935
✓	National Australia Bank	AA-	$12,307,898	28.14%	45%	$7,376,672
✓	Westpac	AA-	$4,000,000	9.14%	45%	$15,684,571
✓	Macquarie	A+	$1,837,632	4.20%	35%	$13,472,589
✓	ING Bank	A	$4,000,000	9.14%	35%	$11,310,222
✓	BoQ	A-	$2,998,414	6.85%	35%	$12,311,808
✓	AMP Bank	BBB+	$12,122,305	27.71%	30%	$1,000,742
✓	Bank Australia	BBB+	$1,003,302	2.29%	30%	$12,119,745
✓	RACQ Bank (Qbank)	BBB+	$803,301	1.84%	30%	$12,319,746
✓	Auswide Bank	BBB	$1,005,699	2.30%	30%	$12,117,348
✓	MyState Bank	BBB	$501,186	1.15%	30%	$12,621,862
			$43,743,491	**100.00%**		

^Note valuations of Council's senior FRNs 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.

Credit Quality

The following table details the credit rating of each of the categories in which Council has money invested. The portfolio remains well diversified from a credit ratings perspective with the portfolio spread across the entire credit spectrum. All investments are compliant with Council's Investment Policy.

Compliant	Credit Rating	Invested ($)^	Invested (%)	Max Limit (%)	Available ($)
✓	AAA Category	$1,510,180	3.45%	100%	$42,233,311
✓	AA Category	$17,961,472	41.06%	100%	$25,782,018
✓	A Category	$8,836,046	20.20%	80%	$26,158,746
✓	BBB Category	$15,435,792	35.29%	70%	$15,184,651
✓	Unrated ADIs	$0	0.00%	30%	$13,123,047
		$43,743,491	**100.00%**		

^Note valuations of Council's senior FRNs 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.

(b) Policy

Investment Policy

(c) 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 advisor is Arlo Advisory for financial investment advice during the month of May 2025.

(b) Internal

General Manager
Director Operations

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

9. Governance and Administration
9.7 Deploy reliable and efficient corporate management - financial, asset, property, records, information technology, buildings and plant/fleet in accordance with relevant legislation including *Government Information (Public Access) Act 2009*

9. Governance and Corporate Services
9.7 Deploy reliable and efficient financial management and administration
9.7.3 Practice sound financial management

ATTACHMENTS

1. Bank Reconciliation May 2025 [**8.2.2.1** - 2 pages]
2. Investments May 2025 [**8.2.2.2** - 4 pages]

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 May 2025

BALANCE AS PER GENERAL LEDGER

Opening Balance:	1/05/2025	$	937,726.46
May Movements:		$	2,059,236.85
Closing Balance:	31/05/2025	$	2,996,963.31
Less Unprocessed Bank Statement Transactions:		-$	69,938.53
Total:		$	2,927,024.78

BALANCE AS PER BANK STATEMENTS	$	2,898,983.18
Less Unpresented Cheques	$	-
Less Unpresented Debits	$	-
Plus Unpresented Deposits	$	28,041.60
Total	$	2,927,024.78

Responsible Accounting Officer
16 June 2025

MONTH END BANK RECONCILIATION REPORT

Deposit At Call Accounts
(Commonwealth Bank, AMP Bank and Macquarie Bank)
Prepared by the Accountant

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 May 2025

BALANCE AS PER GENERAL LEDGER

Opening Balance:	1/05/2025	$	13,728,911.44
May Movements:			
Transfer to CBA Working Account		-$	2,000,000.00
Interest Earned		$	52,672.39
Closing Balance:	31/05/2025	$	11,781,583.83
Less Unprocessed Bank Statement Transactions:			
Total:		$	11,781,583.83

BALANCE AS PER BANK STATEMENTS	$	11,781,583.83
Less Unpresented Cheques		
Add Unpresented Credit		
Plus Unpresented Deposits		
Total	$	11,781,583.83

Responsible Accounting Officer
16 June 2025

Leeton Shire Council

Summary of Term Investments as at: 31/05/2025

BBSW 90:	3.73%	Average Yield:	4.89%

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 Lt	CBA Business Online Saver - AMP Business Saver		10206481	12/10/09	188	0	124,906.55	3.70%	16/06/25	DAC
20-00	AMP Bank	Account		437864762	10/07/20	59	0	10,455.95	2.35%	16/06/25	DAC
21-00	AMP Bank	AMP 31 Day Notice Account		971165956	17/07/20	59	1	10,611,849.00	4.60%	17/07/25	DAC
22-00	Macquarie Bank	Macquarie Cash Management Accelerator Account		940367790	07/11/20	55	0	1,034,372.33	4.15%	16/06/25	DAC
23-15	Curve Securities Pty Ltd	Members Banking Group Ltd (RA		AU3FN0075453	24/02/23	36	8	800,000.00	5.21%	24/02/26	FRN
23-16	Laminar Capital	Auswide Bank		AU3FN0076352	17/03/23	36	9	1,000,000.00	5.61%	17/03/26	FRN
22-21	Commonwealth Bank Lt	Commonwealth Bank		AU3FN0065579	14/01/22	60	19	500,000.00	4.75%	14/01/27	FRN
23-01	Commonwealth Bank Lt	Royal Bank of Canada		AU3FN0070025	13/07/22	60	25	500,000.00	5.10%	13/07/27	FRN
23-10	Laminar Capital	MyState Bank Ltd		AU3FN0072369	13/10/22	36	4	500,000.00	5.35%	13/10/25	FRN
23-11	Commonwealth Bank Lt	Suncorp-Metway Ltd		AU3FN0072617	17/10/22	36	4	500,000.00	4.89%	17/10/25	FRN
23-13	Curve Securities Pty Ltd	Bank Australia		AU3FN0073797	24/11/22	36	5	1,000,000.00	5.31%	24/11/25	FRN
24-05	Commonwealth Bank Lt	Macquarie Bank		AU3FN0081170	14/09/23	36	35	800,000.00	4.97%	14/09/26	FRN
24-11	Commonwealth Bank Lt	National Aust Bank		AU3FN0082996	16/11/23	36	35	800,000.00	4.83%	16/11/28	FRN
22-27	Commonwealth Bank Lt	Bank of Queensland		AU3CB0288843	29/04/22	42	4	1,000,000.00	4.00%	29/10/25	Bond
23-02	Commonwealth Bank Lt	Royal Bank of Canada		AU3CB0290682	13/07/22	60	25	500,000.00	4.50%	13/07/27	Bond
24-07	Laminar Capital	ANZ Bank		AU3CB0302404	22/09/23	59	39	1,000,000.00	4.95%	11/09/28	Bond
23-21	National Aust Bank	National Aust Bank		36-359-9876	08/06/23	24	0	1,000,000.00	5.17%	09/06/25	LTD
23-22	Bank of Queensland	Bank of Queensland		772448	21/06/23	48	24	1,000,000.00	5.40%	21/06/27	LTD
24-06	Westpac Bank	Westpac Bank		11067864	14/09/23	48	27	1,000,000.00	4.94%	14/09/27	LTD
24-08	Bank of Queensland	Bank of Queensland		833891	29/09/23	24	3	1,000,000.00	5.23%	29/09/25	LTD
24-10	Westpac Bank	Westpac Bank		11154604	26/10/23	36	16	1,000,000.00	5.38%	26/10/26	LTD
24-13	AMP Bank	AMP Bank		TD869330126	15/12/23	24	6	1,000,000.00	5.45%	15/12/25	LTD
24-20	National Aust Bank	National Aust Bank		92-841-9765	24/06/24	12	0	1,000,000.00	5.24%	24/06/25	LTD
24-21	ING Bank	ING Bank		1243285	24/06/24	23	12	1,000,000.00	5.12%	24/06/26	LTD
25-01	National Aust Bank	National Aust Bank		98-095-1687	11/07/24	12	1	1,500,000.00	5.40%	11/07/25	LTD
25-02	AMP Bank	AMP Bank		TD528016306	08/08/24	12	2	500,000.00	5.20%	08/08/25	LTD
25-03	National Aust Bank	National Aust Bank		89-019-7190	15/08/24	12	2	2,000,000.00	5.10%	15/08/25	LTD
25-04	National Aust Bank	National Aust Bank		73-650-5693	29/08/24	12	2	1,000,000.00	5.00%	29/08/25	LTD
25-05	National Aust Bank	National Aust Bank		47-016-9900	11/09/24	12	3	1,000,000.00	4.95%	11/09/25	LTD
25-06	National Aust Bank	National Aust Bank		37-177-7994	27/09/24	12	3	1,000,000.00	4.90%	29/09/25	LTD
25-07	Westpac Bank	Westpac Bank		11960600	18/10/24	12	4	1,000,000.00	5.03%	20/10/25	LTD
25-08	Westpac Bank	Westpac Bank		12016723	11/11/24	12	5	1,000,000.00	5.12%	11/11/25	LTD
25-09	National Aust Bank	National Aust Bank		50-734-4531	11/12/24	12	6	1,000,000.00	5.00%	11/12/25	LTD
25-10	ING Bank	ING Bank		1345602	06/03/25	12	9	1,000,000.00	4.69%	06/03/26	LTD
25-11	ING Bank	ING Bank		1349460	18/03/25	12	9	1,000,000.00	4.65%	18/03/26	LTD
25-12	ING Bank	ING Bank		1352646	25/03/25	11	9	1,000,000.00	4.66%	24/03/26	LTD

Leeton Shire Council

Summary of Term Investments as at: 31/05/2025

					BBSW 90:	3.73%	Average Yield:	4.89%		
25-13	National Aust Bank	National Aust Bank	31-224-5322	25/03/25	11	8	1,000,000.00	4.65%	24/02/26	LTD
25-14	National Aust Bank	National Aust Bank	52-691-2944	15/04/25	12	10	1,000,000.00	4.20%	15/04/26	LTD
					Total Investments:		**$ 43,681,583.83**			

Leeton Shire Council

Summary of Term Investments as at: 31/05/2025

BBSW 90:	3.73%	Average Yield:	4.89%

Investment by Type		
Investment	**Amount**	**%**
AMP Bank	1,500,000	3.4%
Auswide Bank	1,000,000	2.3%
National Aust Bank	12,300,000	28.2%
ANZ Bank	1,000,000	2.3%
CBA Business Online Saver - Cash at Call (Cash flow accou	124,907	0.3%
AMP 31 Day Notice Account	10,611,849	24.3%
Macquarie Cash Management Accelerator Account	1,034,372	2.4%
Commonwealth Bank	500,000	1.1%
Westpac Bank	4,000,000	9.2%
Bank of Queensland	3,000,000	6.9%
Macquarie Bank	800,000	1.8%
AMP Business Saver Account	10,456	0.0%
Royal Bank of Canada	1,000,000	2.3%
MyState Bank Ltd	500,000	1.1%
Suncorp-Metway Ltd	500,000	1.1%
Bank Australia	1,000,000	2.3%
ING Bank	4,000,000	9.2%
Members Banking Group Ltd (RACQ Bank)	800,000	1.8%
TOTAL	43,681,584	100.0%
Local	124,907	0.29%
Non Local	43,556,677	99.71%

Investments by Age		
Age	Amount	%
1. Less than 30 Days	3,169,735	7%
2. 30 to180 Days	23,611,849	54%
3. 180 to 365 Days	8,800,000	20%
4. 1 to 3 years	7,100,000	16%
5. 3 to 5 years	1,000,000	2%
TOTAL	43,681,584	100%

Investments by Age and Type		
Sum of Principal		
		Total
Current	DAC	11,781,584
	LTD	19,000,000
	FRN	3,800,000
	Bond	1,000,000
Current Total		35,581,584
Non Current	LTD	4,000,000
	FRN	2,600,000
	Bond	1,500,000
Non Current Total		8,100,000
Grand Total		**43,681,584**

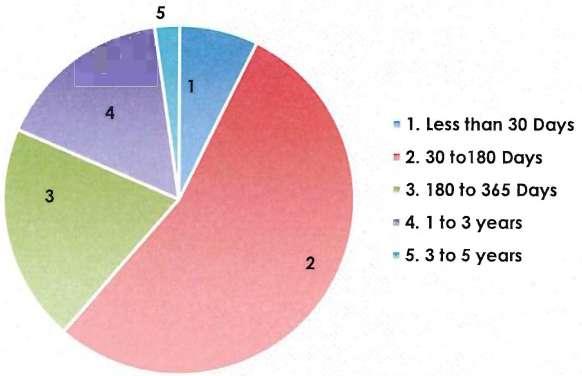
DAC	Deposit at Call
LTD	Long Term Deposit
FRN	Floating Rate Notes
Bond	Long Term Bond

Leeton Shire Council

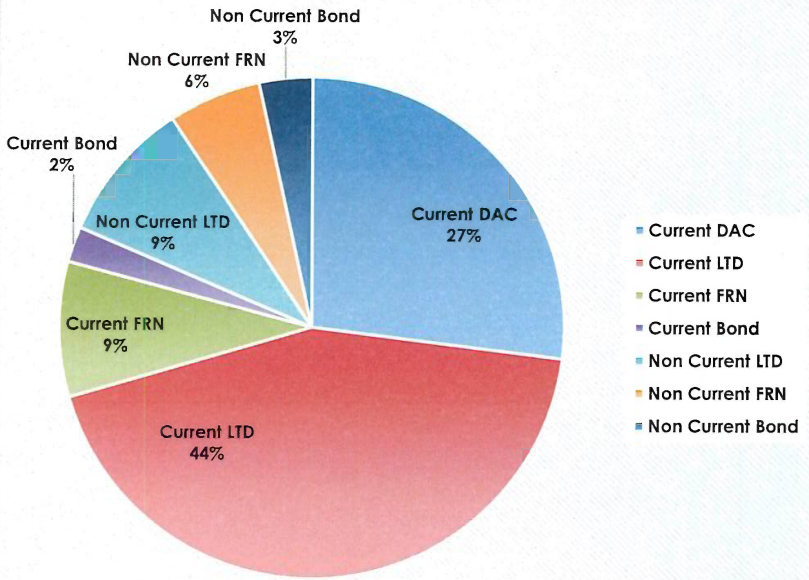
Summary of Term Investments as at: 31/05/2025

BBSW 90:	3.73%	Average Yield:	4.89%

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
16 June, 2025

ITEM 8.2.3. AUDIT, RISK & IMPROVEMENT COMMITTEE (ARIC) MEETING - THURSDAY 22 MAY 2025 - CHAIRPERSON'S REPORT AND MINUTES

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the minutes (***Attachment 1***) and Chairperson's Report (***Attachment 2***) from the Audit, Risk, and Improvement Committee (ARIC) meeting held on Thursday 22 May 2025, for information.

RECOMMENDATION

THAT Council:

1. Notes the Minutes of the Audit, Risk and Improvement Committee meeting held on Thursday 22 May 2025.

2. Notes the Chairperson's Report to the Mayor and Councillors from the Audit, Risk and Improvement Committee meeting held on Thursday 22 May 2025.

REPORT

(a) Background

Council's Audit, Risk, and Improvement Committee (ARIC) met on Thursday 22 May 2025. The meeting minutes (***Attachment 1***) and the Chairperson's Report (***Attachment 2***) are now presented for Council's information.

The ARIC provides independent assurance and support to Council on risk management, governance, control, and external accountability, while also focusing on quality assurance and continuous improvement.

(b) Discussion

At the meeting held on Thursday 22 May 2025 the ARIC reviewed the following:

- Internal Audit Report – Payroll & Leave Management
- Draft Suite of Integrated Planning & Reporting Documents
- Delivery Program Six Monthly Progress Report for 2024/25
- Financial Performance as of 31 March 2025
- Update & Progress Report – Asset Valuation Schedule
- Water & Sewer Maintenance Fund Underspend
- Children Services Review Update
- Strategic, Operational & Project Risk Update
- Business Continuity Plan (BCP) Update
- Council's Service Review Schedule
- EOFY Financial Statements Project Plan

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

This report has no financial implications. Internal Audits and Improvement Plans are funded through the approved 2024/2025 budget.

(b) Policy

ARIC Terms of Reference
ARIC 2024/2025 Workplan
Code of Conduct
Code of Meeting Practice
Internal Audit Function Charter
Office of Local Government - *Guidelines for Risk Management and Internal Audit for Local Government in NSW*
Procedures for the Administration of the Code of Conduct
Public Interest Disclosure Policy

(c) Legislative/Statutory

Local Government (General) Regulation 2021
Local Government Act 1993

(d) Risk

The Strategic Operational and Project Risk Report is presented to ARIC at each of their meetings.

CONSULTATION

(a) External

Council's contracted Internal Auditor (OCM) was in attendance via videoconference at the meeting.

(b) Internal

General Manager
Director Operations
Executive Manager People & Culture
IP&R Coordinator
Manager Finance
Manager WHS, QA & Risk
Manager ICT & OT
Manager Business Services
Children Services Manager/ Nominated Supervisor

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

9. Governance and Administration
9.6 Deploy reliable and efficient corporate and project governance including audit, risk and improvement.
This is in accordance with the Local Government act, the Guidelines for Risk management and Internal Audit for Local Government in NSW and new legislative and governance requirements.

9. Governance and Corporate Services
9.6 Deploy reliable and efficient governance, audit, risk and improvement services
9.6.7 Run an Audit, Risk and Improvement program in accordance with the Guidelines for Risk Management and Internal Audit for Local Government in NSW

ATTACHMENTS

1. UNCONFIRMED - ARIC Meeting Minutes - Thursday 22 May 2025 [**8.2.3.1** - 8 pages]
2. ARIC Chairperson Report - Thursday 22 May 2025 [**8.2.3.2** - 5 pages]

UNCONFIRMED MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE

THURSDAY 22 MAY 2025

COMMENCING AT 9:00 AM

AT THE LEETON SHIRE COUNCIL CHAMBERS

LEETON SHIRE COUNCIL

PRESENT

ARIC MEMBERS (Voting Members) via videoconference:
Kerry Phillips (Chair), David Kortum and Max Shanahan.

COUNCIL MEMBERS (Non-Voting Attendees) via videoconference:
Mayor Cr. George Weston, Jackie Kruger (General Manager), Avtar Singh (Director Corporate / CFO), Sarah Kingsbury (Manager Governance, Corporate and Customer Service), Sibongubuhle Tshuma (Manager Finance), Andrew Valenta (Manager WHS, QA & Risk), Brent Lawrence (Manager Business Services) and Monique Lobby (Manager Children Services / Nominated Supervisor).

OTHER (Non-Voting Attendees) via videoconference:
Mrs. Yas Wickramasekera (Associate Director, OCM)

LEETON SHIRE COUNCIL
T. (02) 6953 0911 F. (02) 6953 0977
council@leeton.nsw.gov.au
23-25 Chelmsford Place Leeton NSW 2705
www.leeton.nsw.gov.au

1. ACKNOWLEDGEMENT OF COUNTRY

Spoken by Mrs. Kerry Phillips (ARIC Chair)

2. APOLOGIES

ARIC 24/16

Resolved

THAT the Audit, Risk and Improvement Committee accepts the apology of:

- Councillor Non-Voting Member Cr. Stephen Tynan,
- RSD Auditors (Mr Cranos Moyo and Mr. Josh Porker), and
- Audit Office NSW (Mr. Michael Kharzoo and Mr. Musbashshir Hassan).

(Moved Mrs. Kerry Phillips, seconded Mr. Max Shanahan)

3. CONFIRMATION OF THE MINUTES

ARIC 24/17

Resolved

THAT the Minutes (***Attachment 1***) of the Audit, Risk and Improvement Committee Meeting held on Thursday 13 February 2025 be taken as read and CONFIRMED.

(Moved Mr. David Kortum, seconded Mr. Max Shanahan)

4. DECLARATION OF INTERESTS

Nil

5. OFFICER'S REPORTS

ITEM 5.1. INTERNAL AUDIT REPORT - PAYROLL & LEAVE MANAGEMENT

The ARIC Chair invited Mrs. Yas Wickramasekera (Associate Director, OCM) to speak to the findings of the Payroll and Leave Management Audit report.

ARIC 24/18

Resolved

THAT the Audit, Risk and Improvement Committee notes the Payroll and Leave Management Internal Audit Report.

(Moved Kerry Phillips, seconded Max Shanahan)

Mrs. Yas Wickramasekera (Associate Director, OCM) left the meeting via videoconference at the time being 9:48am.

ITEM 5.2. DRAFT SUITE OF INTEGRATED PLANNING & REPORTING DOCUMENTS

ARIC 24/19

Resolved

THAT the Audit, Risk and Improvement Committee (ARIC) notes and provides comments on the Draft suite of Integrated Planning and Reporting (IP&R) documents.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

ITEM 5.3. DELIVERY PROGRAM SIX-MONTHLY PROGRESS REPORT FOR 2024/25

ARIC 24/20

Resolved

THAT the Audit, Risk and Improvement Committee (ARIC) notes for information and provides comment on the six monthly (1 July to 31 December 2024) Progress Report on the implementation of the Leeton Shire Council Delivery Program (2022–2025).

(Moved Mrs. Kerry Phillips, seconded Mr. Max Shanahan)

ITEM 5.4. FINANCIAL PERFORMANCE AS OF 31 MARCH 2025

ARIC 24/21

Resolved

THAT the Audit, Risk and Improvement Committee notes the Finance Report - YTD 31 March 2025.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

ITEM 5.5. UPDATE & PROGRESS REPORT - ASSET VALUATION SCHEDULE

ARIC 24/22

Resolved

THAT the Audit, Risk and Improvement Committee (ARIC) notes, for information, Council's status and progress on the 2024/2025 asset valuation schedule.

(Moved Mrs. Kerry Phillips, seconded Mr. Max Shanahan)

ITEM 5.6. REPORT ON WATER & SEWER MAINTENANCE FUND UNDERSPEND

ARIC 24/23

Resolved

THAT the Audit, Risk and Improvement Committee notes for information, the report on Water and Sewer maintenance fund underspend.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

ITEM 5.7 CHILDREN SERVICES REVIEW REPORT – MAY 2025

ARIC 24/24

Resolved

THAT the Audit, Risk and Improvement Committee notes for information the Children's Services Report for May 2025.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

Manager Business Services left the meeting via videoconference at the time being 11:15am

Children Services Manager / Nominated Supervisor left the meeting via videoconference at the time being 11:15am

ITEM 5.8 STRATEGIC, OPERATIONAL & PROJECT RISK REPORT – MAY 2025

ARIC 24/25

Resolved

THAT the Audit, Risk and Improvement Committee notes the May 2025 WHS and Risk Report.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

ITEM 5.9 BUSINESS CONTINUITY PLAN (BCP) UPDATE – MAY 2025

ARIC 24/26

Resolved

THAT the Audit, Risk and Improvement Committee notes the May 2025 Business Continuity Plan (BCP) update for information.

(Moved Mrs. Kerry Phillips, seconded Mr. Max Shanahan)

ITEM 5.10. OVERVIEW OF COUNCIL'S SERVICE REVIEW SCHEDULE

ARIC 24/27

Resolved

THAT Audit, Risk and Improvement Committee notes for information, the overview of Council's service review schedule.

(Moved Mrs. Kerry Phillips, seconded Mr. David Kortum)

ITEM 5.11. PROJECT PLAN - SCHEDULE – EOFY FINANCIAL STATEMENTS

ARIC 24/28

Resolved

THAT the Audit, Risk and Improvement Committee (ARIC) notes the Project Plan/ Schedule – EOFY Financial Statements.

(Moved Mrs. Kerry Phillips, seconded Mr. Max Shanahan)

6. ARIC ACTIONS UPDATE AND ACTIONS ARISING

ITEM 6.1 UPDATE ON ACTIONS ARISING FROM PREVIOUS ARIC MEETINGS

No.	Actions	Responsible Officer/s	Due date	Status
1.	Sharing of the following documents for information: • Council's Business Continuity Plan (BCP) • Council's ICT Disaster Recovery Plan (DRP) – BCP Subplan • Audit Office of NSW – Roads Asset Management in Local Government Report	Manager Governance, Corporate & Customer Service	31 March 2025	**Completed**
1.	Sharing of the following documents for information: • Council's Business Continuity Plan (BCP) • Council's ICT Disaster Recovery Plan (DRP) – BCP Subplan • Audit Office of NSW – Roads Asset Management in Local Government Report	Manager Governance, Corporate & Customer Service	31 March 2025	**Completed**
2.	Creation of Action / Project Plan and Schedule for Council's asset revaluation requirements to meet deadline for interim audit	Director Corporate & CFO / Director Operations / Manager Environmental Sustainability	May 2025 ARIC meeting	**Completed**
3.	Creation of Action Plan / Schedule for financial statements to meet deadlines	Manager Finance / Director Corporate & CFO	May 2025 ARIC meeting	**Completed**
4.	Children Services (LELC & LOOSC) report to include: • Comparison of LELC & LOOSC in relation to compliance of Child Safe Standards • Action Plan Re: mitigation and resolution of Risks Report (Low/ Medium/ High), incidents and near misses, audits actions • Status of Working With Children Checks (WWCC) and service accreditation	Manager Business Services	May 2025 ARIC Meeting	**Completed**

5.	Information on status of WWCC within Council, including contractors, volunteers (to be included in Strategic, Operational & Project Risk Report)	Manager WHS, QA & Risk & Manager Business Services	May 2025 ARIC Meeting	**Completed**
6.	SRV Overview Report including recommendations provided by Prof. Joseph Drew	General Manager / Director Corporate / CFO	~~May 2025~~ **July 2025 ARIC Meeting**	Report in progress & will be presented at the July ARIC meeting.
7.	Strategic, Operational & Project Risk Report to include moving forward: • Hazard Identification (take 5's) • How risks have been mitigated or reduced (so reports can be compared etc.)	Manager WHS, QA & Risk	May 2025 ARIC Meeting	**Completed**
8.	Fraud and Corruption Report, including updated policies and plans	Manager Governance, Corporate & Customer Service	~~May 2025~~ **October 2025 ARIC Meeting**	Documents have been circulated to ARIC Members, currently reviewing feedback.
9.	Investigate seeming underspend in water fund maintenance	Director Operations / Manager Water & Waste Water	May 2025 ARIC Meeting	**Completed**
10.	Report on Business Continuity Plan (BCP) testing, including scenarios, learnings and corrective actions.	Manager WHS, QA & Risk	May 2025 ARIC Meeting	**Completed**
11.	Circulate new Workforce Plan for comment when draft is ready for Council in April.	Executive Manager People and Culture	Out of session	**Completed**
12.	Delivery Program 6-monthly progress report – clarification of the assessment and colour code attributed to item 4.6 (i.e. Number of job vacancies, number of new jobs and participation rates in local business programs) in relation to job numbers	IP&R Coordinator / Director Economic & Community Development	Out of session	**Completed**
13.	Review Roads Asset Management Plan (consider NSW Audit Office – Road Asset Manager Report for Local Government)	Manager Roads & Drainage / Manager Environmental Sustainability / Asset & GIS Coordinator	Out of session	**Completed**

ITEM 6.2 OUSTANDING / NEW ACTIONS ARISING FROM PREVIOUS ARIC MEETINGS

No.	Actions	Responsible Officer/s	Due date	Status
1.	Circulate information regarding staff limits and requirements if they want to cash out annual / long service leave entitlements.	Executive Manager People and Culture	**30 June 2025**	
2.	Water & Sewer (WWW) Overview, to provide ARIC with information on: • How (WWW) operates within Council? • Risks within WWW • Renewal of assets • Water supply / quality	Director Operations	**July 2025 ARIC Meeting**	
3.	Implement AI Training, provide status of completion and Usage Policy for Staff	Manager IT & OT	**July 2025 ARIC Meeting**	
4.	Investigate & Update Business Continuity Plan (BCP) Re: payroll & leave management processing	Manager WHS, QA & Risk	**July 2025 ARIC Meeting**	
5.	Information on what internal system access controls are in place for all Council systems including outlining the process for reviewing staff access i.e. based on Payroll IA recommendation	Manager IT & OT	**July 2025 ARIC Meeting**	
6.	External Audit Update • Status, how is it going? • Update on outstanding recommendations	Manager Finance	**July 2025 ARIC Meeting**	
7.	Internal Audit Update • 24/25 – Plant & Fleet Management IA in progress (update) • 25/26 – Information required for discussion	Manager Governance, Corporate & Customer Service	**July 2025 ARIC Meeting**	
8.	Cyber Security Maturity Update	Manager IT & OT	**July 2025 ARIC Meeting**	
9.	Integrated Risk Management Update • Risk Assurance Mapping • Risk Appetite • Strategic Risks • Policies, Plans & Procedures	Manager WHS, QA & Risk	**July 2025 ARIC Meeting**	

7. CONCLUSION OF MEETING

There has been no further business, the meeting closed at 11:48am.

..... signed by
the Chairman of the meeting held on
Thursday 24 July 2025 at which meeting the
signature hereon was subscribed.

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

MAY 2025

Attention Cr George Weston - Mayor

I advise that the Leeton Shire Council Audit, Risk and Improvement Committee (ARIC) met on Thursday 22 May 2025. The meeting was conducted via video conference. Most of the ARIC members were present with Kerry Phillips, David Kortum and Max Shanahan in attendance. Mayor Councillor George Weston attended. Cr Stephen Tynan was an apology due to work commitments. It was noted that there had been previous difficulty with attendance. The Mayor and General Manager confirmed that elected member representation for ARIC was currently under review.

Council representatives present included Jackie Kruger, Sarah Kingsbury, Avtar Singh, Andrew Valenta, Sibongubuhle Tshuma, Brent Lawrence and Monique Lobby.

Other Attendee via videoconference included Yas Wickramasekera (O'Connor Marsden). RSD Auditors and Audit Office NSW advised they would not be attending – The ARIC chair expects attendance by the external auditors at each meeting and will follow up out of session with assistance from the Governance team.

Our agenda items of business were to receive, review and provide feedback regarding:

1. Internal Audit Report – Payroll and Leave Management
2. Draft suite of Integrated Planning and Reporting documents
3. Delivery Program six monthly progress report 2024-2025
4. Finance Report YTD – 31 March 2025
5. Update and progress report – Asset Valuation Schedule
6. Report on Water and Sewer maintenance fund underspend
7. Children Services review report – May 2025
8. Strategic, Operational and Project Risk Report - May 2025
9. Business Continuity Plan update – May 2025
10. Overview of Councils Service Review Schedule
11. Project Plan – schedule – EOFY statements
12. General Business

Matters were resolved as follows:

Item 1 - Internal Audit Report – Payroll and Leave Management

Action –Noted the report

Yas Wickramasekera from O'Connor Marsden presented the report to the committee.

The General Manager provided clarification regarding total employee number figure of 246, this was confirmed as inclusive of all payroll accounts noting that some staff have multiple accounts as they participate as casuals at several locations.

The reporting officer highlighted the positive aspects of the control environment observed. Only four findings of consequence were reported;

- Leave management policy
- Employees entitled to work in Australia
- Excess leave management policy
- Authorised delegates

The first three are raised as high risk, the last as low risk.

The ARIC were comfortable that management's response to the drafting of a leave policy is in hand.

The General Manager provided additional insight into the management of excess leave and confirmed that cash outs are considered to support containment of provision balances.

There was acknowledgement that the visa issue was a surprise to management and the ARIC were eager to see the response to this matter treated with some urgency.

There was some discussion regarding the risk level attached to the unauthorised access to the payroll, Ms Wickramasekera confirmed the auditor had been satisfied that this observation and potential impact was one off and not of material consequence due to compensating controls and that those matters had been considered when assigning risk. There was concern raised more broadly by the ARIC regarding the review of system access overall and it was suggested that the process be assessed with a view to ensuring a regular review is planned as a fundamental control mechanism.

Item 2 - Draft suite of Integrated Planning and Reporting documents

Action - Noted the reports and out of session ARIC members will provide feedback.

Out for public comment, this is an opportunity for ARIC to influence. Some concern raised by ARIC regarding the medium to long term financial position and erosion of cash. The General Manager sought guidance from the ARIC regarding messaging for the public. Additional scenario development inclusive of review of levels of service, staffing levels and productive initiatives utilising technology were mentioned.

ARIC are curious regarding the upcoming report from Professor Drew and if this will in part contribute to the identification of more complex scenario analysis.

It was acknowledged by ARIC that the suite of documents was extremely comprehensive. Each member had undertaken independent reviews and would provide feedback out of session.

Item 3 - Delivery Program (2022-2025) six monthly progress report 2024-2025 (July-Dec 2024)

Action Noted the report.

The General Manager spoke briefly to the report. The ARIC appreciated that in the main things were being delivered as planned.

At item 9.7 of the report was information regarding plans of management. The ARIC has sought further clarification of the number of plans. This information will be brought to the next meeting.

There was a request made to consider the inclusion of a high-level summary in the covering report to cover key highlights such as completions and number and risk profile of those that may be overdue or postponed.

Item 4 - Finance Report YTD – 31 March 2025

Action Noted the report

A comprehensive overview was provided by Sibongubuhle Tshuma, Manager Finance. The report provided considerable detail and ARIC were happy with the level of detail provided.

Item 5 - Update and progress report – Asset Valuation Schedule

Action Noted the report

Regarding 2024/25 the ARIC queried the possible impact of the delay reported in the drafting of the report for this year. The Director advised that all matters had been caught up now and expected to remain of track.

The chair flagged that the valuation advisor engaged for the future years has a history of utilising a methodology that is not consistent with other valuation firms when valuing land and buildings. It is recommended that this be noted by Council for consideration when these asset classes are being revalued.

Item 6. Report on Water and Sewer maintenance fund underspend

Action Noted the report for information

At the February 2025 meeting the ARIC queried underspends and sought clarification if these were timing matters. Management undertook a review and brought the outcomes of the review to this meeting.

Five contributing factors were identified.

1. Proactive Water and Sewer Asset Management Planning- benefit of proactive maintenance
2. Stable Water Infrastructure Condition- no significant failures
3. Effective Sewer Infrastructure Management – relining has been successful, few failures impacting network integrity
4. Coordination with Road Management – planning is preventing ay unnecessary excavation
5. Data Collection and Future Planning- going forward there are opportunities to continue to improve the quality of data captured

The ARIC suggested that a good news story such as this one might provide an opportunity to wind back funding requirements in the Long Term Financial Plan.

Item 7 - Children Services review report – May 2025

Action - Noted the report

During the February meeting the ARIC requested a deep dive into Children Services to assist the ARIC to appreciate the assurance environment and requirements more thoroughly, particularly with respect to working with children checks.

Brent Lawrence, Manager Business Services and Monique Lobby, Manager Children Services attended to present the report and respond to questions from ARIC.

ARIC appreciated the overview and the extensive material covered by the report.

A potential point of differentiation was explored by ARIC with the officers. It was noted that the services are maturing and that themes inclusive of reflection and parent engagement would continue to be pursued in the development of programs and curriculum.

Item 8 - Strategic, Operational and Project Risk Report - May 2025

Action - Noted the report

Andrew Valenta, Manager WHS, Quality Assurance and Risk presented the report and spoke to key points. Change of system from Damstra /Vault to Donesafe. Improvement programs including Site specific inductions, Plant competency and licensing, Emergency preparedness and PULSE ERM reviews were highlighted.

It was noted that 7 high risks remain outstanding. The register for these items currently includes named officers for responsibility. To create some resilience in the register it was suggested that roles also be included. There was some specific discussion regarding the AFSS and the timing and potential to reduce the risk exposure.

ARIC are looking forward to a report to the next meeting regarding the outcome from the General Managers strategic risk review and the setting of risk appetite in June 2025 with Council.

Item 9 - Business Continuity Plan update – May 2025

Action - Noted the report

Andrew Valenta, Manager WHS, Quality Assurance and Risk presented the report and outlined the scenario recently tested.

ARIC provided some valuable advice pertaining to the creation of a fresh Business Impact Analysis inclusive of payroll (noting that Leeton has an exceptionally high proportion of casuals and as such reliance on a previous pay run as a BCP contingency may not be appropriate), IT requirements such as additional desktops and time sensitive establishment of genuine resumption requirements.

Item 10 - Overview of Councils Service Review Schedule

Action - Noted the report

Officers shared with the committee the background regarding this opportunity to work alongside 13 other Councils in the development of these service reviews and the report provides insight into the planned engagements and areas of impact.

Disappointingly, management feel resource challenged by the effort required to participate. There is acknowledgment that it will be beneficial, but it may distract from business as usual.

The chair advised that she had overseen other models of delivery and had observed one that might better suit Leeton's requirements and provide a template for other smaller resource constrained Councils for consideration in the process. Information regarding a contact to explore that option will be provided to the General manager out of session.

Item 11 - Project Plan – schedule – EOFY statements

Action - Noted the report

Avtar Singh, Director Corporate Services introduced this item. He also advised that interim external audit had commenced as planned.

ARIC saw the project plan as a good start position however members had seen more sophisticated plans. Examples will be explored out of session with a view to sharing with key staff for consideration going forward.

Item 11 – General business

A reconciliation of the work plan against today's agenda was undertaken and the following areas will require coverage at the July 2025 meeting;

Internal Audit progress report against plan

Cyber Security maturity update

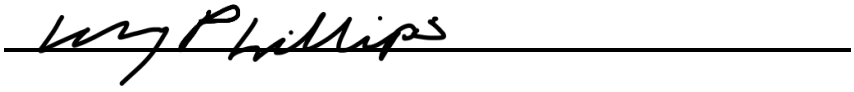
Risk assurance Map

CLOSING COMMENTS

The meeting again was extremely collegiate and ran smoothly in the fully virtual environment. I am pleased to receive positive feedback from officers and members regarding the meeting and potential outcomes that may follow. Management have been extraordinarily responsive to the requests made by the ARIC. I remain confident in the value the ARIC is contributing to the development of decisions and the control environment it fosters.

Yours faithfully

Kerry Phillips (Chairperson)



29/5//2025

ITEM 8.2.4. LEETON GOLF CLUB REQUEST TO WAIVE OR DEFER THE 4TH RATES INSTALMENT

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council with information to assist in determining whether to approve a request from the Leeton Golf Club to waive or defer the fourth (4th) instalment of its 2024/25 rates notice. This amounts to $1,048.

This report outlines the Club's financial position, summarises Council's financial support over the past fifteen (15) years, and identifies potential implications of waiving the requested amount.

RECOMMENDATION

THAT Council defers the payment by the Leeton Golf Club of its fourth rates instalment ($1,048) at no interest for six (6) months and if payment is not made by 31 December 2025 interest of 10.5% will be applied.

REPORT

(a) Background

Leeton Golf Club (the Club) is an 18-hole course located on Crown Land in Acacia Avenue, Leeton, for which Council is the appointed trustee. The Club has operated for over 100 years, celebrating its 90th anniversary in 2003.

In 2008, the Club ceased trading due to financial hardship. Council subsequently entered into a licence agreement with the Leeton Soldiers Club, which maintained operations until 2012. That year, the Leeton Soldiers Club advised that it could no longer continue due to its own financial difficulties.

To preserve the facility as a valued community asset, Council resolved in December 2012 to take on a caretaker role. In July 2013, Council formally assumed operational responsibility for the course and has continued to do so since, with its current commitment confirmed in the 2022–2025 Delivery Program. This is scheduled to continue in the 2025-2029 Delivery Program, pending Council approval.

The Club has 29 active volunteers that help Council manage the course operationally.

In April 2022, Leeton Golf Club signed a 99-year lease with Council for the new clubhouse site at a nominal annual rent of $1.00. Under the terms of the lease, responsibility for rate payments rests with the lessee (the Club).

In April 2025, the Club requested (***Attachment 1***) that Council waive or defer the fourth (4th) instalment of its 2024/25 rates notice ($1,048) (***Attachment 2***).

In 2023/24 the General Manager waived the rates for the Club house land as their build had only just commenced but provided written advice that full rates would be payable from the 2024/25 financial year. The General Manager is not comfortable to waive or defer the rates further given her previous advice to the Club and has asked for the matter to be put to Council.

(b) Discussion

Council has financially supported the Golf Club since 2012, having contributed $1,406,536 million towards the operation, management and maintenance of the Club:

Financial Year	Council Contribution
2013 (Jan – June)	$52,649
2013/14	$167,957
2014/15	$138,367
2015/16	$142,762
2016/17	$97,047
2017/18	$22,816
2018/19	$102,398
2019/20	$105,031
2020/21	$175,794
2021/22	$98,750
2021/22	$43,445 (15th Green Renewal)
2022/23	$115,114
2022/23	$36,189 (12th Green Renewal)
2023/24	$66,579
2024/25*	$41,641 *(Forecasted)*
Total	**$1,406,536.00**

In addition to this support, Council has also provided a $2K Community Strengthening Grant in 2024/25 for the purchase of a computer.

The Club has submitted a bank statement (***Attachment 3- Confidential***) showing a balance of approximately $260K. The Club has advised Council that the majority of these funds were donated via the Leeton Golf Benevolent Trust and are reserved for prize money, general expenses and clubhouse construction.

(c) Options

THAT Council:

1. Approves the waiver of the fourth instalment of the 2024/25 rates notice ($1,048).
2. Approves the deferment of the fourth instalment of the 2024/25 rates notice for six (6) months at no interest, with interest payable after the 31 December 2025 at the rate of 10.5%. ***This is the recommended option.***
3. Declines the request, requiring the Leeton Golf Club to pay the full rates instalment in accordance with the lease agreement.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Waiving the fourth rates instalment would result in a minor revenue loss for Council of $1,048 for the 2024/25 financial year.

Although the immediate financial impact is minimal, granting the waiver may set a precedent for other community or sporting groups to seek similar concessions. For this reason a deferment is recommended instead.

(b) Policy

Council's Financial Hardship Policy defines financial hardship as applying to individuals who are liable for rates, annual charges, or invoices, but who lack the financial capacity to pay on time, or for whom such payment would cause genuine hardship.

The policy allows Council to consider assistance where evidence of hardship is clearly demonstrated. In this case, the Leeton Golf Club has not provided sufficient evidence to substantiate financial hardship.

(c) Legislative/Statutory

Local Government (General) Regulation 2021
Local Government Act 1993

(d) Risk

Granting a waiver without clear evidence of financial hardship may undermine the fairness and consistency of Council's decision-making processes. It could be viewed as preferential treatment, particularly given the lease explicitly assigns responsibility for rate payments to the lessee.

Such a decision may also set a precedent for other community or sporting organisations to request similar concessions, placing additional pressure on Council's budget and compromising principles of equitable governance.

CONSULTATION

(a) External

Leeton Golf Club

(b) Internal

General Manager
Manager Finance
Manager Open Spaces & Recreation

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

9. Governance and Corporate Services
9.7 Deploy reliable and efficient financial management and administration
9.7.3 Practice sound financial management

ATTACHMENTS

1. Request for Waiving 4th Rates Installment by Leeton Golf Club [**8.2.4.1** - 5 pages]
2. Leeton Golf Club Rates Notice - 2024 2025 [**8.2.4.2** - 1 page]
3. CONFIDENTIA - Leeton Golf Club Bank Statement - Confidential [**8.2.4.3** - 3 pages]

Confidential

Attachment 3 *is* considered confidential documents in accordance with Section 10A and Section 10D of the *Local Government Act 1993*.

These documents are confidential in accordance with section 10A (2) (a) of the *Local Government Act 1993* as the report contains personnel matters concerning particular individuals (other than councillors).

That in accordance with Section 10D it is considered that if the matter were discussed or released in an open Council Meeting, it would on balance, be contrary to the public interest as its information that would if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Access to ***Attachment 3*** relating to Item 8.2.5 – Leeton Golf Club Request to Waive or Defer the fourth (4th) Rates Instalment is considered confidential and will be withheld from the gallery and the public.

Sarah Kingsbury

From: [redacted]
Sent: Wednesday, 11 June 2025 9:54 AM
To: Sarah Kingsbury
Cc: Viv Burton
Subject: Re: Request for Bank Statements – Leeton Golf Club

good morning Sarah....I will drop the hard copies of the statements you have requested later today. The only other account we have is our sponsorship account which consists of contributions made by our members and local businesses (usually about $50 each) to help fund prizes for our club competitions. The main account comprises almost entirely monies donated to the club by private sponsors to help cover the construction costs which have amounted to over $2 million. Grant funding (including the funding from Council) has amounted about $600,000. All the rest have come from local donors. The Golf Club itself does not generate any income at this stage and will not until such time as the club opens for trading. The only income we have at this stage comes from "cash for cans" and $5 from each member playing in a competition. As can be seen from the earlier e mail from Acme Enterprises a further $150,000 expenditure is needed to complete construction of the building and surroundings. In short we cannot ask our sponsors to help pay for any items of an administrative nature involving running costs. I hope this helps.

regards, John Martin, President

On 10/06/2025 10:28 am, Sarah Kingsbury wrote:

> Hi John,
>
> With the end of the financial year approaching and the June Ordinary Council Meeting just around the corner, we would appreciate it if you could please provide the bank statements for all Leeton Golf Club accounts by 4pm tomorrow.
>
> This information is needed to prepare the report for the June Council Meeting regarding your proposal to waive the 4th Rates Instalment for FY 2024/25.
>
> Thank you for your assistance, John.
>
> Kind regards,
> Sarah

Sarah Kingsbury | Manager Governance, Corporate & Customer Service |
[redacted]
LEETON SHIRE COUNCIL
23-25 Chelmsford Place, Leeton NSW 2705

From: Sarah Kingsbury[redacted]
Sent: Tuesday, 20 May 2025 6:44 PM
To: J C Martin[redacted]

Cc: Jackie Kruge[redacted]
Subject: Re: Request for Bank Statements – Leeton Golf Club

Hi John,

Thank you for the financial report as of 30 April 2025.

Although for the Council report we require the actual bank statements for each account.

Take care
Sarah

Get Outlook for iOS

From: J C Martin [redacted]
Sent: Tuesday, May 20, 2025 6:04:16 PM
To: Sarah Kingsbury [redacted]
Subject: Re: Request for Bank Statements – Leeton Golf Club

Hi Sarah....the financials I dropped off to you at lunchtime were the latest figures available.

regards, John.

On 20/05/2025 4:29 pm, Sarah Kingsbury wrote:

> Hi John,
>
> Thanks for this financial report information. Could Christine please drop off or email through all the latest bank statements as of 30 April 2025?
>
> Letting you know that the Council agenda is being distributed tomorrow, and if we are unable to receive this information by 10:00am this matter will be deferred to the June Council Meeting.
>
> Take care,
> Sarah

Sarah Kingsbury | Manager Governance, Corporate & Customer Service |
[redacted]
LEETON SHIRE COUNCIL
23-25 Chelmsford Place, Leeton NSW 2705

From: J C Martin [redacted]
Sent: Tuesday, 20 May 2025 12:05 PM
To: Sarah Kingsbury [redacted]
Subject: Re: Request for Bank Statements – Leeton Golf Club Report

good morning Sarah....I have the Financial Report for the Leeton Golf Club up to the 30th April, 2025 and will drop them up to Council shortly as I am going away for a few weeks. I hope this will be enough. By way of explanation, in the bank accounts we have, the "Pro Am account" is solely for the running of the Annual Pro Am and we have to keep a small amount of funds in there to cover costs when starting the event each year (advertising etc). The same applies to the "Vets Account" as we conduct an annual Veterans Tournament in November of each year. The "Events account" comprises sponsorship monies paid in by sponsors (generally $100 each) to cover the money we pay to players who win weekly events. Generally a winner receives about $40, runner up $20. I hope this gives a brief explanation. The main account is comprised almost exclusively of donations towards the construction of the club house provided by the Leeton Golf Benevolent Trust and some grant monies.

regards, John.

On 19/05/2025 10:22 am, Sarah Kingsbury wrote:

> Morning John,
>
> Hope this email finds you well.
>
> We are in the process of finalising the reports for the upcoming Council meeting. To assist with compiling the Leeton Golf Club report to Council, we would appreciate it if the Treasurer could provide copies of ALL bank statements that are in the Golf Club's name, along with a brief description of any forward commitments from those available funds.
>
> Thank you, John—please let me know if you have any questions.
>
> Take care,
> Sarah
>
> Sarah Kingsbury | Manager Governance, Corporate & Customer Service |
> [redacted]
> LEETON SHIRE COUNCIL
> 23-25 Chelmsford Place, Leeton NSW 2705
> Leeton Shire Council acknowledges the Traditional Custodians of Wiradjuri Country and recognises their continuing connection to land, waters, and community. We pay our respects to all Aboriginal people and their cultures, and Elders, both past and emerging.

From: J C Martin <[redacted]
Sent: Monday, 12 May 2025 11:30 AM
To: Jackie Kruger [redacted]
Subject: Re: Rates for Leeton Golf Club

good morning Jackie.....sorry for the delay but I have been away for a
few days. I will send your request on to our Treasurer.

regards, John.

On 7/05/2025 9:24 pm, Jackie Kruger wrote:
> Hello John
>
> Acknowledging receipt of the Golf Club's request to have the final quarter of the rates for 24/25 waivered.
> Staff will put a report to the May Council meeting.
>
> To assist, please can your Treasurer provide us with copies of ALL bank statements that are in the Golf Club's name, and a description of any forward commitments from those available funds. Please email that information to Sarah Kingsbury and copy me in.
>
> Regards
>
> Jackie Kruger | General Manager| Leeton Shire Council
[redacted]
> 23-25 Chelmsford Place, Leeton NSW 2705
>
>
>
> I sometimes send emails outside of work hours.
> Please note these are not sent with the intention that they be read, actioned or responded to outside of your normal work hours
> Π Consider the environment. Please don't print this e-mail unless really necessary.
>
> -----Original Message-----
> From: J C Martin[redacted]
> Sent: Tuesday, 6 May 2025 10:53 AM
> To: Jackie Kruger <[redacted]; John Hill
[redacted]
> Subject: Rates for Leeton Golf Club
>
> Good morning Jackie....thanks for the chance to talk to you last night about payment of LSC rates for the Leeton Golf Club. The rates for the year are $4312.38. Unfortunately the payment of the first three instalments ($3241.77) was processed and paid before the amount could be discussed at Board level. The final instalment (1048.00) remains outstanding. It is appreciated that

payment of the 2023/2024 rates was waived as the club house was not in operation and the Board had no prospect of generating income. That is still the case and it is not expected the club will be open for business until at least June this year. In those circumstances, the Board requests that payment of the outstanding amount be waived or at least deferred ,without interest, until such time as the club opens for business. We are very grateful for the support of Council with the operation of the course and assistance with construction of the club house and hope this request is acceptable to Council.
>
> Thanks, John Martin,
>
> President.
>

TAX INVOICE

LEETON SHIRE COUNCIL

Preserving the Past, Enhancing the Future

(ABN) 59 217 957 665

23-25 Chelmsford Place
LEETON NSW 2705
Telephone: (02) 6953 0911
Fax: (02) 6953 0977
E-mail: council@leeton.nsw.gov.au

Office Hours:
8.30am to 5.00pm Mon to Fri
Cashier Hours:
9.00am to 4.00pm Mon to Fri

RATES AND CHARGES NOTICE

FOR THE PERIOD
1 JULY 2024
TO
30 JUNE 2025

ASSESSMENT NO. [redacted]

POSTING DATE	DUE DATE
10/07/2024	31/08/2024

Leeton Golf Club
[redacted]
016

CUSTOMER REFERENCE NO. [redacted]
VALUATION BASE DATE [redacted]
CATEGORISATION
Business

IF ADDRESS SHOWN IS INCORRECT, PLEASE COMPLETE DETAILS ON REVERSE

PROPERTY LOCATION AND DESCRIPTION
[redacted]

In accordance with the Local Government Act, 1993 notice is hereby given that the undermentioned land has been rated by the Council as shown.

PARTICULARS OF RATES AND CHARGES	VALUE FOR RATING	CENTS IN $	AMOUNT
Business General Rate	310000.00	0.00839846	$2,603.52
Business Base Rate	1.00	373.00	$373.00
Business Stormwater Levy	1.00	25.00	$25.00
Business Waste Collection (Section 501)	1.00	205.00	$205.00
Landfill Management Charge	1.00	75.00	$75.00
Recycling Charge	1.00	130.00	$130.00
FOGO Bin Charge	1.00	100.00	$100.00
Business Water Access 20mm	2.00	341.00	$682.00
[redacted]			

Council advises that the 1st Instalment of your 2024-2025 Annual Rates Notice is due and payable by 31 August 2024.

Receive your Notices via email by registering with eNotices at leeton.enotices.com.au and following the sign up instructions.

Please deduct payments made after 5 July 2024.

10.5% P.A. interest, calculated daily will accrue on all overdue rates and charges.

	4TH INSTALMENT	
[redacted]	$1,048.00 31/05/2025	[redacted]

This invoice contains GST of $ 0.00

Preferred Payment Methods

[redacted]

[redacted]

Credit Card / VISA / Mastercard

Online: www.leeton.nsw.gov.au
Click on: “Pay my Rates” then “click here” to pay through BPoint.

Post Billpay **Pay in person at Australia Post** [redacted]

If you are in receipt of any Centrelink payments please contact Council to setup regular deductions from your payment. More payment methods on back.

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: Director of Corporate/CFO

SUMMARY/PURPOSE

As initiated by Councillors, the purpose of this report is to seek Council's endorsement of the revised Councillor representation on internal and external committees for the period July 2025 to September 2028.

RECOMMENDATION

THAT Council appoints the nominated Councillors to the committees and organisations listed in the table below for the period July 2025 to September 2028:

Advisory Committees / Working Groups	
These are generally Committees with a TOR or a Charter that can make "recommendations" to Council but do not act on behalf of Council.	
Committee	**Councillor Representation**
Audit, Risk & Improvement Committee (ARIC) (no community reps, 3 independent voting members, 1 non-voting Councillor & standing invitation to the Mayor)	**Cr. Morris** **Cr. Weston** Alt: Cr. Edwards / Cr. Kidd
Community Strengthening Grants Committee (no community reps)	**Cr. Nardi** **Cr. Maytom** **Cr. Tiffen**
General Manager's Review Committee (no community reps)	**Cr. Weston** **Cr. Kidd** **Cr. Morris** 4th Nominated by GM
Gogeldrie Riverside Park & Facilities (community reps)	**Cr. Kidd** **Cr. Maytom** Alt: Weston
Leeton Flood Plan Management Committee (community reps)	**Cr. Weston** **Cr. Kidd** Alt: Wright
Leeton Local Area Traffic Committee (LATC) (no community reps)	**Cr. Edwards** **Cr. Wright** Alt: Kidd
Leeton Shire Heritage Committee (community reps)	**Cr. Kidd** **Cr. Wright** Alt: Weston
Leeton Tree Advisory Committee (community reps)	**Cr. Kidd** **Cr. Tiffen** **Cr. Edwards**
Leeton Weeds Committee (community reps)	**Cr. Kidd** **Cr. Edwards** Alt: Cr. Tiffen

Roxy Redevelopment Committee (RCC)	**Cr. Kidd** **Cr. Nardi** **Cr. Tiffen** **Cr. Morris**
Youth Council (no community reps)	**Cr. Nardi** **Cr. Maytom** **Cr. Tiffen**

Section 355 Committees

These are "doing" Committees with a TOR, who are fully delegated to do a job on behalf of Council.

Committee	Councillor Representation
Light Up Leeton Committee (community reps)	**Cr. Edwards** **Cr. Wright** Alt: Cr. Tynan
SunRice Festival Committee (community reps)	**Cr. Tiffen** **Cr. Tynan** Alt: Cr. Wright
Whitton Court House & Historical Museum Committee (community reps)	**Cr. Kidd** **Cr. Wright**
Whitton Town Hall Committee (community reps)	**Cr. Edwards** Alt: Cr. Wright
Yanco Hall & Market Committee (community reps)	**Cr. Maytom** Alt: Cr. Edwards

Action Committees

Are committees with a TOR who perform specific actions / events. They may make recommendations to Council. They are not formally delegated any functions by Council.

Committee	Councillor Representation
Henry Lawson Cottage Committee (no community reps)	**Cr. Weston** **Cr. Tiffen** Alt: Cr. Nardi
Leeton Australia Day Committee (no community reps)	**Cr. Weston** **Cr. Kidd** **Cr. Nardi**
Whitton Town Improvement Committee (community reps)	**Cr. Kidd** **Cr. Wright** Alt: Cr. Tynan
Yanco Town Improvement Committee (community reps)	**Cr. Edwards** **Cr. Maytom** Alt: Cr. Tynan
Sporting Walk of Fame (community reps)	**Nil – in recess**

External Committees / Organisations

Where Council is invited to have a representative on these Committees.	
Committee	**Councillor Representation**
Collaborative Care Health	**Cr. Kidd** Alt: Cr. Wright
Country Mayor's Association (CMA)	**Cr. Weston** Alt: Cr. Kidd
Fivebough & Tuckerbill Wetlands Advisory Committee	**Advisory Committee is being reviewed by Crown Land.**
Leeton Business Chamber	**Cr. Maytom** Alt: Cr. Edwards
Murray Darling Association (MDA) Region 9	**Cr. Morris** Alt: Cr. Kidd
Sturt Highway Taskforce (no community reps)	**Cr. Kidd** Alt: Cr. Maytom

Shared Services Committees / Organisations	
Committee	**Councillor Representation**
Narrandera-Leeton Airport Management Committee	**Cr. Kidd** **Cr. Edwards** Alt: Weston
Riverina Regional Library (RRL) Advisory Committee	**Cr. Kidd** Alt: Cr. Tiffen
Joint Western Regional Planning Panel	**Cr. Weston** **Cr. Morris**
Riverina and Murray Joint Organisation (RAMJO)	**Cr. Weston** Alt: Cr. Kidd

Liaison Committees	
Committee	**Councillor Representation**
Leeton & Districts Local Lands Council Liaison	**Cr. Weston** Alt: Cr. Kidd
Murrumbidgee Irrigation Liaison	**Cr. Morris** Alt: Cr. Weston
Police Liaison	**Cr. Weston** Alt: Cr. Kidd / Cr. Maytom
Yanco Agricultural Institute	**Cr. Morris** Alt: Cr. Weston
PALM Mayoral Alliance	**Cr. Weston** Alt: Cr. Kidd

REPORT

(a) Background

Leeton Shire Council engages with a broad range of committees that contribute to effective governance, strategic direction, and community engagement.

These include:

- **Section 355 Committees** – Established under the Local Government Act 1993, with delegated authority to act on behalf of Council as outlined in each committee's Terms of Reference.
- **Advisory Committees / Working Groups** – These provide guidance or recommendations to Council but do not have decision-making powers.
- **Action Committees** – These committees focus on delivering specific projects or events and may make recommendations but do not have decision-making powers.
- **External Committees / Organisations** – Committees where Council has been invited to appoint a representative to provide input or advocacy on behalf of the community.
- **Shared Services Committees** – These support inter-council collaboration and resource sharing.
- **Liaison Committees** – These facilitate regular communication with key stakeholders such as the Local Lands Council, police, and local organisations.

Each committee plays an important role in supporting Council's strategic objectives and operational outcomes.

Note: Not all meetings can accommodate online attendance.

(b) Discussion

These appointments enable Councillors to contribute to key areas such as community development, infrastructure planning, environmental management, cultural heritage, economic development, and intergovernmental partnerships.

Attachment 1 outlines the proposed full committee list, nominated Councillor representatives, responsible staff officers, and meeting schedules. Please note that meeting dates, times and venues could be subject to change and every effort will be taken to consult members.

(c) Options

THAT Council:

1. Adopts the recommended revised Councillor Community representations as presented. ***This is the recommended option.***
2. Adopts the recommendation with amendments.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil - there are no new financial implications. Committee-related expenses are accounted for in Council's annual budget.

(b) Policy

Child Safe Policy
Code of Conduct
Code of Conduct - Procedures for the Administration of Code of Conduct
Code of Meeting Practice
Public Interest Disclosure Policy
Volunteer Handbook
Volunteer Policy

(c) Legislative/Statutory

Child Protection (Working with Children) Act 2012
Children Protection (Working with Children) Regulation 2013
Government Information (Public Access) Act 2019
Local Government (General) Regulation 2021
Local Government Act 1993
Public Interest Disclosures Act 2022
Public Interest Regulation 2022
State Records Act 1998
State Records Regulation 2015
Work Health and Safety Act 2011
Work Health Safety Regulation 2017

(d) Risk

Failure to appoint Councillor representatives may lead to missed opportunities for collaboration with key stakeholders, reduced community representation, and limited input into strategic and operational matters. Active Councillor representation and participation in committee meetings help maintain transparent governance, support informed decision-making, and uphold Council's commitment to accountability and effective community engagement.

CONSULTATION

(a) External

Nil

(b) Internal

Mayor
General Manager
Councillors
Staff representatives to Committees

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

1. Community Services and Community Development
1.9 Provide halls for communities to meet, with the support of the local hall committees in Whitton, Murrami and Yanco.

1. Community Development and Community Services
1.9 Provide halls for communities to meet
1.9.2 Provide access to Yanco, Murrami and Whitton Community Halls through Section 355 Committees

9. Governance and Corporate Services
9.3 Provide respected and effective representation, leadership and advocacy
9.3.4 Support and report on Council's Section 355, Advisory and Action Committees ensuring they are operating in accordance with Committee Terms of Reference

9. Governance and Corporate Services
9.6 Deploy reliable and efficient governance, audit, risk and improvement services
9.6.1 Prepare and issue Council business papers and meeting minutes, and coordinate Council Committee reports back to Council

ATTACHMENTS

1. Revised Councillor Committee List - July 2025 to September 2028 [**8.2.5.1** - 8 pages]

Councillor Representation on Committees - July 2025 to September 2028

Advisory Committees / Working Groups				
These are generally Committees with a TOR or a Charter that can make "recommendations" to Council but do not act on behalf of Council.				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Audit, Risk & Improvement Committee (ARIC) (no community reps, 3 independent voting members, 1 non-voting Councillor & standing invitation to the Mayor)	**Cr. Morris** **Cr. Weston** Alt: Cr. Edwards / Cr. Kidd	Manager Governance, Corporate & Customer Service	**Meetings are held quarterly on weekdays during business hours either online or in person, as determined by the Chair.**	• **Thursday, 24 July 2025 at 3:30pm – via Zoom** (Q4 ARIC Meeting) • **Thursday, 23 October 2025 at 3:30pm – via Zoom** (Q1 ARIC Meeting) • **Thursday, 12 February 2026 at 3:30pm – via Zoom** (Q2 ARIC Meeting) • **Thursday, 14 May 2026 at 3:30pm – via Zoom** (Q3 ARIC Meeting) • **Thursday, 23 July 2026 at 3:30pm – via Zoom** (Q4 ARIC Meeting)
Community Strengthening Grants Committee (no community reps)	**Cr. Nardi** **Cr. Maytom** **Cr. Tiffen**	Community Development Coordinator / Director Community & Economic Development	**Meetings are held bi-annually in person in May and November during business hours.**	**Next meeting will be held in November 2025**
General Manager's Review Committee (no community reps)	**Cr. Weston** **Cr. Kidd** **Cr. Morris** 4th Nominated by GM	Local Government NSW	**Meetings are held annually, in person during business hours.**	TBC at a later date
Gogeldrie Riverside Park & Facilities (community reps)	**Cr. Kidd** **Cr. Maytom** Alt: Weston	Manager Business Services	**Meetings are held minimum of twice a year in person after business hours.**	**2025** • **Monday 15 September 2025** **2026** • **Monday 16 February 2026**
Leeton Flood Plan Management Committee (community reps)	**Cr. Weston** **Cr. Kidd** Alt: Wright	Manager Roads & Drainage	**Meetings are held quarterly in person during business hours.**	Awaiting draft report from consultants - TBC by Manager
Leeton Local Area Traffic Committee (LATC) (no community reps)	**Cr. Edwards** **Cr. Wright** Alt: Kidd	Roads Safety Officer	**Meetings are held quarterly or when required, in person or online during business hours.**	• **13 August 2025 at 10:30am** • **12 November 2025 at 10:30am** • **11 February 12026 at 10:30am** **Meeting dates are also subject to change based on Transport and NSW Police availability.**

Leeton Shire Heritage Committee (community reps)	**Cr. Kidd** **Cr. Wright** Alt: Weston	Manager Building, Planning & Health	**Quarterly on the third Thursday in the month in person during business hours.**	• **Thursday 17 July 2025 - 10am to 11am** • **Thursday 16 October 2025 – 10am to 11am**
Leeton Tree Advisory Committee (community reps)	**Cr. Kidd** **Cr. Tiffen** **Cr. Edwards**	Manager Open Spaces & Recreation	**Meetings are held minimum of twice a year in person after business hours.**	TBC – Last meeting was held on Thursday 29 May 2025
Leeton Weeds Committee (community reps)	**Cr. Kidd** **Cr. Edwards** Alt: Cr. Tiffen	Manager Building, Planning & Health	**Meetings are held minimum of twice a year in person after business hours.**	TBC by Manager once upcoming meeting dates have been confirmed.
Roxy Redevelopment Committee (RCC)	**Cr. Kidd** **Cr. Nardi** **Cr. Tiffen** **Cr. Morris**	Manager Roxy & Cultural Services	**Meets minimum six (6) times a year after business hours, generally on a Monday in person or online. From time to time there are meeting planning sessions during the workday and or on weekends.**	Future meeting dates TBC by Manager
Youth Council (no community reps)	**Cr. Nardi** **Cr. Maytom** **Cr. Tiffen**	Community Development Coordinator / Director Community & Economic Development	**Meets minimum six (6) times a year in person, usually on a Monday at noon or as required.**	• **Monday 2 June 2025 12pm-1pm** • **Monday 23 June 2025 4pm at Roxy** • **Monday 28th July 2025 12pm-1pm** • **Monday 1 September 2025 12pm-1pm** • **Monday 27 October 2025 12pm-1pm**

Section 355 Committees				
These are "doing" Committees with a TOR, who are fully delegated to do a job on behalf of Council.				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Light Up Leeton Committee (community reps)	**Cr. Edwards** **Cr. Wright** Alt: Cr. Tynan	Events Officer	**Meetings are held in person on the third Thursday evenings of the month at 6pm at the Leeton Soldiers Club.** Assistance is appreciated at event. .	**Next meeting: AGM - Thursday 17 July 2025 at 6:00pm** **Proposed Schedule of meetings for 2025** • **Thursday 21 August 2025** • **Thursday 18 September 2025** • **Thursday 2 October 2025** • **Thursday 16 October 2025** • **Thursday 6 November 2025** • **Thursday 13 November 2025** • **Thursday 20 November 2025** • **Thursday 27 November 2025** ****EVENT Sunday 7 December 2025**** • **Post event Thursday 11 December 2025** • **Wrap up Thursday 18 December 2025**
SunRice Festival Committee (community reps)	**Cr. Tiffen** **Cr. Tynan** Alt: Cr. Wright	Events Officer	**Meetings are held in person on the third Thursday of the month at 7pm at the McGrath Office.** Monthly meetings starting in May of the year prior to the festival, increasing to fortnightly in Feb the year of, to weekly in the month prior. Assistance is appreciated over SunRice Festival Easter weekend in 2026, held bi-annually.	**2025** • **Thursday 19 June 2025** • **Thursday 17 July 2025** • **Thursday 21 August 2025** • **Thursday 18 September 2025** • **Thursday 16 October 2025** • **Thursday 20 November 2025** • **Thursday 18 December 2025** **2026** • **Thursday 15 January 2026** • **Thursday 29 January 2026** • **Thursday 12 February 2026** • **Thursday 26 February 2026** • **Thursday 5 March 2026** • **Thursday 12 March 2026** • **Thursday 19 March 2026** • **Thursday 29 March 2026** ****SunRice Festival Event Dates: Friday 3 April to Monday 6 April 2026****

Whitton Court House & Historical Museum Committee (current community reps)	**Cr. Kidd** **Cr. Wright**	Museum, Gallery & Heritage Coordinator	**Meetings are held in person on the third Wednesday of the month from 6pm at Whitton Museum.**	**2025** • **Wednesday 18 June 2025** • **Wednesday 16 July 2025** • **Wednesday 20 August 2025** • **Wednesday 17 September 2025** • **Wednesday 15 October 2025** • **Wednesday 19 November 2025** • **Wednesday 17 December 2025** **2026** • **Wednesday 18 February 2026** • **Wednesday 18 March 2026** • **Wednesday 15 April 2026** • **Wednesday 20 May 2026** • **Wednesday 17 June 2026**
Whitton Town Hall Committee (community reps)	**Cr. Edwards** Alt: Cr. Wright	Manager Business Services	**Meetings are held in person for a minimum twice a year, after business hours at the Whitton Community Hall.**	**2025** • **October 2025, Date TBC by Manager** **2026** • **Monday 9 February 2026** • **Monday 19 October 2026**
Yanco Hall & Market Committee (community reps)	**Cr. Maytom** Alt: Cr. Edwards	Manager Business Services	**Meetings are held in person for a minimum bi-monthly on the second Monday of the month at 1:30pm at Yanco Community Hall.**	**2025** • **Monday 11 August 2025** • **Monday 13 October 2025** • **Monday 8 December 2025** **2026** • **Monday 9 February 2026** • **Monday 13 April 2026** • **Monday 8 June 2026** • **Monday 10 August 2026**

Action Committees				
Are committees with a TOR who perform specific actions / events. They may make recommendations to Council. They are not formally delegated any functions by Council.				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Henry Lawson Cottage Committee (no community reps)	**Cr. Weston** **Cr. Tiffen** Alt: Cr. Nardi	Director Operations	**Meetings are held in person or online at a minimum of twice a year, during business hours.**	TBC – no meetings have been scheduled.
Leeton Australia Day Committee (no community reps)	**Cr. Weston** **Cr. Kidd** **Cr. Nardi**	Events Officer	**Meetings are held in person as required from September to February. Expected to attend / help run Australia Day.**	**September 2025 to February 2026 (as required).**
Whitton Town Improvement Committee (community reps)	**Cr. Kidd** **Cr. Wright** Alt: Cr. Tynan	Manager Business Services	**Meetings are held in person generally quarterly on the third Monday at 6:00pm, held at the Whitton Community Hall.**	• **16 June 2025** • **15 September 2025** • **17 November 2025** • **16 March 2026** • **15 June 2026**
Yanco Town Improvement Committee (community reps)	**Cr. Edwards** **Cr. Maytom** Alt: Cr. Tynan	Manager Business Services	**Meetings are held in person each month generally on the first Monday at 6:00pm, held at the Yanco All Servicemen's Club.**	**2025** • **7 July 2025** • **4 August 2025** • **1 September 2025** • **6 October 205** • **3 November 2025** • **Monday 1 December 2025** **2026** • **2 March 2026** • **13 April 2026** • **4 May 2026** • **1 June 2026** • **6 July 2026**
Sporting Walk of Fame (community reps)	**Nil – in recess**	Manager Open Spaces & Recreation	**Currently in recess**	**Currently in recess**

External Committees / Organisations				
Where Council is invited to have a representative on these Committees.				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Collaborative Care Health	**Cr. Kidd** Alt: Cr. Wright	General Manager / Shire Health Project Coordinator	**Meetings will be held in person or online monthly for the period of the project in business hours (estimated 2 years).**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Country Mayor's Association (CMA)	**Cr. Weston** Alt: Cr. Kidd	General Manager	**Meetings are held in person quarterly, during business hours in various locations.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Fivebough & Tuckerbill Wetlands Advisory Committee	**Advisory Committee is being reviewed by Crown Land.**	General Manager / Manager Governance, Corporate & Customer Service	**Meetings are held in person or online on the last Tuesday of the month of August, November, February and May at 10:30am to 1:00pm in Council Chambers.**	**2025** • **Tuesday 26 August 2025** • **Tuesday 25 November 2025** **2026** • **Tuesday 24 February 2026** • **Tuesday 26 May 2026**
Leeton Business Chamber	**Cr. Maytom** Alt: Cr. Edwards	Director Community & Economic Development	**Meetings are held in person monthly; times and days vary – although are generally held before or after business hours.**	TBC by Director Community & Economic Development
Murray Darling Association (MDA) Region 9	**Cr. Morris** Alt: Cr. Kidd	General Manager	**Meetings are held in person or online quarterly, during business hours.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Sturt Highway Taskforce (no community reps)	**Cr. Kidd** Alt: Cr. Maytom	Director Operations	**Meetings are held in person at 9:30am at Narrandera Ex-Servicemen's Club.**	**Last meeting 6 May 2025, next meeting planner will be sent by Executive Assistant to GM & Mayor**

Shared Services Committees / Organisations				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Narrandera-Leeton Airport Management Committee	**Cr. Kidd** **Cr. Edwards** Alt: Weston	Director Community & Economic Development	**Meetings are held in person minimum bi-annually during business hours, weekdays, held at Narrandera Shire Council Chambers or Leeton Shire Council Chambers.**	**Monday 27 October 2025 commencing at 2.00pm**
Riverina Regional Library (RRL) Advisory Committee	**Cr. Kidd** Alt: Cr. Tiffen	Director Community & Economic Development	**Meeting are held in person or online at RRL Admin Centre, Wagga, during business hours.**	**Wednesday 22 October 2025 at 9:30am** Note: The Councillor may also attend SW Zone meetings and NSW Library Assoc meetings
Joint Western Regional Planning Panel	**Cr. Weston** **Cr. Morris**	Manager Building, Planning & Health	**As required, strictly in person during business hours.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Riverina and Murray Joint Organisation (RAMJO)	**Cr. Weston** Alt: Cr. Kidd	General Manager	**Meetings are held in person or online quarterly, during business hours.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor.** Meetings are generally held bi-annually in March and October

Liaison Committees				
Committee	**Councillor Representation 2024-2028**	**Responsible Staff Officer**	**Meeting Schedule**	**Meeting Dates/ Times**
Leeton & Districts Local Lands Council Liaison	**Cr. Weston** Alt: Cr. Kidd	General Manager	**Meetings are held in person quarterly (or as required), during business hours.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Murrumbidgee Irrigation Liaison	**Cr. Morris** Alt: Cr. Weston	Director Operations	**Meetings are held in person minimum bi-annually, during business hours.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Police Liaison	**Cr. Weston** Alt: Cr. Kidd / Cr. Maytom	General Manager	**Meetings are held in person quarterly (or as required), during business hours between Leeton & Narrandera.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
Yanco Agricultural Institute	**Cr. Morris** Alt: Cr. Weston	General Manager	**As required.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**
PALM Mayoral Alliance	**Cr. Weston** Alt: Cr. Kidd	General Manager	**As required, in person or online.**	**As required, meeting planner sent by Executive Assistant to GM & Mayor**

8.3. OPERATIONAL MATTERS

ITEM 8.3.1. YANCO LANDFILL REMEDIATION & CAPPING - PROJECT DETAILS & ACCEPTANCE OF THE EPA GRANT FUNDING

AUTHOR/S:	Manager Environmental Sustainability
APPROVER/S:	Director Operations

SUMMARY/PURPOSE

This report seeks Council's agreement to accept $300K in grant funding under the NSW Environment Protection Authority's (EPA) Landfill Consolidation and Environmental Improvements (LCEI) Program Stream 1. This funding will support the remediation and capping of the former Yanco landfill site, in accordance with the Council's Closure and Post-Closure Management Plan and the NSW EPA's landfill guidelines.

RECOMMENDATION

THAT Council:

1. Accepts the $300K grant funding offered by the NSW Environment Protection Authority's under the Landfill Consolidation and Environmental Improvements (LCEI) Program Stream 1 for the closure of the Yanco landfill site.

2. Authorises the General Manager to execute the funding agreement and associated documentation.

3. Invites tenders for the works required to close the Yanco Landfill site.

REPORT

(a) Background

The former Yanco Landfill, located at Lot 570 Research Road, Yanco, ceased operating as a public waste facility in 1961. This landfill operated on very outdated environmental methods and regulations that do not meet today's stringent requirements. This landfill site was never adequately remediated or capped.

During routine site inspections, Council staff identified fragments of asbestos cement (AC) on the surface of the site. Laboratory testing by a NATA-accredited facility confirmed the presence of Amosite, Chrysotile, and Crocidolite asbestos in six collected samples. Following a preliminary site investigation that recommended further assessment, a detailed site investigation was carried out in June 2018 by a licensed asbestos assessor.

In August 2018, Council engaged Carey McMahon & Associates to undertake a site investigation of asbestos contamination at the former Yanco Waste Disposal Site (***Attachment 1***), which confirmed the presence of asbestos-containing material (ACM) in surface soils.

The report (***Attachment 1***) concluded that uncontrolled public access posed a medium level risk to human health. A risk assessment, based on the WA Department of Environment and Regulation (DER) framework, recommended immediate asbestos containment and erosion control.

This investigation required the Council to identify and map asbestos-containing material (ACM) across the site. GPS coordinates were recorded for each AC fragment located, allowing Council to map contamination hotspots. Test pits were then excavated to a depth of approximately 600mm in these areas to assess the vertical extent of contamination. While no friable asbestos was identified, the concentration of bonded ACM in several areas was found to exceed established health screening levels.

In March 2021, Council engaged Talis Consultants Pty Ltd to prepare a Landfill Closure and Post-Closure Management Plan for the former Yanco Waste Depot (***Attachment 2***) and installed security fencing around the site. This report provides Council with a clear direction on works and operations needed to rehabilitate the former Yanco Waste Depot (in accordance with the NSW Environment Protection Authority (EPA) Environmental Guidelines: Solid Waste Landfills (2016) (NSW Landfill Guidelines) as well as detailing landfill rehabilitation and post-closure management requirements

The NSW EPA has also expressed support for the proposed in-situ management strategy, provided all visible surface ACM is removed or capped.

In May 2025, Council staff identified that funding of up to $300K was available through the EPA's Landfill Consolidation and Environmental Improvements Grant Program. It is uncommon for the EPA to provide funding opportunities to Waste Management Operators to remediate sites. The Yanco Landfill capping project met the eligibility criteria and an application was submitted for the full amount of eligible funding.

In June 2025, Council was advised that the application was successful, securing the maximum $300K in funding under the EPA's Stream 1 Program to support the capping and rehabilitation works.

Image one shows Asbestos identified locations.

Image two shows locations of local borrow pits for capping.

(b) Discussion

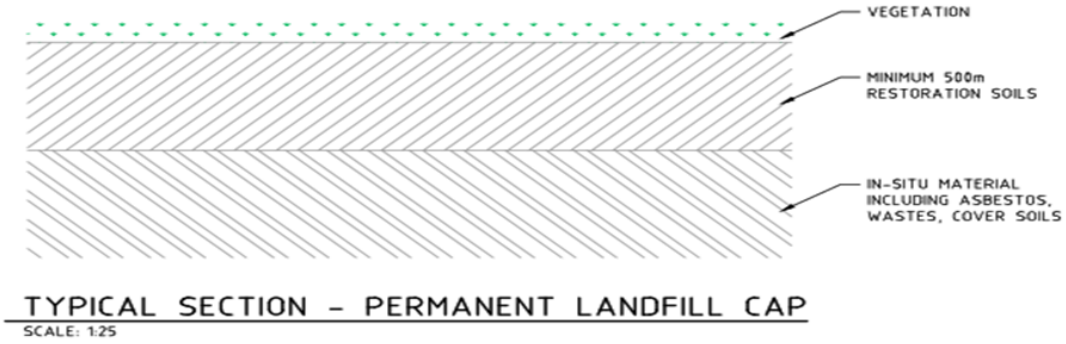
The EPA's Landfill Consolidation and Environmental Improvements Grant Program provides Council with an opportunity to deliver a long overdue environmental remediation project for the site without having to wear the full cost. The proposed works align with best practice closure principles, including use of existing on-site fill material to reduce off-site transport risks, and targeted soil capping over all affected zones including legacy trenches, southern perimeter, and the site borrow pit.

The project methodology has been specifically designed to minimise disturbance of subsurface asbestos while creating a permanent physical barrier to human contact.

The installation of a geotextile marker layer over known ACM zones will act as a critical engineering control, particularly in areas where full removal is not viable. Hydromulch seeding of native grasses will ensure long-term erosion protection and allow the capped area to re-integrate visually into the surrounding agricultural landscape.

Surface water infrastructure will include two (2) engineered swales, compacted subsoil bunds, and vegetated ponds designed to detain and slow overland flow. This reduces risk of sediment transport and future exposure of buried material. All works will be

delivered in accordance with the EPA-approved Project Plan and validated by an independent environmental consultant.



A staged delivery timeline has been drafted, with tendering for site works to commence in late 2025, following award of a construction contract and pre-start approvals. Works would be scheduled for completion by early - mid 2027, including submission of a final validation report to the EPA. It is anticipated that once validated, the site can be safely excluded from public access and monitored passively, with no further active intervention required.

The project will deliver significant benefits to the community by eliminating unmanaged asbestos exposure, reducing Council's long-term liability, and meeting NSW Government expectations for the closure and rehabilitation of legacy landfill sites.

It also supports Council's strategic objectives as outlined in the Delivery Program (DP) and Operational Plan (OP). By undertaking these works, Council will eliminate asbestos related risks, ensure regulatory compliance, and enhance both public health and environmental safety.

(c) Options

THAT Council:

1. Accepts the $300K grant funding from the NSW EPA and invites tenders. ***This is the recommended option.***

2. Does not accept the grant funding from the EPA and doesn't deliver this project at this time.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The $300K EPA grant represents approximately 20% of the estimated cost of the Yanco Landfill Closure Project. The difference to be funded by Council's waste reserves.

(b) Policy

NSW EPA's Environmental Guidelines for Solid Waste Landfills (2016)

(c) Legislative/Statutory

Local Government Act 1993 (LG Act)
Waste Management (General) Regulation 2018
Work Health and Safety Act 2011
Work Health Safety Regulation 2017

(d) Risk

Not proceeding with the remediation poses health, environmental, financial, and reputational risks. The presence of asbestos at the site exposes Council to potential liability and regulatory non-compliance. Declining the grant could result in lost funding and delay critical works.

CONSULTATION

(a) External

Carey McMahon & Associates
Talis Consultants Pty Ltd

(b) Internal

General Manager
Director Corporate/ CFO
Waste & Recycling Coordinator

LINK/S TO THE DELIVERY PROGRAM/OPERATIONAL PLAN (DROP)

8. Environmental Sustainability and Emergency Services
8.1 Deliver recycling and solid waste management services
8.1.1 Operate Resource Recovery Facility (includes landfill) and Transfer Stations to maximise landfill life, minimise nuisance and achieve environmental compliance in accordance with NSW environment Protection Authority

ATTACHMENTS – CONFIDENTIAL

Attachment 1 and ***Attachment 2*** are considered confidential documents in accordance with Section 10A and Section 10D of the *Local Government Act 1993*.

These documents are confidential in accordance with section 10A (2) (c) of the *Local Government Act 1993* as the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

That in accordance with Section 10D it is considered that if the matter were discussed or released in an open Council Meeting, it would on balance, be contrary to the public interest as its information that would if disclosed, confer a commercial

advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Access to (***Attachment 1***) and (***Attachment 2***)relating to Item 8.3.1 - Yanco Landfill Remediation and Capping – Project Details and Acceptance of the EPA Grant Funding is considered confidential and will be withheld from the gallery and the public.

1. CONFIDENTIAL REDACTED - Carey McMahon & Associates - Detailed Site Investigation Report [**8.3.1.1** - 12 pages]
2. CONFIDENTIAL REDACTED - Talis Consultants Pty Ltd to prepare a Landfill Closure and Post-Closure Management Plan [**8.3.1.2** - 67 pages]

ITEM 8.3.2. LEETON TREE ADVISORY COMMITTEE MEETING - 29 MAY 2025 - MINUTES

AUTHOR/S: Manager Open Space & Recreation

APPROVER/S: Director Operations

SUMMARY/PURPOSE

The purpose of this report is to provide the minutes (***Attachment 1***) of the Leeton Tree Advisory Committee meeting held on Thursday 29 May 2025, for Council's information.

RECOMMENDATION

THAT Council notes for information the minutes of the Leeton Tree Advisory Committee Meeting held on Thursday 29 May 2025

REPORT

(a) Background

The Leeton Tree Advisory Committee met on Thursday 29 May 2025 and the minutes (***Attachment 1***) of the meeting are provided for Council's information.

(b) Discussion

At the meeting on Thursday 29 May 2025 the Leeton Tree Advisory Committee reviewed and discussed the following:

- Ian Swaine & Patrick Denvir from 100% Renewables gave an overview of the Urban Cooling Project currently under development. The project is a major initiative led by Council, with support from 100% renewables.

  Goals of the project:
  - Cooler, greener and more resilient urban tree population.
  - Providing a 10-year planting masterplan for the Shire.
  - Tree planting in urban areas across the Shire including villages.
  - Significant canopy expansion with increased shade and cooling.
  - Community benefits.

- A large English Oak was removed from Mountford Park due to a large limb dropping and significant decay. The tree was a significant risk of failure, and two replacement English Okas have been planted in the same location.

- Essential Energy has requested the removal of a heavily pruned and disfigured Silky Oak tree in Sally Street. The tree is directly under the power lines. The Committee agreed that the tree should be removed.

- A general discussion was held about the responsibilities of the Tree Committee, especially in relation to the removal of trees. The Manager Open Space & Recreation advised that all requests for the removal of Council trees were

brought before the Committee in accordance with Council's Tree Management Policy.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

All activities described above are as per the adopted budget

(b) Policy

Tree Management Policy

(c) Legislative/Statutory

Local Government Act 1993

(d) Risk

Public safety risks due to tree limb loss will be mitigated by ongoing inspection and management.

CONSULTATION

(a) External

100% Renewables

(b) Internal

Open Space Coordinator
Manager Environmental Sustainability

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

8. Environmental Sustainability and Emergency Services
8.2 Enhance Leeton Shire's climate resilience
a) Implement energy strategy
b) Increase tree canopy across the Shire

3. Parks, Streetscapes and Sporting Facilities
3.1 Provide attractive town entrances, streetscapes and town centres
3.1.1 Maintain the health of street trees

ATTACHMENTS

1. Tree Advisory Committee Minutes Action list 29 May 2025 (1) [**8.3.2.1** - 3 pages]

Tree Advisory Committee Meeting

Meeting Minutes

Meeting No:	1	**Date:**	Thursday, 29 May 2025
Time:	Open: 9.12 am Close: 9.47 am	**Venue:**	Board Room

ATTENDANCE:

			Present	Apology
Silas Darby	Director Operations (LSC)	SD	✓	
Josh Clyne (Chair)	Manager Open Spaces & Recreation	JC	✓	
Luke Tedesco	Manager of Environmental Sustainability	LT	✓	
Grace Myers	Business Support Officer Operations (LSC)	GM	✓	
Michael Kidd	Councillor	MK		✓
Sarah Tiffen	Councillor	ST	✓	
Ian Swain	100% Renewables	IS	✓	
Patrick Denvir	100% Renewables	PD	✓	
Jo Roberts	Community Representative	JR	✓	
Peter Davidson	Community Representative	PD		
Guy Carpenter	Essential Energy	GC		

MEETING NOTES

Item Description	
Project General	
1.1	• Apologies noted.
Urban Cooling Project / Tree Planting Masterplan	

2.1	Ian Swaine & Patrick Denvir from 100% Renewables gave an overview of the Urban Cooling Project currently under development. The project is a major initiative led by Leeton Shire Council, with support from 100% renewables.
	• Goals
	  ○ Cooler, greener and more resilient urban tree population
	  ○ Providing a 10-year planting masterplan for the Shire
	  ○ Tree planting
	  ○ Significant canopy expansion
	  ○ Community benefits
	
	In Addition to the Overview of proposed planting masterplan Ian Swaine also spoke on the proposed planting project at the old landfill site in Brobenah Rd. This planting will be a carbon sequestration initiative.

Further Questions	
3.1	• S.D – Any increased budget allocation required for the project • J.C – Project is within existing tree budget • S.D – Are trees considered for inclusion in future subdevelopments at the time of DA approval. • J.C – Tree development contribution of $200.00 within new subdevelopments currently. New trees will be included in project masterplan. • S.D – Watering requirements to be considered during warmer weather. • J.C – Careful consideration to ensure plantings don't exceed watering resources. Council staff are currently manually watering 300-350 establishing street trees. Drippers to be installed where water access is available such as along TAFE. Trying to identify certain areas to reduce hand watering. • J.R – Fond of the idea of adapting to climate including changes to insect infestations
Business Arising	
4.1	• Confirmation of minutes 8 August 2024 **JR/SD** • Removal of large Sugar Gum outside MITRE 10 complete. The tree will be replaced. • 70 Eucalypts to be planted in Wamoon streets in the coming weeks. Project was delayed due to road upgrade works.
Tree Removals	
5.1	• JC advised the committee that a large English Oak was recently removed in Mountford Park opposite the Church of England due to severe white ant damage and the loss of a very large limb. The tree has been replaced with two ne English Oaks in the same location. • JC advised the committee of a request to remove a heavily pruned She Oak growing under powerlines in Sally Street Grove. The tree is incompatible with the overhead powerlines and the Committee agreed it should be removed.

Actions	Details	Responsibility	Status

General Business	
6.1	• S.T – Enquired about Committee representatives talking to the community about the functions of the tree committee. • J.C – Advised members can discuss tree committee mater with the community and that the committee is the avenue for the public to have tree matters considered by Council. • General discussion was held about Committees responsibility in the removal of trees. J.C advised that all requests for tree removals other than dead, dying or dangerous trees are referred to the committee as per Council's Tree Management Policy.
Close Meeting: 9.47 am	
Next Meeting: TBC Dates for next meeting	

ITEM 8.3.3. LEETON AND NARRANDERA LOCAL EMERGENCY MANAGEMENT COMMITTEE MERGER

AUTHOR/S: Manager Environmental Sustainability

APPROVER/S: Director Operations

SUMMARY/PURPOSE

The purpose of this report is to seek Council's agreement to permanently adopt the merged operations of the Leeton and Narrandera Local Emergency Management Committees (LEMC) following the successful completion of a 12-month trial period.

RECOMMENDATION

THAT Council approves the permanent adoption of the merged Leeton and Narrandera Local Emergency Management Committees, effective from 14 October 2025 (the next scheduled meeting), following the successful 12-month trial period ending on 10 June 2025.

REPORT

(a) Background

The Leeton and Narrandera Local Emergency Management Committees (LEMCs) were historically operated separately within their respective areas, involving nearly identical attendance and agendas from regional emergency services. At the February 2024 LEMC meeting, Local Emergency Operations Controller (LEOCON) Mr. Chris Quiring proposed merging the two (2) committees to address duplicated efforts and reduce time demands on emergency services.

Following in-principal support from both LEMCs, a meeting on 20 March 2024 with representatives from the Police Force (LEOCON), Leeton Shire Council's Local Emergency Management Officer (LEMO), and Narrandera Shire Council's LEMO confirmed logistical feasibility.

Council approved a 12-month trial merger on 11 June 2024, with a commitment to review outcomes at its conclusion. This trial has now concluded successfully, prompting this request for indefinite continuation.

(b) Discussion

The 12-month trial merger, conducted from 11 June 2024 to 10 June 2025, adhered to the provisions of the *State Emergency and Rescue Management Act 1989* (SERM Act), which allows for combining LEMCs subject to a trial period and local endorsement.

The trial demonstrated significant benefits, including:

- A 50% reduction in meeting frequency for emergency services, freeing up days previously lost to travel and attendance allowing for better community access and support from these important services.

- A halved administrative burden, with shared responsibilities between Leeton and Narrandera Shire Councils.
- Maintained compliance with all legislative requirements, including evacuation and emergency management plans, meeting participation, record-keeping, and the retention of a dedicated LEMO at each Council.

Feedback from emergency services and LEMC members during the trial was overwhelmingly positive, citing improved efficiency and coordination. No operational or statutory risks emerged, validating the merger's viability.

Permanent adoption requires Council approval, followed by regional and state-level endorsement under the SERM Act. Indefinite continuation will sustain these efficiencies, enhance regional collaboration, and optimise emergency preparedness without compromising local obligations.

(c) Options

THAT Council:

1. Approves the permanent adoption of the merged Leeton and Narrandera Local Emergency Management Committees, effective from 14 October 2025 (the next scheduled meeting). ***This is the recommended option.***

2. Does not approve continuation, reverting to separate LEMCs for Leeton and Narrandera, thereby reinstating duplicated efforts and increased demands on emergency services.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The continuation of the merged LEMC will incur nil ($0) financial impact to Council, as the trial demonstrated operational sustainability within existing resources.

(b) Policy

Leeton Local Emergency Management Plan (July 2021)

(c) Legislative/Statutory

Local Land Services Act 2013
State Emergency & Rescue Management Act 1989

(d) Risk

Reverting to separate LEMCs would reintroduce duplication, increase demands for emergency services, and reduce regional coordination. Emergency services reported higher efficiency and engagement under the merged model. No legislative or operational risks have been identified with permanent continuation.

CONSULTATION

(a) External

NSW Police – Murrumbidgee Police District (LEOCON)
Narrandera Shire Council (LEMO and senior staff)
NSW Rural Fire Service
Fire and Rescue NSW
NSW Ambulance
State Emergency Service
Local Health District
Essential Energy and other functional area coordinators under the SERM Act

(b) Internal

General Manager

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

8. Environmental Sustainability and Emergency Services
8.3 Improve Leeton Shire's emergency preparedness
a) Undertake strategic planning for potential outages as a result of extreme weather
b) Undertake flood planning
c) Ensure adequate bushfire protection
d) Participate as Local Emergency Management Centre

8. Environmental Sustainability and Emergency Services
8.3 Improve Leeton Shire's emergency preparedness
8.3.1 Participate in Local Emergency Management Committee
8.3.2 Have ready access to Leeton's Emergency Management Plan

ATTACHMENTS

1. LEMC Minutes - 10 June 2025 [**8.3.3.1** - 4 pages]

**MINUTES OF NARRANDERA – LEETON SHIRE COUNCILS
LOCAL EMERGENCY MANAGEMENT COMMITTEE
LEETON SOILDERS CLUB, CNR ACACIA &, YANCO AVE, LEETON
ON TUESDAY, 10 JUNE 2025 AT 10:00AM**

1 PRESENT

Chair Mr Luke Tedesco, Mr Fred Hammer, Ms Simone Powles, Mr Chad Kennis, Mr David Buchtmann, Mr Glenn Newman, Mr Andrew Long, Mr Shane Wilson, Mr Jason Clarke, Ms Debbie Hobbs, Ms Kristen Johnstone, Ms Lesley Ward, Ms Emma Tyrrell, Mr Tom Wivell, Mr Josh Stanbury (SES)

2 APOLOGIES

Mr Alistar Macdonald, Mr Scott Fullerton, Mr Shane Hargraves, Mr Peter Watson, Mr Neville Kschenka, Ms Angela Frazer, Ms Rebecca Schmetzer, Mr Steve Hompes (REMO)

3 CONFIRMATION OF PREVIOUS MEETING MINUTES

RECOMMENDATION

That the minutes of the Leeton - Narrandera Local Emergency Management Committee held on 15 February 2025 be confirmed.

Moved: Mr Fred Hammer

Seconded: Ms Debbie Hobbs

4 BUSINESS ARISING

NIL

5 CORRESPONDENCE

NSW Department of Education – Education Services Function Area (EduSFA) – Mr Tedesco read the letter to the committee. Mr Buchtmann extended with some more information; due to the restructure EduSFA will be represented at a state level but will still support the local EMC's.

6 REMO REPORT

Mr Hompes was an apology for the meeting however Mr Butchtmann gave a breif updated as follows:

- New plans currently being developed (Natural Gas, EM capibility, Shelter & place)
- EM training finished and went well. New dates have been submitted.
- State EM Risk training is scheduled for 16th September in Albury.
- Replacement emos still being worked on
- Field exercise being developed in Roto

7 LEOCON REPORT

Mr Clarke advised that there were no significant jobs to report. A number of jobs have been conducted along side the VRA. Mr Hammer asked about the drones in use across the organisations and what one is deployed first. The committee was advised that it depends who is on the job first and who is closer.

8 LEMO REPORT LEETON

Mr Tedesco gave a recap on the propsal previously brought to the committee to make the Roxy Theatre into the evuacation center due to the roof repairs needs at the Leeton Stadium, which is the current evacuation centre. Mr Tedesco updated the committee that the old solar heating had been removed from the roof of the stadium and an assessment was being undertaken to determine the condition of the roof. Currently in the process of obtaining quote to replace the roof.

Ms Tyrrell asked if there was an after hours point of contact for the Roxy Theatre for emergency situations. Ms Tyrrell will email this request through to Mr Tedesco. Mr Tedesco advised that he could arrange for the emergency services to visit the Roxy to assess the emergency equipement there and the location of this equipment. The VRA advised they would also be interested in seeing this.

9 LEMO REPORT NARRANDERA

Mr Hammer updated the committee on the Narrandera Shire Council Flood Plain Risk Management Strategy. Investiagtions for a ring levy in the Nallabooma & Airport areas has been conducted. Stage 1 is the investiagtion with the objective for Council to decide what levys are needed. Stage 2 will be the detailed design. Mr Wilson added that Council are working with Transport to determine a way to make the airport still accessible along Irrigation way in flood events.

Mr Hammer advised that the CCTV program had been finalised and was actively being used by the police. EOI is currently out for stormwater upgrades and Narrandera Shire Council is currently lobbying Transport for upgrades along Irrigation Way due to safety concerns.

10 ACTION AGENCY REPORTS

10.1 – NSW Police – Mr Clarke advised that there had been no significate jobs. One of the LEOCON roles now incoropates the Bland Shire. He belives that the joint Leeton & Narrandera EMC meeting is working well.

10.2 – Fire & Rescue NSW – please refer to agency report – 10 June 2025

10.3 – Narrandera Leeton SES – please refer to agency report – June 2025

10.4 - RFS – please refer to agency report – June 2025

10.5 – Ambulance NSW - please refer to agency report – June 2025

10.6 – VRA Leeton - Please refer to agency report – June 2025

11 OTHER AGENCY REPORTS

11.1 – The Salvation Army – Ms Ward reminded the committee that the salvation army has an emergency trailer for catering purposes that can be fully staffed with trained volunteers and is insured. This service can be deployed to any emergency needed.

11.2 – Transport NSW – Mr Wivell advised the committee that there has been an increase in the number of abandon vehicles. Working to find a interm solution to work around the current requirements.

Transport NSW is in the process of formalising incident response plans. Mr Wilson asked if Road Trains would be mentioned in these plans. A discussion was then held about the increase in the number of oversize vehicles on the roads and night movements are not happening as frequently.

11.3 – Disaster Welfare – Mr Buchtmann reported that they were quite in the disaster welfare space at the moment. Several employees have assisting with recovery efforts on the mid north coast, focusing on housing.

The evacuation centre exercise was recently held in Wagga and was a success and well attended.

12 GENERAL BUSINESS

12.1 – Trial Merger of Leeton & Narrandera EMC's – Mr Long stated he felt that the merger was a great idea and working well. Mr Clarke supported this and commented that staff from both councils work excellent together.

MOTION

Continue with the merger of Leeton and Narrandera EMC meetings, subject to Council endorsment

Moved: Mr Dave Buchtmann

Seconded: Mr Shane Wilson

All in favour - *moved*

Mr Wilson mentioned that Leeton and Narrandera councils will also need to merge their emergency management plans. This is happen after Council endorsement.

12.2 – Ms Tyrell advised the committee that an Emergency Services Day was being held at number 1 ovals in Leeton on 9th August. This has been a great day in the past and is expected to be again this year.

12.3 – Mr Buchtmann advised the committee that the local aboriginal lands council are now invited to be part of the local EMC's. Mr Wilson stated that this could be problematic in some cases as the Local Aborigial Lands Councils do not necessarily represent all members of the community and in some cases only 1 family is represented. May need to investiage exending the invitation to the Elders Group.

Mr Buchtmann will determine who is the contact person for these local groups and advise the committee.

13 NEXT MEETING

14 October 2025 - Narrandera Shire Council to advise time & venue.

14 MEETING CLOSE

Meeting Closed at 11.00am

The minutes of this meeting were approved by the Chairperson and will be presented to the next meeting for confirmation.

8.4. ECONOMIC AND COMMUNITY DEVELOPMENT MATTERS

ITE 8.4.1. POST EVENT REPORT – 2025 AUSTRALIA DAY REPORT

AUTHOR/S: Events Officer

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the post event report for the 2025 Australia Day event that was held on Sunday 26 January 2025.

RECOMMENDATION

THAT Council receives for information the 2025 Australia Day post-event report.

REPORT

(a) Background

Australia Day 2025 was celebrated across Leeton Shire on Sunday 26 January 2025, featuring a Citizenship Ceremony, Australia Day Awards, community breakfasts, live entertainment, pool parties, and family-friendly activities. Events were held in Leeton, Whitton, Murrami, and Yanco, ensuring a diverse and inclusive program for all residents.

The celebrations followed the national theme "Reflect, Respect, Celebrate", reinforcing the importance of cultural recognition, community involvement, and inclusivity. Attendance tracking and committee debriefing provided valuable insights into the event's successes and areas for improvement.

(b) Discussion

Event Attendance and Engagement

For the main ceremony peak attendance data was recorded at 9:28am, with 138 people in Mountford Park, reflecting good participation in the morning's formalities and community breakfast.

Attendance peaked during the Leeton Pool Party with 593 attendees recorded between 3:00pm – 7:30pm.

Morning Events

- CWA Community Breakfast – Murrami: Organised by the Country Women's Association, this event provides a warm and welcoming start to the day for residents in Murrami. Attendance was similar to previous years (around 100 people), with positive feedback on the quality of food and hospitality.

- Community Breakfast – Leeton: Hosted by Leeton Rotary Club, serving approximately 140 people. Well-received for efficient service and food quality.

- Citizenship Ceremony and Australia Day Awards: Smoking Ceremony & Welcome to Country led by the Ingram Family. National Anthem & Flag Raising featuring the Town Band and Parkview School Group.
    - Citizenship Ceremony: 19 new citizens welcomed.
    - Australia Day Awards: Recognised outstanding community members including:
        - Citizen of the Year: Alanna Rolfe
        - Young Citizen of the Year: Ruby Miller
        - Achiever of the Year: Margret Sands OAM
        - Young Achiever of the Year: Airlie Chilko
        - Group of the Year: Leeton Jumpstart
        - Organisation of the Year: Yanco CWA
        - Lifelong Citizen to the Shire: Leo Watts
        - Sportsperson of the Year: Scott Brindley
        - Junior Sportsperson of the Year: Ava Gilmore

Afternoon and Evening Events

- Whitton Pool Party: A simple event offering family-friendly activities.

- Yanco All Servicemen's Club: hosted an afternoon of entertainment, live music, and social activities for the Yanco community which had great engagement from residents. These events required no support from Council.

- Leeton Pool Party: High attendance, with pool staff commended for excellent crowd management. Lions Train Rides were steadily supported and popular with families. The Lamington/Pie Contest attracted strong participation. Rainbow Pride sausage sizzle: Sold 85 sausage sandwiches and 16 drinks each at $2.

- Free Movie at Roxy Theatre: Provided a family-friendly indoor alternative to outdoor celebrations. Well-attended (approx. 180), particularly by young families.

(c) Options

Nil – this report is for information only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Australia Day 2025 event was funded through a combination of Council's allocated budget and the Australia Day 2025 Community Grants Program, provided by the National Australia Day Council (NADC).

Funding sources included:

NADC Grant Funding - $10K (GST exclusive) Base Grant for inclusive event planning, plus $5K (GST exclusive) for strong recognition of Aboriginal and Torres Strait Islander peoples.

Council's Contribution: $8K, including event, outdoor, and pool staff wages.

The total expenditure for Australia Day 2025 was $20,286.17. As per the grant stipulations, Council's allocated budget had to be used first before grant funds could be accessed.

$12,286.17 of the $15K grant was used, leaving $2,713.83 unspent.

Spending was aligned with budget expectations, with only minor variations in individual expense categories.

(b) Policy

Aboriginal Recognition and Protocol Policy
Child Safe Policy
Code of Conduct
Public Interest Disclosures Policy
Records Management Policy
Revenue Policy (including fees and charges)
Volunteer Handbook
Volunteer Policy
Work Health and Safety Commitment Statement

(c) Legislative/Statutory

Local Government Act 1993
Public Interest Disclosures Act 2022
State Records Act 1998

Local Government (General) Regulations 2021

(d) Risk

Each event has a tailored risk management plan which, if required, includes a Traffic Management Plan.

CONSULTATION

(a) External

Leeton and District Local Aboriginal Land Council
Parkview Public School via Joey Longford
Western Riverina Arts
Entertainment providers
Food vendors, local charities, and stallholders

(b) Internal

Councillors
General Manager
Marketing & Promotions Coordinator
Community Development Coordinator
Manager WHS, QA, & Risk
Manager Roads & Drainage
Manager Open Space & Recreation

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

1. Community Services and Community Development
1.6 Support a range of local community events, including NAIDOC Week, International Women's Day, Grandparents Day, Australia Day, Light up Leeton, Harmony Day, Fiesta La Leeton, Reconciliation Day, Sorry Day.

1. Community Development and Community Services
1.6 Support a range of local community events
1.6.1 Support the hosting of local community events across the Shire including Australia Day, Light Up Leeton, Fiesta La Leeton and Chil and Grill

ATTACHMENTS

1. 2025 Australia Day Celebrations Post Event Report [**8.4.1.1** - 14 pages]

AUSTRALIA DAY IN LEETON

Australia Day
Reflect. Respect. Celebrate.

2025 CELEBRATIONS in LEETON

Compiled by: Leigh Houghton | LSC Tourism & Events Officer

Australia Day 2025 in Leeton Shire was a vibrant celebration of community, culture, and connection. Across the region, residents came together to reflect on our history, respect the contributions of all Australians, and celebrate the diverse and inclusive society we share.

Events were held in Leeton, Whitton, Murrami, and Yanco, ensuring that people of all ages and backgrounds had the opportunity to take part.

The day featured a Citizenship Ceremony, Australia Day Awards, community breakfasts, live entertainment, family-friendly activities, and pool parties, with strong attendance and engagement across all locations.

This report provides an overview of the event's success, key highlights, attendance figures, and financials, along with recommendations to ensure future celebrations continue to bring the community together in a meaningful way.

Leeton Shire Council extends its gratitude to all volunteers, service organisations, and community members who contributed to making Australia Day 2025 a memorable occasion.

Friday 26 January

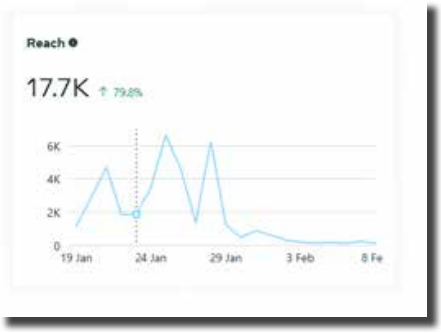
Community breakfast	
Murrami	from 7am
Official Ceremony	
Mountford Park	9am – 12pm
Free Aussie Movie Screening	
Roxy Theatre	1pm
Pool Party	
Leeton Regional Aquatic Centre	3pm - 8pm

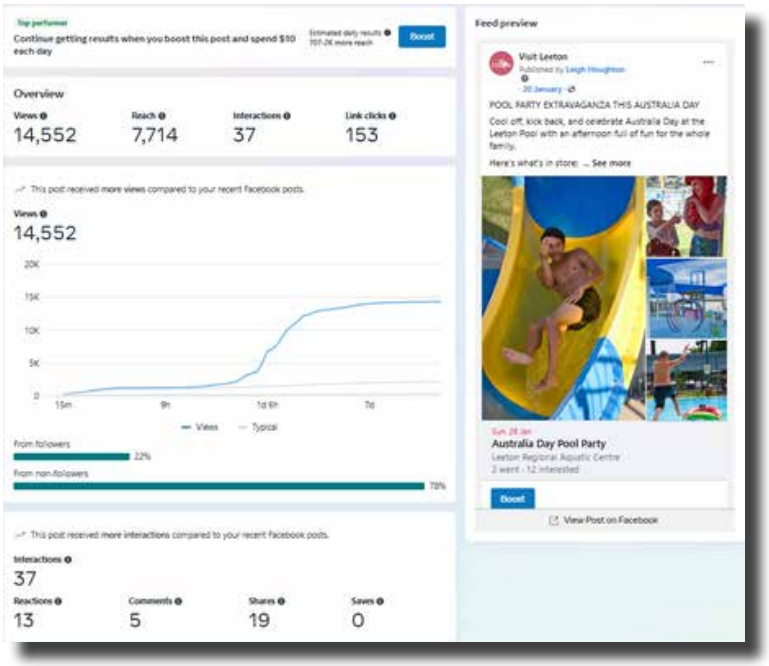
PROMOTION

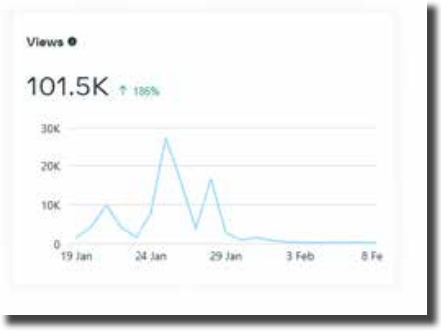
FREE MOVIE
ROXY THEATRE, LEETON
SUNDAY, 26 JANUARY AT 1:00 PM
WE'RE ALL PART OF THE STORY.
Help us celebrate the outstanding contributions of Leeton Shire residents
NOMINATIONS ARE OPEN
FOR THE 2025 AUSTRALIA DAY AWARDS
in the following categories:
• Citizen of the Year • Young Citizen of the Year
• Achiever of the Year • Young Achiever of the Year
• Event/Group/Organisation of the Year
• Lifelong Citizen of the Shire
• Sportsperson of the Year • Junior Sportsperson of the Year
Nominate online today at https://bit.ly/LSCAusDay2025
NOMINATIONS CLOSE TOMORROW
Australia Day
Reflect. Respect. Celebrate.
LEETON SHIRE COUNCIL
Australia Day
POOL party
JAN 26
@ Leeton Regional Aquatic Centre
FREE ENTRY 3pm – close
Plenty of fun games & activities
with a visit from a Disney Princess!
Sausage sizzle BBQ
hosted by the Leeton Rainbow Pride Collective
Lions Train
(from 4pm)
Australia Day
Reflect. Respect. Celebrate.
LEETON SHIRE COUNCIL
AUSTRALIA DAY
LAMINGTON EATING CONTEST
Leeton Pool Party
4pm & 6pm
FREE to enter
Prizes on offer
WE'RE ALL PART OF THE STORY.
Australia Day
Reflect. Respect. Celebrate.
LEETON SHIRE COUNCIL
Sunday 26 January 2025 in Mountford Park
7.30am – 9am Australia Day BBQ Breakfast hosted by Rotary Club of Leeton with Leeton Town Band on stage
9.15am Official ceremony with Ambassador Robina Beard OAM followed by a bush tucker lunch
3pm - 7.30pm POOL PARTY at Leeton Regional Aquatic Centre
FREE POOL ENTRY 3pm-close
• fun games & activities
• Lions Train

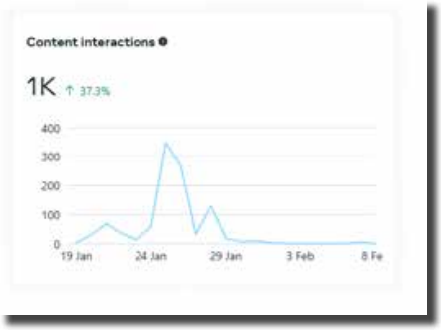
PROMOTION

Promotion of the official proceedings by *The Irrigator*









Promotion of the official proceedings by *The Irrigator*

Entertainer Robina Beard heads our way

AUSTRALIA DAY AMBASSADOR

BY CAI HOLROYD

Leeton

ENTERTAINER and advocate Robina Beard OAM has been announced as Leeton's Australia Day ambassador for 2025, sharing her experiences and wisdom from a decades-long career in entertainment.

Ms Beard is perhaps best known as the witty 'Madge the Manicurist' from a famed Palmolive commercial which ran for two decades - but her roles go far beyond that.

After starting her career in the 1950s with a theatre company, Ms Beard has performed as a dancer, actress and choreographer and appeared on classic soaps such as Number 96, G.P. and Home and Away.

Behind the scenes, Ms Beard has directed and choreographed plenty of theatre productions and become known for acting as a mentor and educator for younger performers. Her contributions to dance education include involvement with NAISDA.

After decades in the arts and performance and being awarded an OAM in 2011, Ms Beard wrote her memoir 'My Life - You're Soaking In It' recounting her journey and chronicling her love for the arts.

Ms Beard has been a former NSW Seniors Festival Ambassador, and to this day, runs exercise and tap-dancing classes for seniors.

Her next role will be as Leeton's Australia Day ambassador, and Ms Beard promises to bring her enthusiasm and love for community to the shire.

Robina Beard has been announced as Leeton's Australia Day ambassador. Picture supplied

OFFICIAL CEREMONY
INCLUDING CITIZENSHIP CEREMONY

Community breakfast hosted by Rotary Club of Leeton
with performance by Leeton Town Band prior to ceremony

19 Leeton citizens naturalised - conferees from New Zealand, Ireland, Afghanistan, Fiji, Samoa and the Philippines took the pledge of citizenship

Address by 2025 Leeton Australia Day Ambassador Robina Beard OAM

Approximately 140 people in attendance[1]

[1] data collected by nCounters installed at Mountford Park.

AUSTRALIA DAY AWARDS

Nominations opened on 6 November 2024, closing 8 January 2025.
28 nominations received and assessed by an independent
and anonymous panel of judges.

2025 AWARD WINNERS

2025 Junior Sportsperson of the Year:	Ava Gilmore
2025 Young Achiever of the Year:	Airlie Chilko
2025 Young Citizen of the Year:	Ruby Miller
2025 Group of the Year:	Leeton Jumpstart
2025 Organisation of the Year:	Yanco CWA
2025 Sportsperson of the Year:	Scott Brindley
2025 Lifelong Citizen of the Shire:	Leo Watts
2025 Achiever of the Year:	Margaret Sands OAM
2025 Citizen of the Year:	Alanna Rolfe

NEWS

Australia Day Award Recipients

All Leeton Australia Day 2025 award recipients in front of the stage in Mountford Park following the morning's proceedings on Sunday, January 226. Picture by Allan Wilson

Alannah Reiff (third from left) Leeton Shire's 2025 Citizen of the Year, with Murray MP Helen Dalton, Robina Beard OAM and Leeton Mayor George Weston.

Murray MP Helen Dalton, L/Neleng Citizen of the Shire Les Watts, Robina Beard OAM and Leeton Mayor George Weston. Pictures by Allan Wilson

Murray MP Helen Dalton, Margaret Sands OAM, Leeton Mayor George Weston and Robina Beard OAM. Pictures by Allan Wilson

Community in their hearts

BY ALLAN WILSON

ALANNA Reiff is Leeton Shire's 2025 Citizen of the Year.

Ms Reiff received the honour at the Leeton Australia Day Awards event at Mountford Park on Sunday, January 26.

Celebrated for her enthusiasm, creativity, reliability, and selflessness, she was honoured for her decades of contributions to the Leeton community since coming to the MIA.

Her involvement spans numerous organisations, including as President of the Parkview Public School P and C, Chairperson of the Leeton Uniting Church Council, and coordinator of the Leeton Pieces and Patches Group.

Her passion for education has shone through in her decades as a Food Technology and Textiles teacher at Yanco Agricultural High School, where she initiated innovative programs.

Ms Reiff has also been pivotal in spearheading the construction of the Uniting Church Family Centre and upgrading the Arts and Crafts Pavilion at the Leeton Showground.

At the event, the credited her husband, Peter, as her greatest supporter and thanked the community.

"Tomorrow when Leeton leaders were also honoured as recipients at the park amid perfect conditions on the morning.

Well-known local musician and community member Margaret Sands OAM was named Leeton's 2025 Achiever of the Year.

Her 50 years of dedication to the Roxy Theatre through restoration efforts, historical research, writing, and serving as the longest-serving chairwoman of the Roxy Committee Theatre Management Committee are traits that led to her recognition.

Her passion for the performing arts saw her deeply involved with the Leeton Eisteddfod Society and the Theatre Organ Society of Australia, hosting events, supporting young performers, and mentoring countless individuals.

Lifelong Citizen of the Shire went to Australia's first Indigenous Australian ambulance officer Leo Watts.

Joining the NSW Ambulance Service in 1968, he was later appointed as Regional Aboriginal Liaison Officer, teaching vital first aid skills to remote communities across the state.

A founding member of the Leeton Boxcar Squad in 1974, Leo also trained countless individuals in life-saving techniques, many that are still used today.

He continues to give back by supporting retired ambulance officers, volunteering at the NSW Ambulance Museum, and visiting elderly residents.

Leeton hotspurt was named Group of the Year while Organisation of the Year went to Yanco CWA.

Aisha Chilko was named Young Achievers of the Year and Ruby Miller was named Young Citizen of the Year.

chievements on and f the field rewarded

Ruby Miller (second from left) congratulated by Member for Farrer, Helen Dalton, Leeton Mayor George Weston and Australia Day Ambassador Robina Beard OAM after receiving the Young Citizen of the Year. Picture by Allan Wilson

SPORT

Leeton's sporting stars recognised

BY ALLAN WILSON

THE top achievements from the sporting stars of Leeton were recognised at the Australia Day Awards held at Mountford Park.

The Young Sportsperson of the Year went to Ava Gilmour whose achievements span multiple sports and reflect her dedication to excellence, community, and sportsmanship.

A standout at Leeton High School, Ava broke a 22-year-old record in the 1500m, set a new 3000m record, and earned titles as Swimming, Athletics, and Cross Country Champion.

She was recognised as the Astill Family Most Outstanding Female Athlete as a Year 7 student a rare accomplishment.

Ava's talents extend to regional and state levels, where she excelled in athletics and contributed to her premiership-winning U13 League Tag team. Beyond sports, Ava volunteers as a referee, supports community initiatives like the 24 hour Mental/Physical Challenge, and contributes to local events through the Leeton Eisteddfod Society.

"I was surprised that I had won; I was sure that it would be someone else," Ava said.

"It feels so special and I'm shock but very proud and grateful. It's very important for me because it inspires me to continue my sporting pursuits."

Meanwhile, Scott Brindley came away with the Sportsperson of the Year. Scott is an accomplished long-range target rifle marksman whose dedication to the sport has seen him excel at state, national, and international levels.

In 2024, Scott represented Australia at the World Championships in South Africa, winning a Silver Medal in the Individual Veterans World Championships and leading the Australian team to Gold as Team Manager in the Veterans Teams World Championships. He also claimed victory in the prestigious Kings Prize after a nail-biting shoot-off and achieved back-to-back wins in the 900m Bisley Trophy shoot.

As the current Riverina Champion, Scott continues to inspire others by mentoring young shooters, coaching juniors, and promoting safety in the sport. Beyond his competitive achievements, Scott contributes significantly through leadership roles, including Captain of the Explorers Rifle Club and Secretary of the Riverina District Rifle Association and Narrandera and District Pistol Club.

Story continues Page 16

Archie Chilko, Ava Gilmour and Scott Brindley were among the sports stars from Leeton recognised on Australia Day. Picture by Allan Wilson

Coverage of the official proceedings by *The Irrigator*

LEETON POOL PARTY

Free pool entry from 3pm to 7.30pm
Entertainment: Lions Train, inflatables, glitter tattoos and roving characters
Strong participation in the Lamington and pie eating competition
Leeton Rainbow Pride sausage sizzle
– sold 85 sausage sandwiches and 16 drinks each at $2.
Approximately 600 people in attendance[2]

[2] data collected by Camlytics counter on the side gate entry point between the hours of 3pm to 8pm.

OTHER AFTERNOON EVENTS

Whitton Pool Party: A simple event offering family-friendly activities.

Yanco All Servicemen's Club: hosted an afternoon of entertainment, live music, and social activities for the Yanco community which has great engagement from residents.

Free Movie at Roxy Theatre: Provided a family-friendly indoor alternative to outdoor celebrations. Well-attended, particularly by young families.

BUDGET BREAKDOWN

FUNDING

Australia Day
Reflect. Respect. Celebrate.

LEETON SHIRE COUNCIL

NATIONAL AUSTRALIA DAY COUNCIL COMMUNITY GRANTS PROGRAM	
Base Grant for inclusive events	$10,000.00
Additional events promoting recognition for Aboriginal/Torres Strait Islander peoples	$5,000.00
COUNCIL FUNDING	$8,000.00
	$23,000.00

EXPENDITURE

OFFICIAL CEREMONY	
Community Breakfast catering (Rotary & Murrami CWA)	$1,635.00
AV Production	$1,200.00
Infrastructure hire	$786.36
Set up (outdoor staff wages)	$1,494.19
Decorations	$792.00
Award certificates	$48.73
Cultural Elements	
Welcome to Country	$400.00
Cultural Dance Group coordination	$500.00
Smoking ceremony	$600.00
Artefact display	$1,500.00
Bush tucker lunch	$5,000.00
AMBASSADOR PROGRAM	
Accommodation	$320.00
Gift	$118.00
Official dinner (Thursday & Friday)	$771.95
CITIZENSHIP CEREMONY	
Citizen gifts	$299.50
POOL PARTY	
Entertainment (Lions Train, inflatables, roving character & glitter tattoos)	$1,223.18
Vouchers for prizes	$120.00
Staffing (pool staff)	$1,912.36
MOVIE SCREENING	
Licencing	$300.00
Staffing (Roxy staff)	$527.23
ADVERTISING & MARKETING (Newspaper & Social Media)	$733.63
PHOTOGRAPHY	$800.00
	$20,286.17
PROFIT/LOSS	**$2,713.83**

EVENT FEEDBACK

Demographics & Attendance Motivation

Majority of feedback came from 35–44 year-olds, with additional responses from 18–24, 45–54, and 65+ age groups.

- Main reasons for attending:
  - Award presentations (especially seeing winners and nominees)
  - Supporting the community
  - Citizenship ceremony participation.
  - Promoting cultural diversity

Positive Aspects

- Weather was frequently noted as a positive factor.
- Many praised the event as well-run and well-orchestrated.
- The inclusive and friendly atmosphere was appreciated.
- Personal moments, such as a family reunion for a new citizen, were highlights for attendees.

Areas for Improvement

- Event Timing & Venue:
  - Multiple comments suggested moving the main ceremony to an evening event at the Roxy Theatre due to the intense daytime heat.
  - Concern that attendees sit too far back in the park to find shade, which diminishes the atmosphere.
- Awards Selection Process:
  - Some attendees expressed confusion and disappointment regarding judging criteria for awards.
  - Requests for greater transparency in how award winners are selected.
- Cultural Representation & Entertainment:
  - Suggestions to include Indigenous games and more interactive cultural activities.
  - Desire for more entertainment, especially from local schools and musicians.

EVENT FEEDBACK

Perceived Importance & Relevance of Australia Day Events

- 50% of respondents felt the event was somewhat or mostly important to the community, while a smaller portion questioned its significance.
- Majority (66% respondents) believed Australia Day celebrations need to evolve, while others were content with the current format.

Ceremony Feedback

- Recognition of diverse community heroes was seen as somewhat effective, but improvements in selection transparency were suggested.
- Time of day made atmosphere difficult to enjoy – oppressive heat and sun meant that spectators were chasing the shade further back from the stage.

Key Takeaways for Future Planning

1. Consider shifting the main ceremony to an evening event at the Roxy Theatre to avoid extreme heat and improve atmosphere.
2. Improve education around the awards selection process, possibly through clearer criteria and public nominations feedback.
3. Enhance cultural representation, particularly through a more engaging Welcome to Country and the inclusion of Indigenous games or activities.
4. Expand entertainment offerings, including live performances from schools and musicians.

This feedback provides valuable insights to refine future Australia Day events, ensuring they remain relevant, engaging, and meaningful for the entire community.

EVENT FEEDBACK

Committee Recommendations:

Recommendations for Future Events

Challenges & Areas for Improvement

- Optimise use of remaining grant funds for cultural and inclusion initiatives in future Australia Day events
- Seek early confirmation of grant eligibility and criteria to ensure full utilisation of funds
- Maintain cost-effective infrastructure and staffing strategies to keep event expenses within budget

Seating & Infrastructure:

- Seating can be better distributed between the food and viewing areas

Cultural & Community Engagement:

- Indigenous food offerings required stronger promotion and better integration into the event program

Awards & Nominations:

- Encourage sporting clubs to nominate more individuals for Sportsperson and Young Sportsperson of the Year
- Consider introducing a Volunteer of the Year category

Logistics & Planning:

- Clearly define roles for official guests and politicians to prevent confusion
- Marquee setup at pool should be scheduled earlier to avoid delays
- Two dedicated event staff for the day

Marketing & Promotion:

- Increase poster placements in shop windows
- Introduce QR codes at venues for real-time event feedback

AUSTRALIA DAY COMMITTEE

Thank you to all who assisted in the coordination
of Leeton Shire Council's Australia Day celebrations.

Particular acknowledgement goes to:

Cr George Weston
Chair of the Australia Day Committee
and MC of the Official Ceremony

Cr Michael Kidd & Cr Sandra Nardi
Coordination of the independant judging panel for award nominations
Coordination of activities at the Leeton Pool Party

Mr Glenn Preston – MC of the Official ceremony

Council staff
Leigh Houghton, Daniel Boerma & Fran Macdonald – Events team
Terry Schmidt – Communications
Josh Eurell, Caleb Millar, Rob Freer - Outdoor staff
Eloise Crelley, Hayley Graham, Dennis Irvine, Shane Leighton, Angus Crelley
Sophie Cross, Blake Kelly, Madeline Irvin, Rachael Lashbrook – Aquatic Centre staff
Matt Gatt, Cythia Arel, Tim Coulter – Roxy Theatre staff

Photos: Neil McAliece; NDM Photography

ITEM 8.4.2. POST EVENT REPORT – 2025 FIESTA LA LEETON

AUTHOR/S: Events Officer

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the post event report for the 2025 Fiesta La Leeton event held on 12 April 2025.

RECOMMENDATION

THAT Council:

1. Receives for information the 2025 Fiesta La Leeton post event report;

2. Acknowledges the sponsors and volunteers who contribute to the success of the event; and

3. Notes the proposed date for the 2026 event is Saturday 18 April 2026.

REPORT

(a) Background

Fiesta La Leeton was held on Saturday 12 April 2025, from 5:00pm to 9:00pm in Chelmsford Place, and continues as an annual street festival celebrating the rich cultural heritage of the Leeton community.

Proudly sponsored by JBS Australia, and with funding from Multicultural NSW Program Stronger Together Festivals and Events Grant and key contributions from the Leeton Multicultural Support Group (LMSG), Leeton Shire Council (LSC), and The Irrigator newspaper, the event aims to foster community spirit, celebrate multiculturalism, and create economic opportunities for local vendors and participants. The festival featured a diverse array of 25 food and cultural stalls, live music, and traditional performances, coordinated by Leeton Shire Council in close collaboration with Leeton Multicultural Support Group (LMSG).

The event is identified in Council's Operational Plan as a key initiative supporting the hosting of inclusive and vibrant community events. The strong partnership with LMSG reflects their core mission to enhance awareness and appreciation of the region's cultural diversity. A central goal of this collaboration is to provide platforms for multicultural communities to share their heritage, build capacity, and strengthen community cohesion through shared experiences.

This year's event also marked a successful move to the newly redeveloped Chelmsford Place precinct, providing greater space and accessibility to accommodate the event's growth.

(b) Discussion

The 2025 Fiesta La Leeton attracted a record attendance of approximately 5,000 people, reflecting the event's continued growth and strong appeal across the community. This marks a significant increase from the 2024 event, which drew around 2,500 attendees, and from the inaugural 2023 celebration, which welcomed an estimated 1,200 participants.

Held for the first time in the newly redeveloped Chelmsford Place precinct, the expanded footprint allowed for improved crowd flow and greater event capacity.

The site accommodated 25 food and cultural stalls, representing a wide range of communities including Afghanistan, Fiji, Malaysia, the Philippines, Indonesia, China, Nepal/Tibet, Pakistan, and Italy. Select food vendors again featured JBS Australia beef, showcasing a local product and the continued support of the event's major sponsor.

Headline act True Vibenation (from Western Sydney) delivered an energetic and crowd-pleasing performance, supported by a vibrant program of local and regional cultural performers. Highlights included a Welcome Dance by local Indigenous artists, Pukapukan drummers and dancers, Filipino dancers and vocalist Angel Quianzon, Javanese dancer Widiya Ningsih, the Fijian River of Life band, and Solomon Islands performers. Entertainment was centred around the band rotunda, with a secondary stage prepared but ultimately unused due to changes in some performer requirements which influenced the rest of the event.

The event successfully reinforced themes of community cohesion, cultural pride, and inclusivity. While formal feedback was limited (five responses), anecdotal commentary and social media engagement were overwhelmingly positive.

A full post event report is attached for further detail and evaluation (***Attachment 1***).

Road closures were in effect from 12:00pm to 11:30pm and were managed with minimal disruption to local traffic. Stallholder coordination was led by the LMSG, with setup and pack down completed by Council staff and LMSG volunteers.

JBS Australia's sponsorship remained a cornerstone of the event, providing both financial backing and cultural relevance. Their confirmed commitment to support the event for a further year positions Fiesta La Leeton for continued success and community impact in 2026.

The proposed date for Fiesta La Leeton 2026 is Saturday 18 April 2026, selected to take advantage of April's milder weather which has proven more favourable and consistent conditions compared to previous years held in March or May. The timing avoids clashes with observances of religious celebrations of Ramadan, Eid, Easter (and the biennial SunRice Festival), and ANZAC Day, and falls at the end of the NSW school holidays, supporting broad community participation and smoother event planning.

(c) Options

Nil – this report is for information only

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Total expenditure of the Fiesta La Leeton event was $31,364.53 which was funded by:

- Multicultural NSW Program Stronger Together Festivals and Events Grant (Round 2) of $15K (GST exclusive), to assist eligible event organisers in supporting multicultural and multifaith community groups to produce Festivals and Events that celebrate and embrace our state's vibrant cultural diversity.

- $10K JBS Sponsorship (Year 2 of 3-year sponsorship agreement)

- Council's contribution was $6,364.53 including staff wages to facilitate the event.

(b) Policy

Child Safe Policy
Multiculturalism Policy
Work, Health & Safety Management Plan

(c) Legislative/Statutory

Nil

(d) Risk

Each event has a tailored risk management plan, including a Traffic Management Plan.

CONSULTATION

(a) External

Leeton Multicultural Support Group
Traffic Committee
Local businesses
Entertainment providers
Food vendors and stallholders
JBS Australia

(b) Internal

Manager Roads and Drainage
Manager Open Space and Recreation
Road Safety Officer

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

1. Community Services and Community Development
1.6 Support a range of local community events, including NAIDOC Week,

International Women's Day, Grandparents Day, Australia Day, Light up Leeton, Harmony Day, Fiesta La Leeton, Reconciliation Day, Sorry Day.

1. Community Development and Community Services
1.8 Support and promote multiculturalism, social cohesion and settlement support
1.8.3 Support Leeton Multicultural Support Group to develop increased capacity and capability, including coordinating the annual 'Fiesta La Leeton' event.

ATTACHMENTS

1. 2025 Fiesta La Leeton Post Event Report - low res [**8.4.2.1** - 12 pages]

JBS

Fiesta la Leeton

2025 POST EVENT REPORT

JBS
(JBS)
Fiesta
la Leeton

NEW YORK
BROOKLYN
SIERRA

ABOUT FIESTA LA LEETON

Saturday 12 April 2025
5pm – 9pm
Chelmsford Place, Leeton

The JBS Fiesta La Leeton, held on Saturday 12 April 2025, is a vibrant annual street festival designed to highlight and celebrate the rich multicultural fabric of the Leeton community. With a focus on fostering inclusion, cultural pride, and community cohesion, the event has become a key part of Leeton's civic calendar.

This year's event marked a successful shift to the newly redeveloped Chelmsford Place precinct, allowing for greater capacity and improved flow throughout the site. The earlier April date also proved a success, providing milder weather conditions and strong community engagement.

Entry was free and the atmosphere electric, featuring a range of global food stalls, cultural performances, and live entertainment. Over 25 stallholders represented at least 11 nationalities, showcasing the cultural vibrancy that makes Leeton unique.

Photos: NDM Photography

JBS
Fiesta la Leeton
a showcase of Leeton's diverse & multicultural character
Saturday 12 April 2025
5pm – 9pm on Chelmsford Place
traditional & fusion cuisine
energetic dance & music
local performers +
True Vibenation
NSW Multicultural NSW
JBS
LEETON SHIRE COUNCIL
The Irrigator
LMSG
Leeton Multicultural Support Group

QUICK STATS

1 professional headline entertainment act
6 local community acts
and
25 community stall holders
representing more than 11 nationalities
living and working in the Leeton community

Presented by

LEETON SHIRE COUNCIL

JBS

key employers of Leeton's multicultural community and committed supporters of cultural celebration and inclusion

with funding by

NSW GOVERNMENT Multicultural NSW

supporting cultural diversity and inclusion through the Stronger Together Festivals and Events Program

and the support of

LMSG Leeton Multicultural Support Group

The Irrigator

with approximately 5,000 patrons in attendance[1]
a potential $61,709 value-added to the local economy[2]

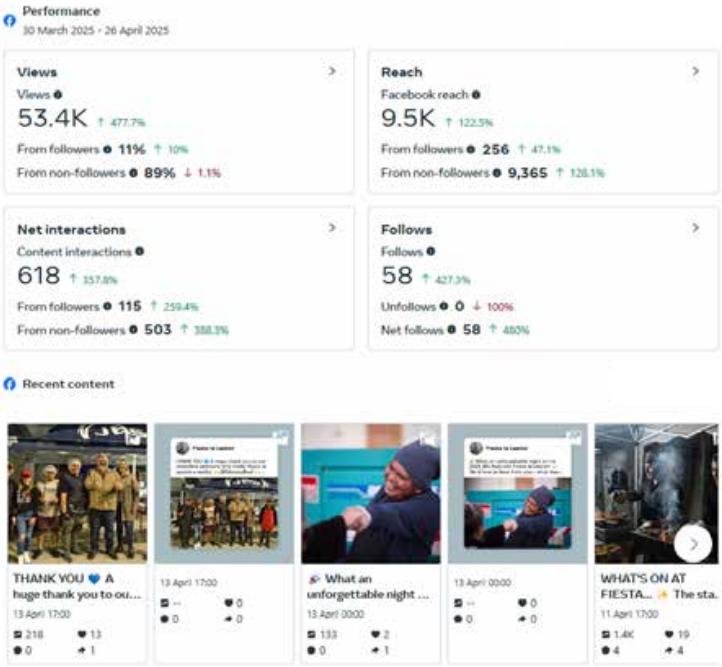
[1] data collected by Camlytics trailer and nCounter operating at Wade Avenue during event time.
[2] i.d. Economic Profile Event Impact Assessment calculation based on average spend of estimated visitor attendance

EVENT PROMOTION

Event promotion in *The Irrigator* included editorial in the lead up to the event accompanied by a general advertising campaign.

The Fiesta La Leeton event was also promoted with a short-run radio and TV advertising campaign, hitting the local air waves in the two weeks leading up to April 12.

EVENT PROMOTION



Promotion of Fiesta La Leeton 2025 was primarily delivered through social media, with Facebook proving to be the more effective platform in terms of audience engagement and reach.

Facebook Performance Highlights
Total Reach: 10.4K
Net Interactions: 618 (of which 81% came from non-followers)
Page Views: 53.4K total across all content

In contrast, Instagram had lower engagement, with a modest follower base of 38 and overall content reach falling below the total number of followers.

Despite strong pre-event performance, engagement dropped off significantly after the event, particularly in response to calls for feedback.

Our post-event survey post reached fewer than 200 people, and only 5 responses were received.

No feedback submissions were made via the QR code posters placed on tables at the event.

10 RELAX

Fiesta la Leeton draws an impressive crowd

THE street festival, which was held on Saturday, April 12, attracted an estimated 3,000 people to Chelmsford Place. Visitors enjoyed a great evening of fun and feasting.

One of the many musical acts on the night.

A performer takes centre stage.

A range of instruments and performances were enjoyed by all who attended Fiesta la Leeton.

Performers wowed the crowds at Fiesta la Leeton.

It was all smiles at the event on Saturday, April 12. Pictures courtesy of Neil McAlece, NDM Photography.

Families and youngsters flocked to an array of markets and entertainment on offer.

Saturday April 19, 2025 THE IRRIGATOR 3

NEWS

Thousands flock to Chelmsford Place

Allan Wilson

SOME 3,000 attended what has been hailed a record Fiesta la Leeton.

The event, which was held at Chelmsford Place on April 12, drew young and old families and those from outside the shire for a night of celebration, food and fun.

Singing and dancing were some of the highlights enjoyed as well as an array of food markets, proving the event really did have something for everyone.

Leeton Shire Council's events officer Fran Macdonald said she was stoked with the turnout, noting ideal weather conditions and the new venue added to the success.

"It really was a smash," she said. "It was fantastic; for Fiesta it's a record, and I think having more room allowed it to be more on par with an event like Light Up Leeton."

It was the second outing to take place in the newly updated area.

"We had the night markets and movie night last year which was a test to see what would work, but Fiesta la Leeton is the first major event since," she said.

The success means there will be further tweaks the following year to accommodate the crowd.

"Mostly that comes down to the layout and staging to ensure everyone can enjoy the atmosphere," she said.

"We've since had a couple of community groups approach us to say they want to be involved for 2026, including in the performances, so we will look at what we can do to fit in more people."

But in terms of timing, Ms Macdonald says April is where Fiesta la Leeton will call home.

"I think we've really found our time spot as well as our slot in terms of the weather; it turns out April is the perfect period," she said.

She thanked the many supporters and sponsors who ensured a sensational evening.

"A big thanks to JBS for getting behind this," she said.

"They were stoked to see their employees getting amongst it."

Post-event coverage by *The Irrigator* featured in the April 19 edition of the now-weekly publication

EVENT STAKEHOLDERS

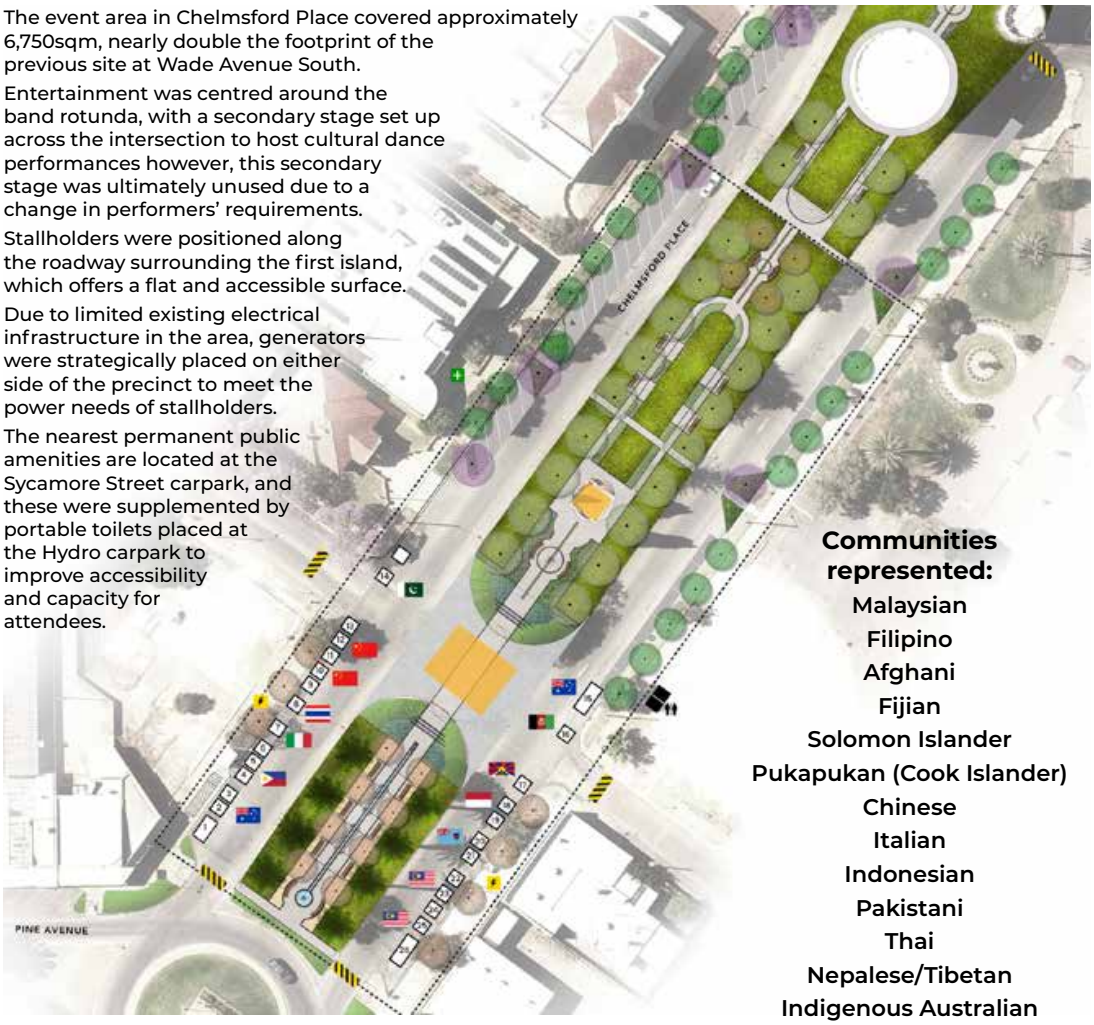
The event area in Chelmsford Place covered approximately 6,750sqm, nearly double the footprint of the previous site at Wade Avenue South.

Entertainment was centred around the band rotunda, with a secondary stage set up across the intersection to host cultural dance performances however, this secondary stage was ultimately unused due to a change in performers' requirements.

Stallholders were positioned along the roadway surrounding the first island, which offers a flat and accessible surface.

Due to limited existing electrical infrastructure in the area, generators were strategically placed on either side of the precinct to meet the power needs of stallholders.

The nearest permanent public amenities are located at the Sycamore Street carpark, and these were supplemented by portable toilets placed at the Hydro carpark to improve accessibility and capacity for attendees.



Communities represented:

Malaysian
Filipino
Afghani
Fijian
Solomon Islander
Pukapukan (Cook Islander)
Chinese
Italian
Indonesian
Pakistani
Thai
Nepalese/Tibetan
Indigenous Australian

PERFORMERS:

True Vibenation (Headline act)

Lome & the Pukapuka Islanders

Angel Quianzon (Philippines)

Widiya Ningsih (Indonesia)

Solomon Islands Dancers

Emosi & the River of Life Band

BUDGET BREAK DOWN

REVENUE

FUNDING

NSW Government – Multicultural NSW Stronger Together Grants Program	$15,000.00
JBS partnership	$10,000.00
Council contribution (from an allocated budget of $10,000)	$6,364.53
	$31,364.53

DELIVERY PARTNERSHIP

EXPENDITURE

ENTERTAINMENT	
Performers	$9,394.55
Welcome to Country	$500.00
INFRASTRUCTURE	
AV Production (including stage & crew)	$8,100.00
Infrastructure hire (tables, coolrooms, generators)	$1,872.91
Traffic Management	$1,720.21
Waste management	$172.73
PERSONNEL	
First Aid support	$500.00
Council staff	$2,078.33
ADVERTISING & MARKETING (Posters, Radio, Newspaper, Signage)	$3,643.80
PHOTOGRAPHY & VIDEOGRAPHY	$3,382.00
	$31,364.53
PROFIT/LOSS	**-**

OUTCOMES & OBSERVATIONS

Community Engagement:

With an estimated 5,000 patrons, the 2025 Fiesta drew the largest crowd to date.
Mobile phone tracking and people-counting software showed consistent attendance of 300–400 people per hour across the precinct.

Stallholder Participation:

25 food and cultural stalls from 11 nationalities engaged in the event—many reporting strong sales and early sellouts, indicating both community appetite and successful economic participation.

Expanded Capacity:

Relocating to Chelmsford Place enabled better layout, crowd flow, and accessibility, addressing feedback from 2024 and allowing for an improved attendee experience.

Feedback:

Formal feedback was limited (5 responses), but anecdotal comments and social media sentiment were overwhelmingly positive—highlighting food, performances, and the inclusive, community atmosphere.

LOOKING AHEAD

Plans for 2026 will focus on:

- **Enhancing seating and viewing options**, along with improved communication around performers' technical requirements to support smoother stage management.
- **Improving post-event feedback collection,** with insights from social media engagement indicating the need to reassess our strategy—potentially incorporating more interactive or incentivised methods to better capture audience input.
- **Supporting capacity building for multicultural participants** by exploring partnerships that can provide training opportunities, such as food safety supervisor qualifications and event readiness workshops.
- **Expanding partnerships to increase reach and impact,** with several previously unrepresented community groups expressing interest in participating. This may prompt a review of event duration and scheduling to accommodate increased involvement.

Fiesta La Leeton 2025 was a vibrant, inclusive, and economically impactful event that brought together cultures, families, and local talent in a celebration of what makes Leeton a truly connected community.

The continued support of JBS, Multicultural NSW, and local organisations ensures that Fiesta La Leeton remains a powerful platform for cultural exchange, community pride, and future opportunity.

ROXY
JBS
Fiesta La Leeton

9.NOTICES OF MOTION

Nil

10 .CONFIDENTIAL MATTERS

10.1. WEED ACTION PROGRAM - TENDER SUBMISSIONS

At this point in time, the Council meeting will move into a Closed Session in accordance with Section 10A of the *Local Government Act 1993*.

Council will enter into closed session to discuss the item – Weeds Action Program Tender Submissions.

> *This report is confidential in accordance with section 10A (2) (c) of the Local Government Act 1993 as the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*
>
> *That in accordance with Section 10D it is considered that if the matter were discussed in an open Council Meeting, it would on balance, be contrary to the public interest as its information that would if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

Accordingly, members of the press and public are excluded from the closed session and access to the correspondence and reports relating to the items considered during the closed session will be withheld.

11. COUNCILLOR ACTIVITY REPORTS

AUTHOR/S:	Executive Assistant to General Manager and Mayor
APPROVER/S:	General Manager

RECOMMENDATION

THAT Council notes the Councillor activity reports submitted for the period between 28 May 2025 to 29 June 2025.

Cr George Weston	
28 May 2025	YAHS Old Yanconians Foundation - Dinner with special guest Ms Simson
29 May 2025	Welcoming Clubs Workshop
31 May 2025	Leeton VRA Rescue Squad 50th Anniversary Dinner
2 June 2025	Parliamentary Hearing Session - Modern Slavery Risks faced by Temporary Migrant Workers in Rural and Regional NSW
3 June 2025	No. 2 Ovals Inspection, PALM meeting with Australian Government and 2024/25 Round 2 Community Strengthening Grants - Group Photo with Recipients
4 June 2025	Local Government Innovation Exchange Sydney
5 June 2025	2025 Local Government Professionals Excellence Awards Dinner
11-12 June 2025	Country Mayors Association - Regional Transport and Roads Meeting hosted by Orange City Council

14 June 2025	Leeton Pride Festival - Official Opening & Welcome and Lions Club of Leeton Inc. 58th Changeover Dinner
20 June 2025	Refugee week - Citizenship Ceremony
24 June 2025	ALGA Regional Forum Canberra
25-27 June 2025	ALGA National General Assembly Canberra
28 June 2025	Army and Airforce Cadets Joint Dinning-In-Night

Cr Michael Kidd	
28 June 2025	Gogeldrie Weir Caretaker Interviews
3 June 2025	No. 2 Ovals Inspection & Awarding of Community Grants Meeting
4 June 2025	Local Government Innovation Exchange Sydney
5 June 2025	2025 Local Government Professionals Excellence Awards Dinner
9 June 2025	Roxy Redevelopment Committee Extraordinary Meeting
12 June 2025	Penny Quartet Leeton at LMAG - Opening and Welcome
16 June 2025	Collaborative Care Meeting, Whitton Town Improvement Committee Meeting & Roxy Redevelopment Committee Meeting
17 June 2025	Tour of Roxy Theatre with CBA Managers
18 June 2025	Whitton Court House and Museum Meeting
20 June 2025	ABC Riverina Radio Interview
24 June 2025	ALGA Regional Forum Canberra
25-27 June 2025	ALGA National General Assembly Canberra

Cr Nicholas Wright	
9 June 2025	Roxy Redevelopment Committee Extraordinary Meeting
13 June 205	Leeton Pride Festival Welcome Party
16 June 2025	Whitton Town Improvement Committee Meeting
19 June 2025	SunRice Festival Committee Meeting
23 June 2025	Youth Council Meeting

Cr Sarah Tiffen	
29 May 2025	Tree Committee Meeting
9 June 2025	Roxy Redevelopment Committee Extraordinary Meeting
16 June 2025	Roxy Redevelopment Committee Meeting
25-27 June 2025	ALGA National General Assembly Canberra

Cr Tracey Morris	
29 May 2025	Murray Darling Association Region 9 Meeting Griffith
31 May 2025	Leeton Sports Precinct Parkrun
3 June 2025	No. 2 Ovals Inspection
16 June 2025	Roxy Redevelopment Committee Meeting
26 June 2025	Rotary Club of Leeton Change Over Dinner on behalf of Mayor Weston

12. CONCLUSION OF THE MEETING