



LEETON
SHIRE COUNCIL

ORDINARY COUNCIL MEETING AGENDA

**Tuesday 26 August 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 <i>Local Government Act 1993</i> 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	<p>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.</p> <p>The Councillor must not be present at, or in sight of, the meeting:</p> <ol style="list-style-type: none"> at any time during which the matter is being considered or discussed, or 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 interest 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	<p>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.</p> <p>Council meetings are uploaded to Council's website and social media accounts. This allows our community greater access to Council proceedings, decisions and debate.</p>
Speaking / Addressing Council (Public Forum)	
Pre-Registration to Speak at Council Meetings	<p>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.</p> <p>If you wish to register to speak, please fill the Apply to Address Council Form, available from the Leeton Shire Council website, including:</p> <ul style="list-style-type: none">• your name;• contact details;• item on the agenda you wish to speak to; and <p>whether you are for or against the recommendation in the agenda.</p>

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7. MAYORAL MINUTES

ITEM 7.1. MAYORAL MINUTE - CELEBRATING 100 YEARS OF COMMERCIAL RICE BEING GROWN IN THE RIVERINA

SUMMARY/PURPOSE

The week spanning 6 to 8 August 2025 marked a momentous occasion for Australia's rice industry. Leeton, recognised as the birthplace and heart of commercial rice growing in Australia was the fitting venue for celebrating a century of rice cultivation in the Riverina. The festivities included commemorations for 100 years of commercial rice, 75 years since the establishment of SunRice, the launch of a compelling exhibition at the Leeton Museum and Art Gallery (LMAG) capturing both these remarkable stories, the annual rice conference at Whitton Malthouse, and the prestigious 2025 rice awards at the Roxy Community Theatre which was attended by Leader of the Opposition, Member for Farrer The Hon. Sussan Ley MP and ALP Senator Deb O'Neill.

The celebrations were a source of pride for rice farmers, the Ricegrowers' Association of Australia (RGA), the Australian food manufacturing sector, SunRice, and the Leeton community both past and present.

The week also commemorated the official opening of SunRice's new \$15 million investment in their packaging plant in Leeton. Federal Minister for Industry and Innovation Tim Ayres, Senator Deborah O'Neill, and myself joined SunRice's Board and senior staff to celebrate this milestone, which enhances efficiency and sustainability in the plant.

I was pleased to represent Council at these events throughout the week and expressed pride in the robust future of the rice industry in Leeton and the wider Riverina region. The ongoing investment in food manufacturing by SunRice not only strengthens the local economy but also serves as a reminder to the government of the many jobs that depend on this vital industry.

My thanks also to Deputy Mayor Michael Kidd and Cr Krystal Maytom for attending the exhibition launch at LMAG, and to Cr Tracey Morris for attending the awards ceremony at the Roxy.

RECOMMENDATION

THAT Council joins me in congratulating everyone involved in 100 years of commercial rice growing in Australia.

ATTACHMENTS

1. LSC Rice Industry Awards Photo Collage [7.1.1 - 1 page]

LEETON SHIRE COUNCIL
Ordinary Council Meeting - Tuesday 26 August 2025



ITEM 7.2. MAYORAL MINUTE – FINANCIAL ASSISTANCE GRANT (FAGS) ALLOCATION ESTIMATES FOR 2025 / 26

SUMMARY/PURPOSE

Local Government Financial Assistance Grants (FA Grants) help local Councils deliver services to their communities. The Australian Government determines the pool of FA Grants available, and this is paid annually to Councils by the NSW Government based on recommendations from the Local Government Grants Commission.

The NSW Local Government Grants Commission has provided all Councils across the State with details of their Financial Assistance Grant Allocation Estimates for 2025 / 26.

Leeton Shire's entitlement for 2025/26 is estimated at \$6,418,367 of which \$4,986,790 is for General Purpose and \$1,431,577 is specifically for Roads.

The estimated Financial Assistance Grant Allocation entitlement for 2025/26 is a 4.5% increase on last financial year.

For reference, attached is the correspondence Council received from the Local Government Grants Commission:

- Letter to Council (**Attachment 1**),
- Advice to Councils (**Attachment 2**),
- Schedule of 2025/26 NSW Payments (**Attachment 3**),
- Fact Sheet (**Attachment 4**).

RECOMMENDATION

THAT Council notes for information the attached correspondence from the Local Government Grants Commission on the Local Government Financial Assistance Grants (FA Grants) allocation for 2025/26.

ATTACHMENTS

1. Letter to Leeton Shire Council [**7.2.1** - 3 pages]
2. Advice to Councils [**7.2.2** - 2 pages]
3. Schedule of 2025-26 NSW Payments [**7.2.3** - 2 pages]
4. Fact Sheet [**7.2.4** - 1 page]

Local Government Grants Commission



Reference: A971400

Clr George Weston
Mayor
Leeton Shire Council

By email: georgew@leeton.nsw.gov.au
cc: jackiek@leeton.nsw.gov.au
council@leeton.nsw.gov.au

20 August 2025

Dear Clr Weston,

With apologies, please accept this amended notification letter replacing the version sent on 18 August 2025, with my apologies for any inconvenience and confusion this may have caused. The amount reported for the 2024-25 general purpose component in the table below was incorrect. However, all other details were accurate, and the error does not affect the payment of any funds to Council.

Thank you for your Council's engagement with the NSW Grants Commission in order to support the allocation of the Commonwealth Government's Federal Assistance Grants. As your new Chair of the NSW Local Government Grants Commission's (Commission), alongside the Deputy Chair and Commissioners, we appreciate the local government sector's commitment to preserving the integrity of this important grant allocation process.

In accordance with our policy of providing information to councils about the way the Commission calculates financial assistance grants (FA Grants), please find attached a summary of Council's 2025-26 estimated FA Grants entitlement (**Appendix A**).

2025-26 Estimated entitlements

The Federal Government's FA Grants total estimated entitlement for 2025-26 is \$3.45 billion and is made up of \$2.39 billion for the general purpose component (GPC) and \$1.06 billion for the local roads component (LRC). The national estimated entitlement for 2025-26 increased by \$170 million to account for final adjustments to the Consumer Price Index (CPI) and population shares for the year.

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Locked Bag 3015 NOWRA NSW 2541
www.olg.nsw.gov.au



Local Government Grants Commission

The national GPC is distributed across the states and territories on a population basis. Therefore, NSW received 31.52% or \$744 million in the GPC, which represents a 4.65% increase on last year's final figure. The LRC is based on a historical formula. NSW's share of the total national road funding is a fixed 29% share, or \$307 million, which represents a 5.2% increase. The total 2025-26 FA Grants estimated entitlement for NSW is \$1.052 million.

External factors impacting the GPC pool of funds in NSW

During recent years, NSW communities and councils have been faced with a number of challenges including devastating climate disasters and a substantially reduced CPI. In 2021, the CPI has continued to trend towards previously average levels of about 3.5% to 4% over the past two years. But further fluctuations cannot be ruled out.

Council's 2025-26 FA Grants estimated entitlement, compared to the 2024-25 final entitlement is as follows:

Leeton Shire Council				
Year	General Purpose	Local Roads	Total	
2024-25 final	\$4,765,480	\$1,375,860	\$6,141,340	Change
2025-26 est	\$4,986,790	\$1,431,577	\$6,418,367	4.5%

The NSW Schedule of Payments (Appendix B) and the 2025-26 Fact Sheet (Appendix C) is also enclosed for Council's information.

Impact of advanced payments

The Commonwealth Government made an early payment of the 2025-26 estimated FA Grant entitlement. In June 2025, all councils were paid 50% of the estimated entitlement for 2025-26 in advance, as calculated at that point in time. This has resulted in the quarterly instalments for 2025-26 being reduced and will be paid in quarterly instalments in August 2025, November 2025, February 2026 and May 2026.

The Commission continues to be concerned about the unpredictability that the practice of advance payments creates. Long-term and annual budgeting forecasts are subject to changes, and annual financial reporting can often be skewed. Councils are advised not to rely on either the availability of future advance payments or the value of those advances if received.

Challenges in fairly distributing the GPC funds

As councils will be aware, the Commission is required to adhere to the National Principles which mandate a per capita payment based on population growth/decline. This inhibits the full application of the Horizontal Fiscal Equalisation (HFE) Principle to distribute the grants based on greatest relative need.

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It is also the policy of the NSW Government to explore opportunities to direct grants to communities with the greatest relative need. The Commission has had regard to these policies in allocating the grants.

Resuming the annual negative floor on the GPC

The Commission has been investigating ways to direct funds to councils with greatest relative need. Information about the methodology review and subsequent transition has been provided to councils, including about the recommendations for model refinements. The Commission commenced the pathway out of transition, resuming the negative floor in 2025-26 as previously advised to councils. It is no longer sustainable to protect those councils with greatest relative advantage. The pathway out of transition is essential to distribute the GPC more fairly, allowing greater application of the HFE, consistent with the National Principles and NSW policy.

There is no guarantee that a council will receive an increased FA Grant each year. There are a number of changing variables, including a council's changing measure of relative disadvantage compared to the state average measure and the size of the total FA Grant pool.

The Commission is proposing to review the methodology for 2026-27. This will include consultation with the sector and key stakeholders, and the Commission encourages Council's input during this process.

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

If you have any questions concerning these matters, please contact the Commissions Secretariat on (02) 4428 4142 or grantscommission@olg.nsw.gov.au.

Yours sincerely

Linda Scott
Chair
Local Government Grants Commission

Enc:

- Council Entitlement
- 2025-26 Fact Sheet
- NSW Schedule of Payments

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Local Government Grants Commission 2025-26 Financial Assistance Grants

Leeton (S) Council Appendix A

General Purpose Component

Expenditure Allowance

Expenditure Functions	State ave cost per capita
Recreation and cultural	\$261.67
Admin and governance	\$300.86
Education and community	\$70.33
Roads, bridges, footpaths and aerodromes	\$260.06
Public order, safety, health and other	\$226.98
Housing amenity	\$80.97

Recreation and cultural			Pop <SS = relative disadvantage Pop >SS = 0 ATSI <SS = 0 ATSI >SS = relative disadvantage
Disadvantage Measure	LGA measure	State Std (SS)	Weighted DF%
Population	11,438	66,237	23.7%
Aboriginal & Torres Strait Islander	8.9%	3.4%	12.1%

Admin and governance			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,438	66,237	72.7%

Education and community			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,438	66,237	69.0%

Roads, bridges, footpaths and aerodromes			
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,438	66,237	130.9%
Road Length	881	1,184	0.0%

Public order, safety, health and other			RTD <SS = 0 RTD >SS = relative disadvantage Env <SS = 0 Env >SS = relative disadvantage
Disadvantage Measure	LGA measure	State Std	Weighted DF%
Population	11,438	66,237	51.9%
Rainfall, topography and drainage index	137%	161%	0.0%
Environment (Ha of environmental lands)	8,306	57,330	0.0%

Housing amenity			
Disadvantage Measure	LGA Std	State Std	Weighted DF%
Population	11,438	66,237	13.4%

Isolation Allowance

Outside the Greater Statistical Area	Yes
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Local Government Grants Commission 2025-26 Financial Assistance Grants

Pensioner Rebate Allowance

PR <SS = relative disadvantage (+ allowance)	
PR >SS = relative advantage (- allowance)	
LGA % Pensioner Rebates (PR) Res Props:	20.4%
State Standard (SS) % PR	13.7%

Revenue Allowance

Revenue Allowance	
CV <SS = relative disadvantage (+ allowance)	
CV >SS = relative advantage (- allowance)	
No. of Urban Properties:	4,556
Standard Value Per Property:	\$764,243
Council Value (CV):	\$116,550

No. of Non-urban Properties:	832
Standard Value Per Property:	\$1,637,417
Council Value (CV):	\$685,057

Relative Disadvantage Allowance

Unsealed roads; Isolation; Population Decline	\$56,044
Special Submission/other adjustments	\$0
Total General Purpose Grant	\$4,986,790

Local Roads Component

Population:	11,438
Local Road Length (km):	878
Length of Bridges on Local Roads (m):	167

Road/Population Allowance:	\$1,414,136
Bridge Length Allowance:	\$17,441
Local Roads Total:	\$1,431,577

Total Grant	\$6,418,367
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Quarterly Instalments Payable in 2025-26

	August 2025	
GPC	\$624,051.00	
LRC	\$178,102.00	\$802,153.00
	November 2025	
GPC	\$624,051.00	
LRC	\$178,102.00	\$802,153.00
	February 2026	
GPC	\$624,051.00	
LRC	\$178,102.00	\$802,153.00
	May 2026	
GPC	\$624,051.00	
LRC	\$178,102.00	\$802,153.00
	TOTAL	
GPC	\$2,496,204.00	
LRC	\$712,408.00	\$3,208,612.00

LEETON SHIRE COUNCIL
Ordinary Council Meeting - Tuesday 26 August 2025

2025-26 FA Grants Quarterly Installment Payment Schedule			1st Instalment			2nd Instalment			3rd Instalment			4th Instalment			GPC			372596221					
GPC			93149055			93149055			93149055			93149055			GPC								
LRC			38289913			38289913			38289913			38289913			LRC			153159652					
TOTAL			131438968			TOTAL			131438968			TOTAL			131438968			TOTAL			625755873		
Councils	Population	Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	1st Instalment	Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	2nd Instalment	Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	3rd Instalment	Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	4th Instalment	Recommended General Purpose Entitlement	Recommended Local Roads Entitlement	Total Payments							
Albury (C)	58,317	814,994.00	253,952.00	1,068,946.00	814,994.00	253,952.00	1,068,946.00	814,994.00	253,952.00	1,068,946.00	814,994.00	253,952.00	1,068,946.00	3,259,976	1,015,808	4,275,784							
Armidale Regional	29,646	714,796.00	392,979.00	1,107,775.00	714,796.00	392,979.00	1,107,775.00	714,796.00	392,979.00	1,107,775.00	714,796.00	392,979.00	1,107,775.00	2,859,184	1,571,916	4,431,100							
Ballina (S)	47,935	555,477.00	252,221.00	807,698.00	555,477.00	252,221.00	807,698.00	555,477.00	252,221.00	807,698.00	555,477.00	252,221.00	807,698.00	2,221,908	1,008,884	3,230,792							
Bairnald (S)	2,219	573,975.00	226,729.00	800,704.00	573,975.00	226,729.00	800,704.00	573,975.00	226,729.00	800,704.00	573,975.00	226,729.00	800,704.00	2,295,900	906,916	3,202,816							
Bathurst Regional	44,939	731,257.00	337,574.00	1,068,831.00	731,257.00	337,574.00	1,068,831.00	731,257.00	337,574.00	1,068,831.00	731,257.00	337,574.00	1,068,831.00	2,925,028	1,350,296	4,275,324							
Bayside	185,880	628,359.00	199,116.00	827,475.00	628,359.00	199,116.00	827,475.00	628,359.00	199,116.00	827,475.00	628,359.00	199,116.00	827,475.00	2,513,436	796,464	3,309,900							
Bega Valley (S)	36,593	879,202.00	351,394.00	1,230,596.00	879,202.00	351,394.00	1,230,596.00	879,202.00	351,394.00	1,230,596.00	879,202.00	351,394.00	1,230,596.00	3,516,808	1,405,576	4,922,384							
Bellingen (S)	13,278	516,551.00	158,210.00	674,761.00	516,551.00	158,210.00	674,761.00	516,551.00	158,210.00	674,761.00	516,551.00	158,210.00	674,761.00	2,066,204	632,840	2,699,044							
Berrigan (S)	8,666	592,327.00	245,118.00	837,445.00	592,327.00	245,118.00	837,445.00	592,327.00	245,118.00	837,445.00	592,327.00	245,118.00	837,445.00	2,369,308	980,472	3,349,780							
Blacktown (C)	438,843	1,976,576.00	635,204.00	2,611,780.00	1,976,576.00	635,204.00	2,611,780.00	1,976,576.00	635,204.00	2,611,780.00	1,976,576.00	635,204.00	2,611,780.00	7,906,304	2,540,816	10,447,120							
Bland (S)	5,454	844,206.00	515,407.00	1,359,613.00	844,206.00	515,407.00	1,359,613.00	844,206.00	515,407.00	1,359,613.00	844,206.00	515,407.00	1,359,613.00	3,376,824	2,081,628	5,438,452							
Blayney (S)	7,767	337,063.00	146,656.00	483,719.00	337,063.00	146,656.00	483,719.00	337,063.00	146,656.00	483,719.00	337,063.00	146,656.00	483,719.00	1,348,252	586,624	1,934,876							
Blue Mountains (C)	78,891	1,124,338.00	227,172.00	1,351,510.00	1,124,338.00	227,172.00	1,351,510.00	1,124,338.00	227,172.00	1,351,510.00	1,124,338.00	227,172.00	1,351,510.00	4,497,353	908,688	5,406,041							
Bogan (S)	2,407	567,530.00	246,451.00	813,981.00	567,530.00	246,451.00	813,981.00	567,530.00	246,451.00	813,981.00	567,530.00	246,451.00	813,981.00	2,270,121	985,804	3,255,925							
Bourke (S)	2,349	861,067.00	328,409.00	1,189,476.00	861,067.00	328,409.00	1,189,476.00	861,067.00	328,409.00	1,189,476.00	861,067.00	328,409.00	1,189,476.00	3,444,268	1,313,636	4,757,904							
Brewarrina (S)	1,408	689,842.00	222,993.00	912,835.00	689,842.00	222,993.00	912,835.00	689,842.00	222,993.00	912,835.00	689,842.00	222,993.00	912,835.00	2,729,964	891,973	3,621,937							
Broken Hill (C)	17,541	824,697.00	73,863.00	898,560.00	824,697.00	73,863.00	898,560.00	824,697.00	73,863.00	898,560.00	824,697.00	73,863.00	898,560.00	3,298,788	295,452	3,594,240							
Burwood	43,346	150,873.00	46,650.00	197,523.00	150,873.00	46,650.00	197,523.00	150,873.00	46,650.00	197,523.00	150,873.00	46,650.00	197,523.00	603,492	186,600	790,092							
Byron (S)	37,826	305,168.00	208,728.00	513,896.00	305,168.00	208,728.00	513,896.00	305,168.00	208,728.00	513,896.00	305,168.00	208,728.00	513,896.00	1,220,672	834,912	2,055,584							
Cabonne	13,897	524,516.00	352,527.00	877,043.00	524,516.00	352,527.00	877,043.00	524,516.00	352,527.00	877,043.00	524,516.00	352,527.00	877,043.00	2,098,064	1,410,108	3,508,172							
Camden	141,133	478,699.00	303,070.00	781,769.00	478,699.00	303,070.00	781,769.00	478,699.00	303,070.00	781,769.00	478,699.00	303,070.00	781,769.00	1,914,796	1,212,280	3,127,076							
Campbelltown (C)	188,303	1,212,114.00	321,341.00	1,533,455.00	1,212,114.00	321,341.00	1,533,455.00	1,212,114.00	321,341.00	1,533,455.00	1,212,114.00	321,341.00	1,533,455.00	4,848,456	1,285,364	6,133,820							
Canada Bay (C)	92,255	301,750.00	102,057.00	403,807.00	301,750.00	102,057.00	403,807.00	301,750.00	102,057.00	403,807.00	301,750.00	102,057.00	403,807.00	1,207,000	408,228	1,615,228							
Canterbury-Bankstown	385,242	1,266,803.00	456,856.00	1,723,659.00	1,266,803.00	456,856.00	1,723,659.00	1,266,803.00	456,856.00	1,723,659.00	1,266,803.00	456,856.00	1,723,659.00	5,067,212	1,827,424	6,894,636							
Carrahdool (S)	2,767	728,991.00	395,827.00	1,124,818.00	728,991.00	395,827.00	1,124,818.00	728,991.00	395,827.00	1,124,818.00	728,991.00	395,827.00	1,124,818.00	2,915,964	1,583,308	4,499,272							
Central Coast	354,803	3,473,800.00	759,829.00	4,233,629.00	3,473,800.00	759,829.00	4,233,629.00	3,473,800.00	759,829.00	4,233,629.00	3,473,800.00	759,829.00	4,233,629.00	13,895,200	3,039,316	16,934,516							
Central Darling (S)	1,767	848,557.00	273,154.00	1,121,711.00	848,557.00	273,154.00	1,121,711.00	848,557.00	273,154.00	1,121,711.00	848,557.00	273,154.00	1,121,711.00	3,394,228	1,092,616	4,486,844							
Cessnock (C)	69,352	890,810.00	312,103.00	1,202,913.00	890,810.00	312,103.00	1,202,913.00	890,810.00	312,103.00	1,202,913.00	890,810.00	312,103.00	1,202,913.00	3,563,240	1,248,412	4,811,652							
Clarence Valley	56,037	1,260,577.00	633,865.00	1,894,442.00	1,260,577.00	633,865.00	1,894,442.00	1,260,577.00	633,865.00	1,894,442.00	1,260,577.00	633,865.00	1,894,442.00	5,042,308	2,535,460	7,577,768							
Cobar (S)	4,015	771,262.00	293,759.00	1,065,021.00	771,262.00	293,759.00	1,065,021.00	771,262.00	293,759.00	1,065,021.00	771,262.00	293,759.00	1,065,021.00	3,085,048	1,175,036	4,260,084							
Coffs Harbour (C)	81,248	863,510.00	382,051.00	1,245,561.00	863,510.00	382,051.00	1,245,561.00	863,510.00	382,051.00	1,245,561.00	863,510.00	382,051.00	1,245,561.00	3,454,040	1,528,204	4,982,244							
Coolamon (S)	4,613	441,989.00	221,047.00	663,036.00	441,989.00	221,047.00	663,036.00	441,989.00	221,047.00	663,036.00	441,989.00	221,047.00	663,036.00	1,767,956	884,188	2,652,144							
Coonamble (S)	3,871	533,977.00	279,375.00	813,352.00	533,977.00	279,375.00	813,352.00	533,977.00	279,375.00	813,352.00	533,977.00	279,375.00	813,352.00	2,135,908	1,117,500	3,253,408							
Cootamundra-Gundagai Re	11,424	635,415.00	263,561.00	898,976.00	635,415.00	263,561.00	898,976.00	635,415.00	263,561.00	898,976.00	635,415.00	263,561.00	898,976.00	2,541,660	1,054,244	3,595,904							
Cowra (S)	12,680	589,351.00	246,415.00	835,766.00	589,351.00	246,415.00	835,766.00	589,351.00	246,415.00	835,766.00	589,351.00	246,415.00	835,766.00	2,357,044	985,660	3,342,064							
Cumberland	252,399	928,310.00	305,084.00	1,233,394.00	928,310.00	305,084.00	1,233,394.00	928,310.00	305,084.00	1,233,394.00	928,310.00	305,084.00	1,233,394.00	3,713,240	1,220,336	4,933,576							
Dubbo Regional	56,997	1,293,970.00	588,637.00	1,882,607.00	1,293,970.00	588,637.00	1,882,607.00	1,293,970.00	588,637.00	1,882,607.00	1,293,970.00	588,637.00	1,882,607.00	5,175,880	2,354,548	7,530,428							
Dungog (S)	9,905	329,743.00	165,440.00	495,183.00	329,743.00	165,440.00	495,183.00	329,743.00	165,440.00	495,183.00	329,743.00	165,440.00	495,183.00	1,318,972	661,760	1,980,732							
Edward River	8,411	694,045.00	259,031.00	953,076.00	694,045.00	259,031.00	953,076.00	694,045.00	259,031.00	953,076.00	694,045.00	259,031.00	953,076.00	2,776,180	1,036,124	3,812,304							
Eurobodalla (S)	41,142	868,947.00	287,479.00	1,156,426.00	868,947.00	287,479.00	1,156,426.00	868,947.00	287,479.00	1,156,426.00	868,947.00	287,479.00	1,156,426.00	3,475,788	1,149,916	4,625,704							
Fairfield (C)	212,210	1,013,098.00	287,718.00	1,300,816.00	1,013,098.00	287,718.00	1,300,816.00	1,013,098.00	287,718.00	1,300,816.0													

LEETON SHIRE COUNCIL
Ordinary Council Meeting - Tuesday 26 August 2025

Ku-ring-gai	128,362	420,511.00	192,155.00	612,666.00	420,511.00	192,155.00	612,666.00	420,511.00	192,155.00	612,666.00	420,511.00	192,155.00	612,666.00	1,682,044	768,620	2,450,664
Kyogle	9,582	560,805.00	507,895.00	1,068,700.00	560,805.00	507,895.00	1,068,700.00	560,805.00	507,895.00	1,068,700.00	560,805.00	507,895.00	1,068,700.00	2,243,220	2,031,580	4,274,800
Lachlan (S)	6,113	1,053,248.00	580,514.00	1,633,762.00	1,053,248.00	580,514.00	1,633,762.00	1,053,248.00	580,514.00	1,633,762.00	1,053,248.00	580,514.00	1,633,762.00	4,212,992	2,322,056	6,535,048
Lake Macquarie (C)	221,859	2,195,150.00	475,108.00	2,670,258.00	2,195,150.00	475,108.00	2,670,258.00	2,195,150.00	475,108.00	2,670,258.00	2,195,150.00	475,108.00	2,670,258.00	8,780,600	1,900,432	10,681,032
Lane Cove (M)	42,566	150,656.00	48,686.00	199,342.00	150,656.00	48,686.00	199,342.00	150,656.00	48,686.00	199,342.00	150,656.00	48,686.00	199,342.00	602,624	194,744	797,368
Leeton (S)	11,438	624,051.00	178,102.00	802,153.00	624,051.00	178,102.00	802,153.00	624,051.00	178,102.00	802,153.00	624,051.00	178,102.00	802,153.00	2,496,204	712,408	3,208,612
Lismore (C)	43,783	743,477.00	329,495.00	1,072,972.00	743,477.00	329,495.00	1,072,972.00	743,477.00	329,495.00	1,072,972.00	743,477.00	329,495.00	1,072,972.00	2,973,908	1,317,980	4,291,888
Lithgow (C)	20,740	642,491.00	213,981.00	856,472.00	642,491.00	213,981.00	856,472.00	642,491.00	213,981.00	856,472.00	642,491.00	213,981.00	856,472.00	2,569,964	855,924	3,425,888
Liverpool (C)	254,905	959,599.00	410,170.00	1,369,769.00	959,599.00	410,170.00	1,369,769.00	959,599.00	410,170.00	1,369,769.00	959,599.00	410,170.00	1,369,769.00	3,838,396	1,640,880	5,479,076
Liverpool Plains (S)	7,670	438,888.00	232,895.00	671,783.00	438,888.00	232,895.00	671,783.00	438,888.00	232,895.00	671,783.00	438,888.00	232,895.00	671,783.00	1,755,552	931,580	2,687,132
Lockhart (S)	3,474	411,104.00	229,319.00	640,423.00	411,104.00	229,319.00	640,423.00	411,104.00	229,319.00	640,423.00	411,104.00	229,319.00	640,423.00	1,644,416	917,276	2,561,692
Lord Howe Island (Bd)	445	45,313.00	-	45,313.00	45,313.00	-	45,313.00	45,313.00	-	45,313.00	45,313.00	-	45,313.00	181,252	-	181,252
Maitland (C)	98,163	917,310.00	259,586.00	1,176,896.00	917,310.00	259,586.00	1,176,896.00	917,310.00	259,586.00	1,176,896.00	917,310.00	259,586.00	1,176,896.00	3,669,240	1,038,344	4,707,584
Mid-Coast	98,582	2,105,823.00	915,904.00	3,021,727.00	2,105,823.00	915,904.00	3,021,727.00	2,105,823.00	915,904.00	3,021,727.00	2,105,823.00	915,904.00	3,021,727.00	8,423,292	3,863,616	12,086,908
Mid-Western Regional	26,214	748,090.00	421,310.00	1,169,400.00	748,090.00	421,310.00	1,169,400.00	748,090.00	421,310.00	1,169,400.00	748,090.00	421,310.00	1,169,400.00	2,992,360	1,685,240	4,677,600
Moree Plains (S)	12,816	873,530.00	490,493.00	1,364,023.00	873,530.00	490,493.00	1,364,023.00	873,530.00	490,493.00	1,364,023.00	873,530.00	490,493.00	1,364,023.00	3,494,120	1,961,972	5,456,092
Mosman (M)	29,253	99,472.00	37,792.00	137,264.00	99,472.00	37,792.00	137,264.00	99,472.00	37,792.00	137,264.00	99,472.00	37,792.00	137,264.00	397,888	151,168	549,056
Murray River	13,562	922,679.00	500,039.00	1,422,718.00	922,679.00	500,039.00	1,422,718.00	922,679.00	500,039.00	1,422,718.00	922,679.00	500,039.00	1,422,718.00	3,690,716	2,000,156	5,690,872
Murrumbidgee	3,658	546,391.00	279,180.00	825,571.00	546,391.00	279,180.00	825,571.00	546,391.00	279,180.00	825,571.00	546,391.00	279,180.00	825,571.00	2,185,564	1,116,720	3,302,284
Muswellbrook (S)	16,817	486,594.00	152,920.00	639,514.00	486,594.00	152,920.00	639,514.00	486,594.00	152,920.00	639,514.00	486,594.00	152,920.00	639,514.00	1,946,376	611,680	2,558,056
Nambucca Valley	20,986	522,373.00	208,213.00	730,586.00	522,373.00	208,213.00	730,586.00	522,373.00	208,213.00	730,586.00	522,373.00	208,213.00	730,586.00	2,089,492	832,852	2,922,344
Narrabri (S)	12,796	837,969.00	409,294.00	1,247,263.00	837,969.00	409,294.00	1,247,263.00	837,969.00	409,294.00	1,247,263.00	837,969.00	409,294.00	1,247,263.00	3,351,876	1,637,176	4,989,052
Narrandera (S)	5,687	574,770.00	267,149.00	841,919.00	574,770.00	267,149.00	841,919.00	574,770.00	267,149.00	841,919.00	574,770.00	267,149.00	841,919.00	2,299,080	1,068,596	3,367,676
Narramine (S)	6,432	521,737.00	247,874.00	769,611.00	521,737.00	247,874.00	769,611.00	521,737.00	247,874.00	769,611.00	521,737.00	247,874.00	769,611.00	2,086,948	991,496	3,078,444
Newcastle (C)	176,860	1,670,896.00	299,556.00	1,970,452.00	1,670,896.00	299,556.00	1,970,452.00	1,670,896.00	299,556.00	1,970,452.00	1,670,896.00	299,556.00	1,970,452.00	6,683,584	1,198,224	7,881,808
North Sydney	72,909	239,114.00	77,569.00	316,683.00	239,114.00	77,569.00	316,683.00	239,114.00	77,569.00	316,683.00	239,114.00	77,569.00	316,683.00	956,456	310,276	1,266,732
Northern Beaches	270,772	887,128.00	367,360.00	1,254,488.00	887,128.00	367,360.00	1,254,488.00	887,128.00	367,360.00	1,254,488.00	887,128.00	367,360.00	1,254,488.00	3,548,512	1,469,440	5,017,952
Oberon	5,604	348,735.00	164,607.00	513,342.00	348,735.00	164,607.00	513,342.00	348,735.00	164,607.00	513,342.00	348,735.00	164,607.00	513,342.00	1,394,940	658,428	2,053,368
Orange (C)	44,610	615,391.00	203,756.00	819,147.00	615,391.00	203,756.00	819,147.00	615,391.00	203,756.00	819,147.00	615,391.00	203,756.00	819,147.00	2,461,564	815,024	3,276,588
Parkes (S)	14,236	740,367.00	362,770.00	1,103,137.00	740,367.00	362,770.00	1,103,137.00	740,367.00	362,770.00	1,103,137.00	740,367.00	362,770.00	1,103,137.00	2,961,468	1,451,080	4,412,548
Paramatta (C)	274,566	1,058,719.00	341,030.00	1,399,749.00	1,058,719.00	341,030.00	1,399,749.00	1,058,719.00	341,030.00	1,399,749.00	1,058,719.00	341,030.00	1,399,749.00	4,234,876	1,364,120	5,598,996
Penrith (C)	228,661	1,253,348.00	445,550.00	1,698,898.00	1,253,348.00	445,550.00	1,698,898.00	1,253,348.00	445,550.00	1,698,898.00	1,253,348.00	445,550.00	1,698,898.00	5,013,392	1,782,200	6,795,592
Port Macquarie-Hastings	90,835	1,036,694.00	480,397.00	1,517,091.00	1,036,694.00	480,397.00	1,517,091.00	1,036,694.00	480,397.00	1,517,091.00	1,036,694.00	480,397.00	1,517,091.00	4,146,776	1,921,588	6,068,364
Port Stephens	78,906	887,442.00	217,324.00	1,104,766.00	887,442.00	217,324.00	1,104,766.00	887,442.00	217,324.00	1,104,766.00	887,442.00	217,324.00	1,104,766.00	3,549,768	869,296	4,419,064
Queanbeyan-Palerang Reg	66,855	602,643.00	456,148.00	1,058,791.00	602,643.00	456,148.00	1,058,791.00	602,643.00	456,148.00	1,058,791.00	602,643.00	456,148.00	1,058,791.00	2,410,572	1,824,592	4,235,164
Randwick (C)	144,598	471,470.00	169,993.00	641,463.00	471,470.00	169,993.00	641,463.00	471,470.00	169,993.00	641,463.00	471,470.00	169,993.00	641,463.00	1,885,880	679,972	2,565,852
Richmond Valley	23,892	642,413.00	267,480.00	909,893.00	642,413.00	267,480.00	909,893.00	642,413.00	267,480.00	909,893.00	642,413.00	267,480.00	909,893.00	2,569,652	1,069,920	3,639,572
Ryde (C)	139,047	461,676.00	161,459.00	623,135.00	461,676.00	161,459.00	623,135.00	461,676.00	161,459.00	623,135.00	461,676.00	161,459.00	623,135.00	1,846,704	645,836	2,492,540
Shellharbour (C)	81,566	698,578.00	182,176.00	880,754.00	698,578.00	182,176.00	880,754.00	698,578.00	182,176.00	880,754.00	698,578.00	182,176.00	880,754.00	2,794,312	728,704	3,523,016
Shoalhaven (C)	110,803	1,347,605.00	608,286.00	1,955,891.00	1,347,605.00	608,286.00	1,955,891.00	1,347,605.00	608,286.00	1,955,891.00	1,347,605.00	608,286.00	1,955,891.00	5,390,420	2,433,144	7,823,564
Silverton (VC)	35	5,713.00	-	5,713.00	5,713.00	-	5,713.00	5,713.00	-	5,713.00	5,713.00	-	5,713.00	22,852	-	22,852
Singleton	25,639	371,237.00	231,019.00	602,256.00	371,237.00	231,019.00	602,256.00	371,237.00	231,019.00	602,256.00	371,237.00	231,019.00	602,256.00	1,484,948	924,076	2,409,024
Snowy Monaro Regional	22,292	1,111,786.00	466,916.00	1,578,702.00	1,111,786.00	466,916.00	1,578,702.00	1,111,786.00	466,916.00	1,578,702.00	1,111,786.00	466,916.00	1,578,702.00	4,447,144	1,867,664	6,314,808
Snowy Valleys	14,955	756,621.00	235,370.00	991,991.00	756,621.00	235,370.00	991,991.00	756,621.00	235,370.00	991,991.00	756,621.00	235,370.00	991,991.00	3,026,484	941,480	3,967,964
Strathfield (M)	48,495	148,142.00	50,313.00	198,455.00	148,142.00	50,313.00	198,455.00	148,142.00	50,313.00	198,455.00	148,142.00	50,313.00	198,455.00	592,568	201,252	793,820
Sutherland (S)	238,614	807,213.00	345,651.00	1,152,864.00	807,213.00	345,651.00	1,152,864.00	807,213.00	345,651.00	1,152,864.00	807,213.00	345,651.00	1,152,864.00	3,228,852	1,382,604	4,611,456
Sydney (C)	237,278	793,657.00	241,028.00	1,034,685.00	793,657.00	241,028.00	1,034,685.00	793,657.00	241,028.00	1,034,685.00	793,657.00	241,028.00	1,034,685.00	3,174,627	964,113	4,138,740
Tamworth Regional	65,908	1,057,941.00	728,660.00	1,786,601.00	1,057,941.00	728,660.00	1,786,601.00	1,057,941.00	728,660.00	1,786,601.00	1,057,941.00	728,660.00	1,786,601.00	4,231,764	2,914,638	7,146,402
Temora (S)	6,023	426,189.00	223,857.00	650,046.00	426,189.00	223,857.00	650,046.00	426,189.00	223,857.00	650,046.00	426,189.00	223,857.00	650,046.00	1,704,756	895,428	2,600,184
Tenterfield (S)	7,081	602,522.00	269,581.00	872,103.00	602,522.00	269,581.00	872,103.00	602,522.00								



Financial assistance grants 2025-26

Local Government Financial Assistance Grants (FA Grants) help local councils deliver services to their communities. The Australian Government determines the pool of FA Grants available, and this is paid annually to councils by the NSW Government based on recommendations from the Local Government Grants Commission.

The Commission uses a refined model to direct funding to councils with the greatest relative disadvantage. This is typically rural and remote councils with limited revenue capacity.

This funding is untied and paid to NSW's 128 councils, as well as the Lord Howe Island Board, and the Village Committees of Silverton and Tibooburra.

The NSW Local Grants Commission consists of four members appointed for maximum terms of five years.

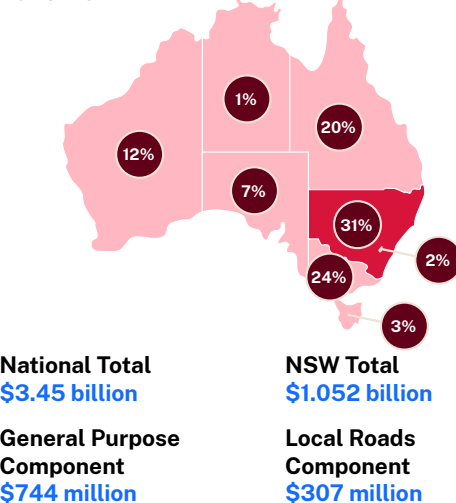
The current membership of the Commission is:

- Linda Scott** –Chair
- Brett Whitworth** –Deputy Chair
- Leanne Barnes PSM OAM** –Commissioner
- Jason Hamling** –Commissioner

The Commission has started the process of reviewing the formula for the allocation of FA Grants. This will open for consultation later in the 2025-26 financial year.

In June 2025, the Australian Government paid approximately 50% of the 2025-26 grants in advance. The remainder of the grant allocation will be paid in quarterly instalments.

Financial Assistance Grant Distribution for 2025-26



Funds allocated to NSW are based on the National Principles as part of Federal legislation, being the Local Government (Financial Assistance) Act 1995.

Total Grant Calculation

The FA Grant comprises two components: the General Purpose Component (GPC) and the Local Roads Component (LRC). Grant distribution is based on operational expenditure, not capital works. While 65% of the state's population lives in metropolitan councils, they receive only 25% of the grant funding. The remaining funds are distributed to regional, rural, and remote councils.

General Purpose Component (GPC)

The GPC allocation is based on council expenditure and is also subject to a minimum grant per capita. In 2025-26, that amount is \$26.34.

Compared to 2024-25, in 2025-26 the range to which an individual council's annual GPC can vary will be a maximum increase of 6% or a maximum decrease of 4%.

Range of general purpose grants	\$468,454 - \$27,412,231
Population of NSW (as of 30 June 2024)	8,478,330
Average per capita general purpose grant	\$429.64
Highest per capita general purpose grant	\$3,804.04
Minimum per capita general purpose grant	\$26.34



Local Roads Component (LRC)

The LRC is allocated so that local government entities can preserve their road assets. As much as possible, allocations are based on the relative needs of each local government entity's expenditure on roads.

Local road length in NSW	149,463 km
Bridge length (>6m) in NSW	176,834 M
Average local roads grant/km	\$2,400,403
Highest local roads grant/km	\$7,417,072
Lowest local roads grant/km	\$163,870



8.1. GENERAL MANAGER'S MATTERS

ITEM 8.1.1. YANCO AND WHITTON COMMUNITY DEVELOPMENT ACTION PLANS

AUTHOR/S: Manager Business Services

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the finalised Yanco Community Development Action Plan (**Attachment 1**) and Whitton Community Development Action Plan (**Attachment 2**) for noting.

These Community Development Action Plans were developed through extensive community consultation, with strong support from Leeton Shire Council, Rural Aid Pty Ltd, and community development specialist Peter Kenyon. The plans outline locally driven initiatives and priorities that aim to foster vibrant, resilient, and connected communities in Yanco and Whitton.

RECOMMENDATION

THAT Council notes for information the final versions of the Yanco (**Attachment 1**) and Whitton (**Attachment 2**) Community Development Action Plans, which reflect Council's commitment to supporting community-led initiatives through ongoing collaboration with residents and stakeholders.

REPORT

(a) Background

In March 2025, Council collaborated with expert place activation specialist and facilitator Peter Kenyon and community funded not-for-profit Rural Aid Pty Ltd, to facilitate and deliver Community Development Action Plans (CAPs) for the small villages of Yanco and Whitton, which are both important small communities with rich histories in Leeton Shire.

The purpose of this project was to engage with a wide range of community stakeholders to capture the aspirations and needs of each community now and into the future with the end outcome being a clear road map of how these ideas and goals could be achieved.

(b) Discussion

Below is a summary of the activities that were undertaken to support the development of the Yanco (**Attachment 1**) and Whitton (**Attachment 2**) Community Development Action Plans.

Yanco Community Opportunity Workshop

Council met face-to-face with 75 community people via targeted individual stakeholder meetings (business people and longstanding community volunteers) as well as a community opportunity workshop held for all community members.

The insights, opinions and ideas of the students of Yanco Public School and Yanco Agricultural High School students were also captured via fun and engaging face-to-face workshops and were greatly valued in the formulation of the Yanco Community Development Action Plans.

Whitton Community Opportunity Workshop

Council met with 60 community people via targeted individual stakeholder meetings (business people and longstanding community volunteers) as well as a community opportunity workshop held for all community members. The enthusiastic contributions of opinions and ideas by students at Whitton-Murrumbidgee Public School were captured in an interactive face-to-face workshop held with the students at the school.

Acknowledgements

Council wishes to formally acknowledge the significant contributions of community members involved in the development of the Yanco and Whitton Community Development Action Plans including the unwavering support from the Yanco and Whitton Town Improvement Committee members.

Sincere thanks go to Tracey Hamilton and Tessa Hamilton (Yanco Town Improvement Committee), and to Tracy Catlin, Lorraine Kefferd, and Margaret Strong (Whitton Town Improvement Committee), who devoted many hours to reviewing multiple drafts of their respective Plans.

Council thanks Peter Kenyon for his inspirational facilitation of stakeholder engagements.

Council also gratefully acknowledges the partnership with Rural Aid Pty Ltd, which has supported this project from inception. In addition to facilitation and planning support, Rural Aid has generously committed \$10K in seed funding to each of the Yanco and Whitton communities. This funding will enable each Town Improvement Committee to kickstart a priority project identified in their respective Plans—a valuable boost to ongoing town improvement efforts.

Ongoing Monitoring and Reporting

Both the Yanco and Whitton Community Development Action Plans will be reviewed on a quarterly basis. Progress updates will be provided to Council as part of the regular reporting from the Yanco Town Improvement Committee and the Whitton Town Improvement Committee.

(c) Options

THAT Council:

1. Notes the Yanco (**Attachment 1**) and Whitton (**Attachment 2**) Community Development Action Plans. **This is the recommended option.**
2. Notes the Yanco (**Attachment 1**) and Whitton (**Attachment 2**) Community Development Action Plans with changes.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Council allocated \$10K towards the development of the Yanco and Whitton Community Development Action Plans. This was augmented by \$10K of co-contribution by Rural Aid Pty Ltd.

This funding supported the following components:

- Community engagement facilitation delivered by Peter Kenyon, including workshops, travel costs and consultation sessions within both communities;
- Drafting and development of the final Community Development Action Plans for Yanco and Whitton;
- Professional design and printing of 150 high-quality booklets per community (total of 300 booklets), ensuring each community received accessible and visually engaging documents to support local implementation and ownership.

This investment reflects Council's ongoing commitment to supporting place-based planning and community-led initiatives in our towns and villages.

(b) Policy

Child Safe Policy
Whitton Town Improvement Committee Terms of Reference
Yanco Town Improvement Committee Terms of Reference
Volunteer Handbook

(c) Legislative/Statutory

Nil

(d) Risk

There are no immediate financial risks as these plans are aspirational in nature. However, it is important to note that there are a large number of actions in each plan in which both the Yanco and Whitton Town Improvement Committees wanted listed in their plans to accurately reflect their wants and needs for the future.

CONSULTATION

(a) External

- Yanco community members – 35 in attendance at Community Opportunity Workshop
- Whitton community members - 25 in attendance at Community Opportunity Workshop

- 2 x representatives from Tocal College Yanco Institute
- 2 x representatives from Yanco CWA
- Yanco Agricultural High School Principal
- Yanco Public School Principal
- Yanco Shop owner
- Year 3 to Year 6 students of Yanco Public School
- Yanco All Servicemen's Club Secretary Manager
- 4 x Yanco Powerhouse Museum and Miniature Railway volunteers
- Whitton Post Office Owner
- 2 x representatives from Whitton Malt House
- Whitton-Murrumbidgee Public School Principal
- All students of Whitton-Murrumbidgee Public School Principal
- Rice Bowl Hotel Managers
- 4 x representatives of the Whitton Bowling and Recreation Club
- 4 x Representatives of Leeton Connect

(b) Internal

Councillors
Communications Coordinator
Yanco Town Improvement Committee Members
Whitton Town Improvement Committee Members

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

1. Community Services and Community Development
 - 1.11 Facilitate the implementation of town improvement planning in Whitton and Yanco in collaboration with local residents.
 - 1.11.1 Support the implementation of a Town Improvement Plan in Yanco (355 Committee).
 - 1.11.2 Support the implementation of a Town Improvement Plan in Whitton (355 Committee).

ATTACHMENTS

1. Yanco Community Action Plan **[8.1.1.1 - 16 pages]**
2. Whitton Community Action Plan **[8.1.1.2 - 16 pages]**

Yanco

Community Development Action Plan



August 2025

Foreword



Welcome to the Yanco Community Action Plan — a shared vision for the future of our village, proudly the “Gateway to the MIA” (Murrumbidgee Irrigation Area).

Nestled within the Leeton Shire in the heart of south-western New South Wales, Yanco, though small in size, is rich in spirit and ambition. Our community is shaped by its diversity — from our two thriving schools that nurture the next generation, to our passionate sporting clubs, and the tireless efforts of local service organisations who give so much back.

This Plan has been developed with one goal in mind: to help Yanco not only grow, but flourish. Like many small towns, we face evolving challenges — from changes in population and economy, to ensuring that our community remains a vibrant, inclusive place to live, work, and visit. But these challenges also bring opportunities.

This document is more than just a roadmap — it is a reflection of who we are and who

we aspire to be. A community with heart, purpose, and a clear direction forward.

We would like to extend our heartfelt thanks to Rural Aid and Leeton Shire Council for their generosity, and to Peter Kenyon for your time listening, encouraging and facilitating our community workshop along with the small group gatherings.

The voices and ideas of our residents, students, businesses, community groups and local leaders have come together to produce this document.

We invite all who call Yanco home — and those yet to discover our special corner of the MIA — to walk this journey with us.

Together, we will continue to make Yanco a place we are all proud of.

Written by members of YTIC (Yanco Town Improvement Committee)

Our Story

Yanco is a unique and historically rich locality within the Shire of Leeton, in south-western New South Wales. Situated along the banks of the Murrumbidgee River in the Riverina region, Yanco holds a proud legacy as the pioneering hub of irrigation, agriculture, and community-driven development. Today, it continues to be a vibrant centre that blends its historical significance with contemporary growth, maintaining a strong sense of identity and local pride.

The traditional custodians of the Yanco area are the Wiradjuri people, whose deep cultural connections to the land and waterways have shaped the region for thousands of years. The name “Yanco” itself is believed to have Indigenous origins, reflecting the area’s enduring Aboriginal heritage. The Wiradjuri people’s knowledge of the environment, including sustainable land and water management, continues to influence conservation and agricultural practices in the region today.

European settlement in Yanco began in the mid-19th century, with the establishment of large pastoral stations. One of the most significant milestones in Yanco’s history came with the development of irrigation schemes in the early 20th century, spearheaded by Sir Samuel McCaughey. His pioneering irrigation system transformed the region into a highly productive agricultural zone, setting the foundation for Yanco’s continued prosperity. The construction of the Murrumbidgee Irrigation Area (MIA) in the 1910s cemented Yanco’s role as an essential centre for farming and water management in New South Wales.

The arrival of the railway further accelerated growth, linking Yanco to the broader state network and enabling the expansion of industries such as citrus farming, viticulture, and rice production. The Yanco Agricultural Institute, founded in 1908 as the Yanco Experimental Farm, has had many purposes throughout its history including a major centre for agricultural research and education, but also functioned as a prisoner of war camp in WWII. The establishment of

Yanco Agricultural High School in 1922 was another pivotal development, reinforcing the locality’s reputation for agricultural education and innovation. The school remains a key institution, nurturing future generations of farmers, agribusiness professionals, and community leaders.

Over the years, Yanco has maintained a close-knit community spirit, evident in its many clubs, organisations, and volunteer groups. The Yanco CWA and Yanco All Servicemen’s Club are greatly valued institutions with proud histories. The Yanco Powerhouse Museum, housed in an historic hydroelectric station, stands as a testament to the town’s industrial heritage and commitment to preserving local history. Cultural and sporting groups, including equestrian, cricket, and football clubs, contribute to the region’s strong community identity and social cohesion.

Yanco’s natural environment is another source of local pride. The Murrumbidgee River provides not only essential irrigation, but also recreational opportunities, with fishing, boating, and nature walks attracting both residents and visitors. The nearby Fivebough Wetlands, an internationally recognised Ramsar-listed site, showcases the region’s rich biodiversity and supports conservation efforts for migratory bird species.

Economically, Yanco continues to thrive through its diverse agricultural base, including citrus, rice, grapes, and livestock production. Emerging opportunities in agritourism, eco-tourism, and value-added agricultural enterprises are further strengthening the local and district economy. As sustainability and climate resilience become increasingly important, Yanco’s innovative farming community is adapting new technologies and practices to ensure long-term viability.

Moving forward, Yanco aims to build on its rich heritage while embracing new opportunities for sustainable growth, ensuring it remains a proud and resilient community for generations to come.

Our Vision

A Vision Statement is a vivid description of what our community aspires to become, without its current barriers, but tied to what we value as a community.

The statement below is our intended outcome:

To retain our small-town appeal and can-do community spirit through building strong community engagement and collaboration, and utilising our unique heritage, environmental, educational and agricultural assets.

Our Guiding Values

Guiding values are the fundamental, moral, and ethical beliefs that we share as a community. They represent core principles and capture what our community considers important. They help foster trust, respect, collaboration, and unity.

The following seven guiding values and attitudes provide the context for our community's identified actions and initiatives, namely:

- **Respect for our Heritage:** Appreciating our unique heritage, stories and traditions and their importance in community and economic development.
- **Respect for our Environment:** Valuing and protecting our beautiful natural environment, its diverse and prolific wildlife and our productive farmlands.
- **Resilience:** Ensuring positive and can-do attitudes and behaviours to deal with adversity and change.
- **Our Small-Town Lifestyle & Charm:** Retaining our unique sense of small-town way of life, neighbour connections and rural landscapes.
- **Sense of Community:** Ensuring all our community members experience a deep sense of connection, inclusion, and contribution.
- **Embracing New Opportunities:** Building upon our local assets, capacities and creativity; and facilitating opportunities that enable all our residents to see and experience their community as a place of opportunity.
- **Pride:** Encouraging pride and times of celebration relating to our heritage, uniqueness and achievements.



Our Goals

Community goals are broad statements of intent that direct our efforts towards accomplishing our vision in line with our guiding principles.

Below are the six community goals which guide our community aspirations, namely:

- To promote and showcase Yanco as a great place to stop, stay, experience, and reside, especially through a vibrant and welcoming town centre
- To support and encourage active community engagement and volunteerism
- To promote Yanco as the “Gateway to the Murrumbidgee Irrigation Area (MIA)”
- To create an environment where our young people feel involved, supported and empowered, and will consider staying in or returning to our community for work, business, family and lifestyle opportunities
- To retain our strong sporting and cultural clubs, events, facilities and traditions
- To preserve, maintain and strengthen our community assets and heritage, including our local educational and agricultural institutions

Our Challenges

Like many small inland rural communities, our community needs to respond creatively to a series of demographic, social, economic and environmental challenges. These issues include:

- An ageing population
- Volunteer fatigue and declining numbers, and dependence on a few proactive community members – declining community engagement
- Loss of Lions Club
- Loss of staff and functions at the Yanco Agricultural Institute
- Tourism challenges, especially seasonal nature and limited tourist product
- Tired signage
- Business loss and gaps
- Lack of rental accommodation
- Declining recreational options
- Lack of early childhood services and childcare
- Cost of living challenges
- Proximity to Leeton
- Lack of town identity separate from Leeton
- Main street appearance
- Decline in community gatherings and special events
- High freight costs
- Poor connectivity
- Water recovery measures
- Limited public transport options



Our Assets

People

- 744 residents, 143 families
- Safe, connected community
- Community volunteers, free town gardener, committees, dedicated locals, local Councillors and MPs
- Public school students, YAHS students, teenagers, young migrant workers, retirees
- Staff of YAHS and YAI
- Board, staff and Ladies Auxiliary of YASC
- YPS Chaplain, YPS Breakfast Program
- YAHS Alumni, Old Yanconians
- Narrungadera Wiradjuri People
- Mulga the Artist
- Professionals – researchers, teachers, priest
- Farmers, local business owners, tradespeople
- Former residents still interested the town
- Fundraising raffles

Culture, Stories & Sources of Pride

- Narrungadera Wiradjuri culture
- Story of Samuel McCaughey
- Historical Sites: Samuel McCaughey Monument, Cudgel Creek (first irrigation water), water trough, McCaughey Mansion, former POW (Prisoner of War) campsite, old shop fronts, art deco buildings, YAI Hall, duck pond bridge, mile pegs
- Agricultural heritage, Irrigation heritage
- POW stories, Italian heritage, Catholic Church heritage
- Powerhouse Museum, Miniature Railway, trainspotting
- Birdlife
- Lyrics, Landscapes & Lintels Public Art Trail, Compass Stature
- Art Deco Way
- Legacy of Yanco Lions and Yanco CWA
- Separate identity to Leeton

Institutions

- Yanco Agricultural High School
- Yanco Public School
- Yanco Agricultural Institute – DPIRD Tocal College Yanco Campus
- Rural Fire Service
- NSW National Parks & Wildlife Service
- Eventide Homes
- Leeton & District Local Aboriginal Land Council
- RDA Riverina
- WaterNSW
- Leeton Connect, Leeton Rotary
- DPIRD
- Murrumbidgee Landcare
- Transport for NSW
- Leeton Visitors Information Centre
- Murrumbidgee Field Naturalists
- Leeton High School
- Visiting services: Australian Unity, Kurrajong, MyPlan Connect, Community Transport, Meals on Wheels

Our Assets

Physical

- Gateway to the Murrumbidgee Irrigation Area
- 199 private dwellings
- Parks & outdoor recreation: Bicentennial McCaughey Park, Waring Park, splash pad, football oval
- Natural Features: duck lake, mainstreet palm trees, wetlands, Murrumbidgee River, boat ramp, Middle Beach, ski beach, bike/walking track, Murrumbidgee Valley National Park (Billenbah, Euroley), dog park
- Infrastructure: Silos, disused railway line to Hay, water tower, train tracks, main canal, Euroley Bridge
- Burrinjack Dam, Turkey Flat
- Sculptures & statues
- Christmas decorations
- Yanco Hall, Yanco All Servicemen's Club
 - Mainstreet businesses
 - Proximity to Leeton
 - Affordable housing blocks

Social Networks

- Yanco Town Improvement Committee
- Yanco All-Servicemen's Club Ltd
- Yanco CWA
- Yanco Hall Committee, Yanco Powerhouse Museum Association Committee, YASC Ladies Auxiliary, Pride Committee
- Murrumbidgee Landcare
- Catholic Church
- Sporting Clubs: Yanco-Wamoon Hawks Football Club, Yanco/Leeton Swimming Club, Hawks Football Team, Pony Club, Shooting Club
- Bingo, Darts & Snooker Competitions
- Event Committees
- Facebook sites
- The Irrigator newspaper
- YPC Little Learners

Economic

- Businesses & Services: hotel, club, convenience store & post office, builder, painter, gardening services, Yanco Palace
- Events: Hall Markets, Twilight Markets, YAHS Gala Day
- Agriculture: Affordable Farms (citrus), Walnut Plantation, Almond Farms, JBS Feedlot, GrainCorp Silos
- YASC Recycling
- Trucking Route (Irrigation Road), Access to Sturt Hwy
- Sandy Beach campground, Middle Beach campground
 - Tocal College – Yanco Campus, Amaroo Motel
 - Cudgel Creek Pit Mine





Our Strategies & Actions

Theme One Family-Friendly Appeal

ACTIONS

1

1. Instigate a **calendar of events that foster family-friendly community social occasions** e.g. family fun day, beach sports carnival, outdoor movie nights, Easter egg hunt, Christmas in July etc.
Timeframe: Immediate and Ongoing
2. Advocate to the Leeton Shire Council for **priority family/youth recreational facility projects**, namely:
 - Construction of a skatepark/BMX track
 - Revitalisation of tennis courts
 - Completion of footpath around duck park
 - Improvements to Waring Park facilities
 - Better access to Middle Beach**Timeframe: Immediate and Ongoing**

LEAD GROUPS

YTIC

POTENTIAL PARTNERS

LSC
YCWA
YPS
YASC
YPS P&C

YAHS
YPMA
LDLALC
Leeton Connect
Leeton Rotary

Theme Two Town Entrances & Signage

ACTIONS

2

1. Undertake a **Signage Audit** and implement improvements, including out of town advertising, town entry statements and directional signage.
 - Form Signage Task Team.
 - Develop assessment tool.
 - Undertake audit.
 - Review and determine recommendations for improvement.
 - Share impressions and suggestions with LSC and Yanco community.**Timeframe: Short Term**
2. Instigate a specific community dialogue and planning initiative to design and implement an **attractive town entrance sign** highlighting Yanco as the 'Gateway to MIA'.
Timeframe: Short to Medium Term

LEAD GROUPS

YTIC
LSC

POTENTIAL PARTNERS

Yanco business community
RA

BOI
YAHS students

Our Strategies & Actions

Theme Three

Mainstreet Beautification

ACTIONS

3

1. Initiate a **Mainstreet Beautification Project**

- Establish a Mainstreet Beautification Task Team of YTIC.
- Undertake an audit of existing street presentation.
- Seek ideas and suggestions from Yanco residents, businesses and students.
- Create prioritised beautification options.
- Seek support and implement opportunities to continually celebrate achievements.

Timeframe: Immediate and Ongoing

2. Instigate a **Heritage Building Façade Facelift Project**

- Establish a Task Team of volunteers committed to improving the appearance of old buildings in the Mainstreet.
- Seek collaboration of owners of key old buildings in the mainstreet to allow a community project to paint and repair facades of their buildings.
- Identify and secure a grant to fund a paint and building materials budget.
- Advertise and convene a set of busy bee events to systematically upgrade façade appearances.

Timeframe: Immediate and Ongoing

3. Advocate to Leeton Shire Council regarding **improvements of footpaths in the Mainstreet.**

Timeframe: Immediate and Ongoing

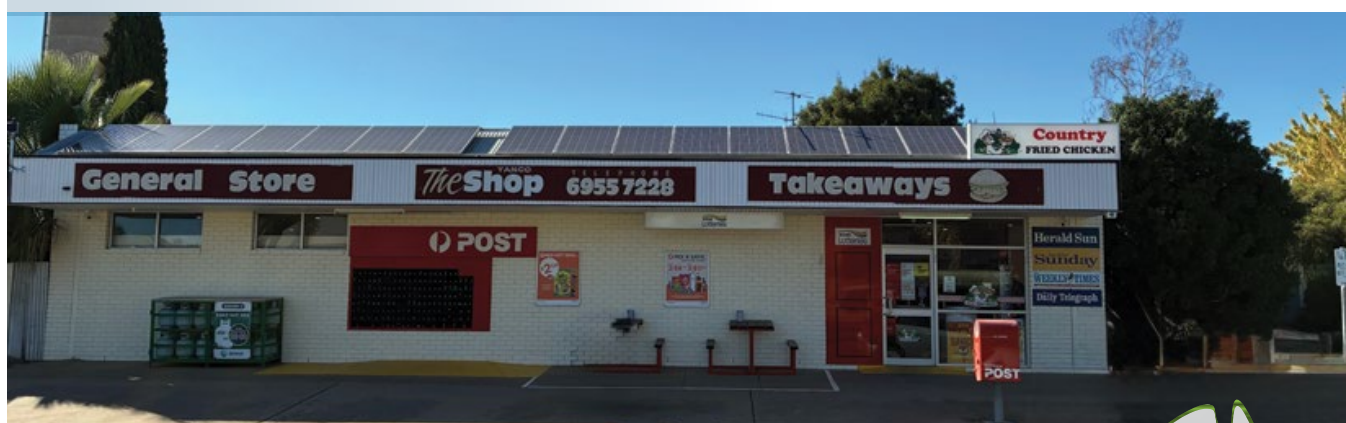
LEAD GROUPS

YTIC
LSC

POTENTIAL PARTNERS

Yanco business community
YASC
YAHS students
RA

RDA Riverina
NSW SCP
Leeton Rotary



Our Strategies & Actions

Theme Four

Community Building Initiatives

ACTIONS



1. Support the Yanco Public School and their P & C with fund raising activities to purchase a **school bus** to enable cost reduction for school excursions.

Timeframe: Immediate and Ongoing

2. Design, implement and maintain a **'Community Asset Map'** that identifies the skills and passions of residents of the Yanco community. Use this map to invite resident involvement in community initiatives and task teams based on their gifts.

Timeframe: Immediate and Ongoing

3. Establish a 'Welcome to Yanco' Task Team of YTIC who compile and distribute a **'Welcome Kit'** and coordinate an annual **'Welcome to Yanco' event**.

Timeframe: Immediate and Ongoing

4. Establish a Task Team to develop and implement a **Yanco Community Garden or community pocket gardens**.

Timeframe: Immediate and Ongoing

5. Instigate a **quarterly networking meeting of all Yanco community groups** to share future proposed actions, common issues, and opportunities and ways to strengthen collaboration on events.

Timeframe: Immediate and Ongoing

6. Initiate conversations with **Yanco Agricultural High School** regarding greater student engagement with Yanco community organisations, and ongoing student input to Yanco community developments.

Timeframe: Immediate and Ongoing

LEAD GROUPS

YTIC
LSC
YPS
YPS P&C

POTENTIAL PARTNERS

YASC
Yanco business community
YAHS and students
YCWA
YAI
LDLALC
Leeton Rotary
NSW SCP
RA
BOI

Our Strategies & Actions

Theme Five

Expanding Tourism & Business Options

ACTIONS

5

1. Develop a specific **Yanco Tourism Strategy** through the formation of a Tourism Strategy Task Team that:
 - Audits current tourism attractions, facilities, events, trails and initiatives, and actions to enhance appeal and use.
 - Identifies opportunities to create new tourism products, especially related local heritage, educational agricultural and water assets.
 - Recommends ways to enhance marketing, customer service, community storytelling and operator networking.

Timeframe: Immediate to Medium Term

2. Instigate an **entrance sign highlighting Yanco's needs and opportunities for specific businesses**. Trial this initiative with a sign seeking a hairdresser.

Timeframe: Immediate and Ongoing

3. Support the **Yanco All-Servicemen's Club** with two projects to enhance greater use of the Club and their services, namely:
 - Fundraising for a Club lift to enhance access to the upper floor.
 - Planning for the creation of a free caravan site behind the Club.

Timeframe: Immediate and Ongoing

4. Establish a Task Team to promote, initiate and advocate for a **walking track between Ski and Middle Beaches**.

Timeframe: Immediate and Ongoing

5. Support the **Yanco Powerhouse Museum Association** to grow its volunteer base, exhibit spaces, visitor numbers, and range of visitor activities.

Timeframe: Immediate and Ongoing

6. Seek support from the Leeton Visitor Information Centre for a **QR code system** for Yanco tourism information.

Timeframe: Immediate

7. Support the continuation and expansion of the **Twilight and Hall Markets**.

Timeframe: Immediate and Ongoing

8. Initiate dialogue with **Yanco Agricultural Institute** regarding greater utilisation of their facilities, including kitchen, conference spaces and Amaroo Motel.

Timeframe: Short-Term and Ongoing

LEAD GROUP

YTIC
LSC
LVIC
YASC

POTENTIAL PARTNERS

Yanco business community
YPMA
LDLALC
YAHS
YAI
YCWA
LMAG
RDA Riverina

BBRF
NPWS
ML
NSW SCP
Riverina Tourism
NSW Destination Tourism
RA

Our Strategies & Actions

Theme Six

Ageing in Place

ACTIONS

6

- 1. Explore and pursue options and funding possibilities to develop a Yanco model based on the **‘Staying in Place’ initiative**, similar to the Bell Cares model now being implemented in 60+ small towns nationwide.
Timeframe: Immediate and Ongoing
- 2. Encourage and coordinate **services operating in the Leeton Shire Council to help seniors better navigate health and ageing options.**
Timeframe: Short-Term and Ongoing
- 3. Create a Task Team for the establishment of a **Community Shed (Men’s and Women’s)** in Yanco.
Timeframe: Immediate and Ongoing
- 4. Advocate to health services in Leeton for **weekly doctors’ surgery visit** to Yanco.
Timeframe: Immediate and Ongoing
- 5. Advocate for **improved transport options** to and from Leeton.
Timeframe: Immediate and Ongoing

LEAD GROUP

LSC
YTIC
YCWA

POTENTIAL PARTNERS

Bell Cares
Visiting service groups
Eventide Homes
AMSA

YPMA
YASC
FRRR



YANCO | COMMUNITY DEVELOPMENT ACTION PLAN

Abbreviations

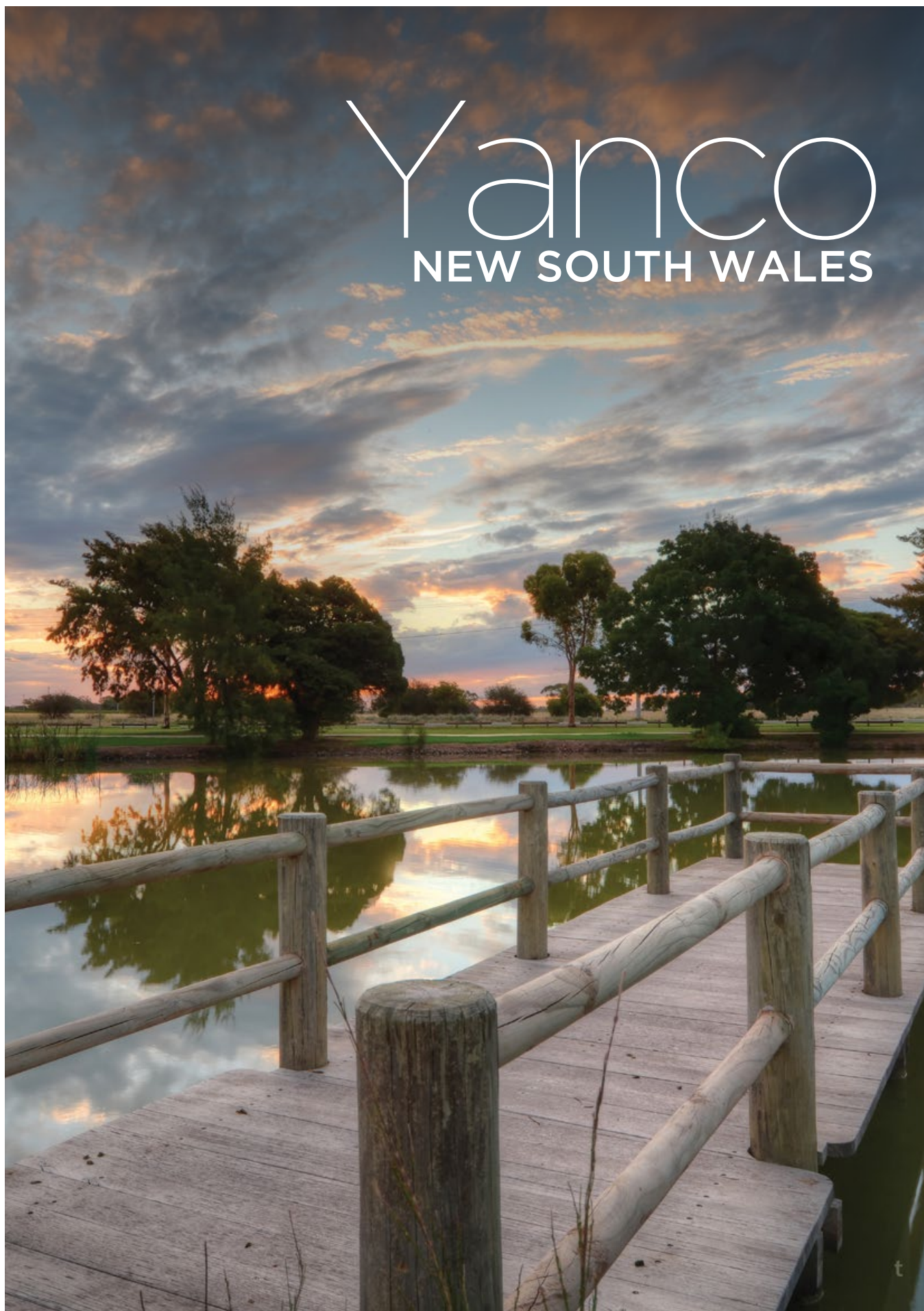
AMSA	Australian Men's Shed Association
BOI	Bank of I.D.E.A.S.
BBRF	Building Better Regions Fund of the Australian Government
CWA	Country Women's Association
DPIRD	NSW Department of Primary Industries and Regional Development
FRRR	Foundation for Rural and Regional Renewal
LDLALC	Leeton and District Local Aboriginal Land Council
LMAG	Leeton Museum and Art Gallery
LSC	Leeton Shire Council
LVIC	Leeton Visitors Information Centre
MIA	Murrumbidgee Irrigation Area
ML	Murrumbidgee Landcare Inc.
NPWS	NSW National Parks & Wildlife Service
NSW	New South Wales
NSW SCP	NSW Sustainability Community Program
RA	Rural Aid
RDA	Riverina - Regional Development Australia Riverina
YAHS	Yanco Agricultural High School
YAI	Yanco Agricultural Institute
YASC	Yanco All-Servicemen's Club Ltd
YCWA	Yanco Country Women's Association
YPS	Yanco Public School
YPC P&C	Yanco Public School Parents and Citizens Committee
YPMA	Yanco Powerhouse Museum Association Inc.
YTIC	Yanco Town Improvement Committee

Acknowledgements

The formulation of this 'Community Development Action Plan' was initiated and coordinated by the Leeton Shire Council and the Yanco Town Improvement Committee and supported by Rural Aid as part of their commitment to supporting Australia's small rural towns. The formulation of the Plan was undertaken by Peter Kenyon from the Bank of I.D.E.A.S. assisted by Steph Walsh (Rural Aid) and Brent Lawrence (Leeton Shire Council). Special thanks to so many passionate community members who gave so generously of their time, wisdom and experiences, especially Tracey Hamilton and Tessa Hamilton. The insights, opinions and ideas of students at Yanco Public School and Yanco Agricultural High School were greatly valued.

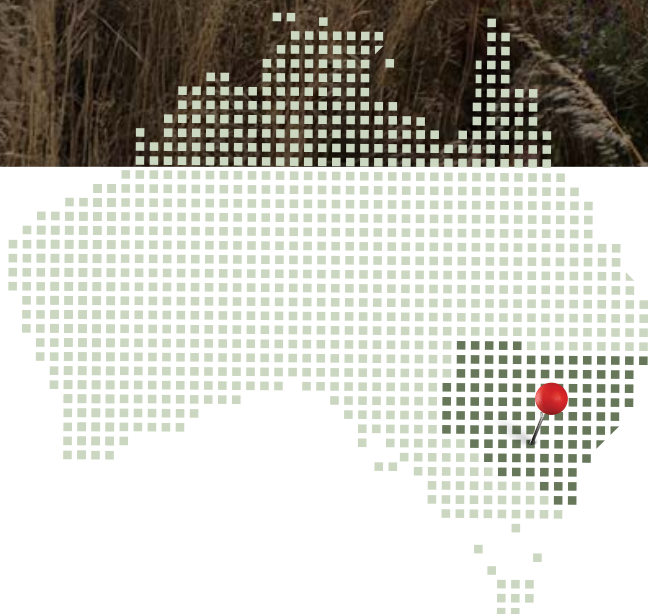
We respectfully acknowledge the Wiradjuri People as the traditional owners and First People of the lands which comprise the township of Yanco. We pay our respects to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of the Wiradjuri People.





Whitton

Community Development Action Plan



August 2025

Foreword



Whitton has always been a place where community spirit thrives, where neighbours look out for one another and where progress is only achieved through collective efforts. Our Community Developed Action Plan is no exception; it has been developed by the community, for the community and is a testament to the power of collaboration.

The voices of our residents, businesspeople, community groups and local leaders have been at the forefront of this process. Through extensive engagement and consultation, we

have harnessed the wisdom and creativity of our community members, ensuring that this plan truly reflects the aspirations and desires of those who call Whitton home.

Together, we have crafted a roadmap towards an exciting journey of transformation. With our unique heritage and warm community spirit, we hold an essence we hope to evolve. Let us embrace the opportunities that lie before us and inclusively nurture Whitton's economic growth, social well-being, and cultural enrichment.

Our Story

Our community of Whitton centres around our historic railway village within the Shire of Leeton. It is located in south-western New South Wales, 145km west of Wagga Wagga. Positioned in the heart of the Riverina region, Whitton village is deeply connected to the area's agricultural heritage, being the oldest in the Murrumbidgee Irrigation Area. Whitton has flourished as a community with a strong focus on the pastoral industry, dry area grain production, irrigation farming with mixed agriculture, and our close-knit community spirit.

Whitton's development was shaped from 1881 by the South Western Line Railway and the trade and people that brought business and social groups to our village. The locality saw increased settlement in the late 19th century, with families drawn to the opportunity of farming in the rich Riverina soils. Small irrigation farms started south and east of Whitton in the early 20th century, while large-scale pastoral practices remained in the other areas.

Additional small, family-owned irrigation farms were developed north of the village as part of the soldier settlement after WWII. This growing rural population in Whitton's district has always been well-connected with the village residents to make a cohesive, resilient and collaborative community.

From the colonial era, Whitton's strong spirit for fundraising and volunteering helped many institutions, facilities and social groups to thrive. Churches, a Turf Club and a Cricket Team featured in our early years. Later, Tennis, Cycling, Aussie Rules, Rugby League, Cricket and Hockey clubs were long running successes. Gymkhanas, the Whitton RSL, the Sunshine Club, the School of Arts Committee, Community Halls, the Red Cross branch, the CWA branch, and craft groups all flourished due to community efforts.

Other huge achievements were the funding of the Memorial Gates and Swimming Pool, the operation of the Museum, the Whitton Tidy Town Project, and the Bowling Club. Dances and Balls were regularly held as community events and for fundraising to support the many social groups and institutions over the years, as were Working Bees.

Local families have long supported a range of community initiatives, from the Whitton Farmers' and Settlers' Association and the Whitton Carrier's Union to modern small-scale agricultural cooperatives and rural fire services. The resilience of Whitton is evident in its ability to adapt to economic shifts, technological changes and environmental challenges, ensuring the locality's sustainability.

Whitton's economy remains driven by family-run farms, with crops including rice, citrus, grapes, cotton, wheat, barley, and canola, alongside sheep and cattle grazing. More recently, innovative farming methods and diversification have led to niche agricultural markets that have created new economic opportunities, allowing Whitton to modernise. Most recently, the establishment of the Southern Cotton Gin, Voyager Craft Malt and Whitton Malt House has provided a massive opportunity for local tourism and job creation, and enabled the village to be more than a 'dot on the map'.

As Whitton looks to the future, maintaining its agricultural strength while exploring new economic opportunities will be key to its continued success. Whether through sustainable farming innovations, rural tourism or community-driven initiatives, Whitton's strong identity and rural charm will ensure it remains a proud and resilient community for generations to come.

Our Vision

A Vision Statement is a vivid description of what our community aspires to become, without its current barriers, but tied to what we value as a community.

The statement below is our intended outcome:

A welcoming, safe and family-friendly community embracing our heritage and new opportunities and being a place for all generations to live, work, play and age well.

Our Guiding Values

Guiding values are the fundamental moral and ethical beliefs that we share as a community. They represent core principles and capture what our community considers important. They help foster trust, respect, collaboration, and unity.

The following five guiding values and attitudes provide the context for our community's identified actions and initiatives, namely:

- **Community Pride and Connection:** Ensuring all our residents experience community connection, inclusion and a sense of pride in our heritage, traditions, uniqueness, achievements, organisations and future possibilities.
- **Village Lifestyle and Charm:** Retaining our sense of the country way of life, neighbouring connections and rural landscapes.
- **Safety:** Maintaining high levels of community safety with low rates of crime and anti-social behaviour.
- **Active Citizenship:** Fostering attitudes and behaviours that encourage greater community engagement and high levels of volunteerism.
- **Positive Mindset:** Encouraging community attitudes that embrace change, pro-active 'can-do' behaviours, optimism, hopefulness and tolerance.



WHITTON | COMMUNITY DEVELOPMENT ACTION PLAN

Our Goals

Community goals are broad statements of intent that direct our efforts towards accomplishing our vision in line with our guiding principles.

Below are the eight community goals which guide our community aspirations, namely -

- To preserve and strengthen our heritage and cultural assets
- To create an environment where our children and young people feel involved, supported and empowered, and will consider staying in or returning to our community for work, business, family and lifestyle opportunities
- To actively promote and showcase our community as a great place to stop, stay, experience, and reside, especially through our attractive and welcoming town centre
- To maintain, develop and encourage greater use of our key community assets including our school, pool, parks, Club, museum and businesses
- To support our local town and farming businesses to thrive
- To encourage and celebrate active community participation and volunteerism
- To retain strong sporting and cultural clubs, events, facilities, and traditions
- To encourage greater use of our parks, open spaces, museum and pool

Our Challenges

Like many small inland rural communities, our community needs to respond creatively to a series of demographic, social, economic and environmental challenges. These issues include:

- Lack of housing options including rental accommodation
- Volunteer fatigue and declining numbers and dependence on a few pro-active community members
- A lack of knowledge and enthusiasm for accurate details of Whitton's history
- No current playgroup or out-of-school care
- Cost of living challenges
- Maintaining and increasing our school numbers
- The temporary closure of our museum due to safety issues
- Lack of children's services and programs
- Limited community awareness of what is happening and engagement in existing town communication
- Limited public transport
- Limited recreational options
- Underutilisation of public pool
- Decline in number of community gatherings and special events
- Attraction and retention of suitably qualified staff/workforce
- Underutilisation of the connection and proximity to Whitton Malt House
- Town appearance
- Poor town signage
- Lack of police presence



Our Assets

People

- Population of 523 residents, 126 families
- WMPS staff and students (34)
- Sense of safety
- Wiradjuri Elders, WMPS Aboriginal Education Officer
- Our Post Mistress and local businesspeople
- Committees, dedicated locals, Fire Brigade volunteers, local Councillors and MPs
- Museum volunteers, history researcher
- Farming community
- Professional staff at Whitton Malt House
- Facebook sites
- Increasing number of 25-40-year-olds
- Community Noticeboard
- Ham Raffles in the Park in December
- WMPS Breakfast Club
- LSC support
- Sporting history
- Bowling community, retirees
- Former residents still interested in the town.

Culture, Stories & Sources of Pride

- Oldest town in the Murrumbidgee Irrigation Area
- Whitton Courthouse and Historical Museum
- Narrungdera Wiradjuri people
- Lyrics, Landscapes & Lintels Public Art Trail
- Murrumbidgee Trail
- Old shopfront murals, 'Charred Memories' (Carla Gottgens)
- Water tower 'Tribute to the ANZACs' Sculpture
- Rail heritage, irrigation heritage, teamster/trucking heritage
- Kooba Ag, Tubbo Estate
- Horse sculpture – Tobias Bennett
- Art deco buildings & trail
- ANZAC Day march
- Art in the Park
- Christmas decorations
- Power poles with local related artwork
- History trail interpretation signs
- All the events held in the Hall e.g. balls, dances and concerts

Institutions

- Leeton Shire Council
- Whitton Murrami Public School (WMPS)
- Riverina Tourism
- NSW Destination Tourism
- RDA Riverina
- Leeton High School
- Visiting services – Boys To The Bush
- Leeton Connect
- Leeton Rotary
- DPIRD
- Murrumbidgee Landcare
- Transport for NSW
- Leeton Visitors Information Centre
- Murrumbidgee Field Naturalists

Our Assets

Physical

- Central regional location
- Village atmosphere
- Rural landscapes
- Village Common
- Memorial Park
- Public School buildings, grounds and nature park
- Heritage structures: Museum complex, Post Office, Churches, 1920s water tank, Bank
- CBD buildings, including empty shops
- Recreational infrastructure: Community Hall, Bowling & Recreational Club and greens, skate park, basketball and tennis courts, potential bike trails, sports ground, swimming pool, Memorial Park complex, Whitton Malt House including Hulong Lake with aqua golf and tag & release fishing
- Access to river system
- Cemetery
- Waste transfer station
- Railway line
- Grain silos, rice sheds
- WMPS Stephanie Alexander Kitchen Garden

Social Networks

- Whitton Rural Bush Fire Brigade
- Drum Net Social Club
- Darts competitions
- Whitton Bowling and Recreation Club - Bowls groups, 100 members
- Playgroup (currently in recess)
- WMPS P&C Committee
- Whitton Town Improvement Committee
- Music jam sessions at the WBRC
- Active Farmers Fitness in the Hall
- Hall Management Committee
- Common Management Committee
- WC&HM Committee
- WMPS Newsletter and community inclusion

Economic

- Main street businesses: Post Office, Convenience Store, Hulong House, Hotel, Club
- Whitton Malt House: services, accommodation, events, employment
- Southern Cotton
- Voyager Craft Malt
- Hotel accommodation
- CountryLink Bus service
- Gogeldrie Weir Campground
- Whitton's 'Big Garage Sale Day'
- Murray Cod Farms
- Rice farms
- Rice sheds
- Cotton farms
- Horticulture



WHITTON | COMMUNITY DEVELOPMENT ACTION PLAN



Our Strategies & Actions

Theme One

Maintaining a Safer & More Connected Community

ACTIONS

1

1. Instigate a **calendar of events that foster family-friendly community social occasions** e.g. Whitton Fun Day, Good Neighbour Day, street parties, movie nights at the pool, Christmas event in mainstreet etc.

Timeframe: Immediate and Ongoing

2. Design, implement and maintain a **community asset map** that identifies the skills and passions of residents of the Whitton community. Use this map to invite resident involvement in community initiatives around their gifts.

Timeframe: Immediate and Ongoing

3. Form a 'Welcome to Whitton' Task Team of WTIC who compile and distribute a **'Welcome Kit'** and coordinate **'Welcome to Whitton' events**.

Timeframe: Immediate and Ongoing

4. Re-establish the **Playgroup**.

Timeframe: Immediate to Short-Term

5. Identify a volunteer to coordinate the regular **promotion of positive messages** of the Whitton community through radio, print and social media.

Timeframe: Immediate and Ongoing

LEAD GROUPS

WTIC

POTENTIAL PARTNERS

WRBFB
WMPS
WBRC
LSC



Our Strategies & Actions

Theme Two

Enhancing Our Town Appeal

ACTIONS

2

1. Instigate a Mainstreet Beautification Project.
 - a. Undertake an audit of existing street presentation and public art.
 - b. Seek ideas and suggestions from Whitton residents and local businesses.
 - c. Identify prioritised beautification and upgrade options.
 - d. Seek support/implement opportunities.
 - e. Continually celebrate.

Timeframe: Immediate and Ongoing

2. Instigate a solar lighting system to highlight the 'Tribute to the ANZACs' Sculpture at night. Enhance sculpture with a story board.

Timeframe: Short Term

3. Undertake a Signage Audit and implement improvements, including out-of-town advertising, town entry statements and directional signage.
 - a. Form Signage Task Team.
 - b. Develop assessment tool.
 - c. Undertake audit.
 - d. Review and determine recommendations for improvement.
 - e. Share impressions and suggestions with LSC and the wider Whitton community.

Timeframe: Short-Term

4. Advocate for reduced traffic speeds in townsite and instigation of a crosswalk in main street.

Timeframe: Immediate and Ongoing

LEAD GROUPS

**WTIC
LSC**

POTENTIAL PARTNERS

**Whitton business community
Local artists
WBRC
WMPS**

**RA
BOI
FRRR
RDA Riverina**



WHITTON | COMMUNITY DEVELOPMENT ACTION PLAN

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Our Strategies & Actions

Theme Three

Developing Our Community Recreational Facilities & Activities

ACTIONS

3

- 1. Identify, advocate and seek funding for the improvement of public **space facilities and options** including:
 - Regular family barbecues/movie nights at the pool.
 - Shade sails over the skate park.
 - Upgrading of the basketball court.
 - Safe walking trail around the townsite.**Timeframe: Immediate and Ongoing**
- 2. Establish a Trails Task Team to develop and implement a **Cycling Trail Action Plan** from Whitton townsite to the Whitton Malt House.
Timeframe: Immediate to Long-Term
- 3. Establish a Task Team to develop a proposal for a **BMX/Pump Track**.
Timeframe: Short-Term

LEAD GROUPS

WTIC
LSC

POTENTIAL PARTNERS

Whitton Malt House
Whitton business community
Local artists
WMPS
LVIC
NPWS

RA
DBIRD - NSW SCP
BBRF
Riverina Tourism
NSW Destination Tourism
FRRR



Our Strategies & Actions

Theme Four

Strengthening Our Tourism Potential

ACTIONS

4

1. Develop a **Whitton Tourism Strategy** through the formation of a Tourism Strategy Task Team of WTIC that:
 - a. Audits current tourism attractions, facilities, events, trails and initiatives.
 - b. Identifies ideas to enhance existing products and offerings.
 - c. Prioritises opportunities to create new tourism products.
 - d. Recommends actions to enhance marketing, customer service, community storytelling operator networking and stronger connections between town tourism and the Whitton Malt House.

Timeframe: Immediate to Medium-Term
2. **Support the refurbishment plan for the Whitton Museum as proposed in the current LSC Draft Financial Strategy document.**

Timeframe: Immediate
3. Support the Whitton Bowling and Recreational Club to design and implement a **free caravan and camping area** adjacent to the Club.

Timeframe: Immediate to Medium-Term
4. Develop a range of **tour itineraries** to target and attract car, motorbike and caravan clubs.

Timeframe: Long-Term

LEAD GROUPS

WTIC
LSC – LVIC
WBRC

WC&HM
Whitton Malt House

POTENTIAL PARTNERS

Whitton business community
Local artists
WC&HM
DBIRD – NSW SCP

BBRF
NPWS
Riverina Tourism
NSW Destination Tourism





WHITTON | COMMUNITY DEVELOPMENT ACTION PLAN

Abbreviations

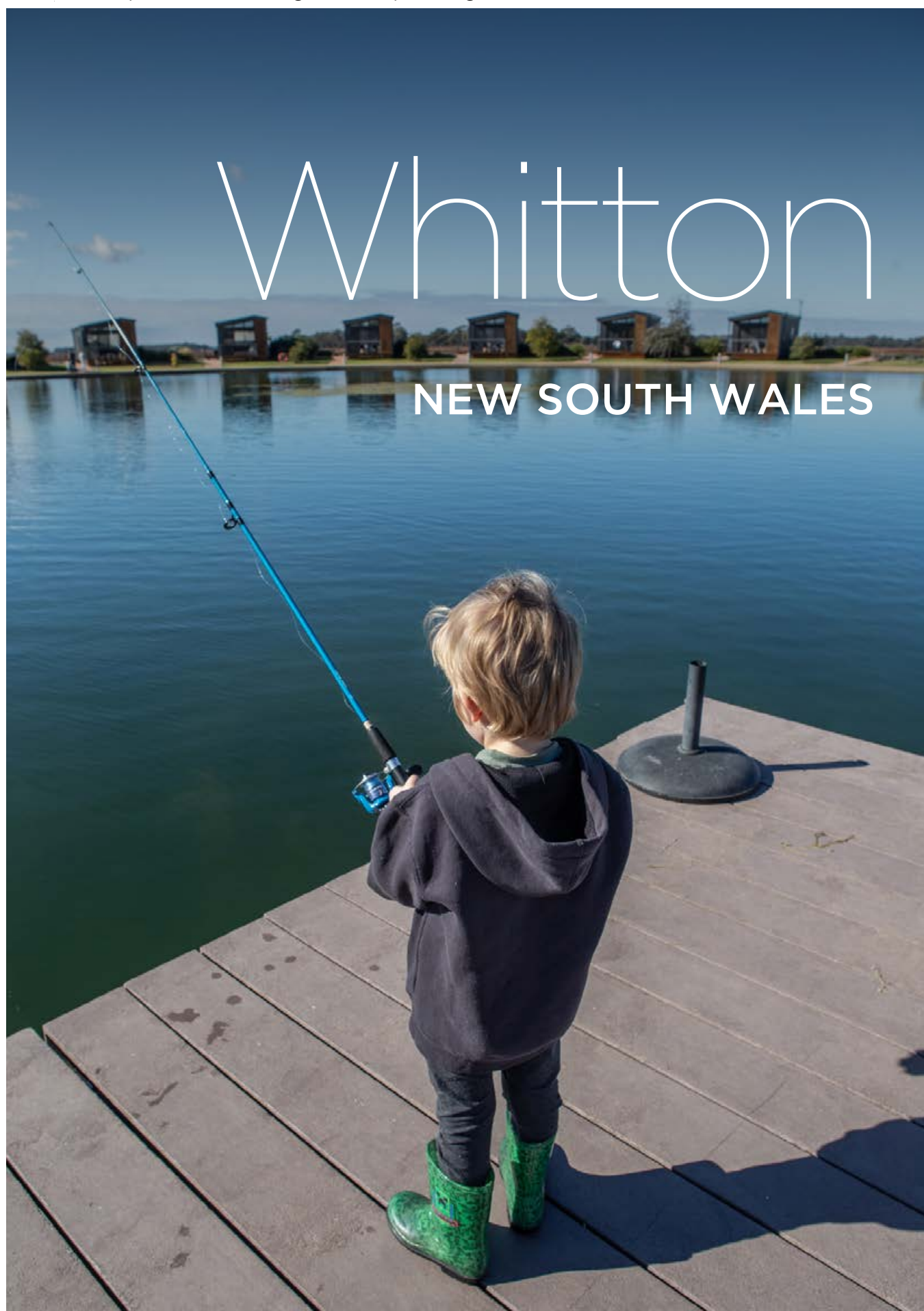
BOI	Bank of I.D.E.A.S.
BBRF	Building Better Regions Fund of the Australian Government
CWA	Country Womens' Association
DPIRD	NSW Department of Primary Industries and Regional Development
FRRR	Foundation for Rural and Regional Renewal
LDLALC	Leeton and District Local Aboriginal Land Council
LSC	Leeton Shire Council
LVIC	Leeton Visitors Information Centre
MIA	Murrumbidgee Irrigation Area
NPWS	NSW National Parks and Wildlife Service
NSW	New South Wales
NSW SCP	NSW Sustainability Community Program
P&C	Parents and Citizens Committee
RA	Rural Aid
RDA	Regional Development Australia - Riverina
RSL	Returned Services League
WBRC	Whitton Bowling and Recreational Club
WC&HM	Whitton Courthouse and Historical Museum
WMPS	Whitton Murrumbidgee Public School
WRBFB	Whitton Rural Bush Fire Brigade
WTIC	Whitton Town Improvement Committee

Acknowledgements

The formulation of this 'Community Development Action Plan' was initiated and coordinated by the Leeton Shire Council and the Whitton Town Improvement Committee and supported by Rural Aid as part of their commitment to supporting Australia's small rural towns. The formulation of the Plan was undertaken by Peter Kenyon from the Bank of I.D.E.A.S. assisted by Steph Walsh (Rural Aid) and Brent Lawrence (Leeton Shire Council). Special thanks to so many passionate community members who gave so generously of their time, wisdom and experiences, especially Tracy Catlin, Lorraine Kefford and Margaret Strong. The enthusiastic contributions of opinions and ideas by students at Whitton Murrumbidgee Public School were greatly valued.

We respectfully acknowledge the Wiradjuri People as the traditional owners and First People of the lands which comprise the township of Whitton and its districts. We pay our respects to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of the Wiradjuri People.





ITEM 8.1.2. DRAFT MOTIONS FOR SUBMISSION TO THE LOCAL GOVERNMENT NSW ANNUAL CONFERENCE 2025

AUTHOR/S: IP&R Coordinator

APPROVER/S: General Manager

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the opportunity to confirm motions, for the upcoming Local Government NSW (LGNSW) Annual Conference, which will be held on 23 to 25 November 2025 at the Panthers Penrith, Western Sydney Conference Centre.

RECOMMENDATION

THAT Council approves motions as presented for submission to LGNSW.

REPORT

(a) Background

Local Government NSW (LGNSW) is the peak body that represents the interests of its members, which include General Purpose Councils, a number of Special Purpose Councils and the NSW Aboriginal Land Council. LGNSW members may put forward motions for consideration of the Annual Conference. The Annual Conference is the supreme policy-making body of LGNSW and an opportunity for Councillors to come together to share ideas and debate issues that shape the way LGNSW is governed.

LGNSW also advocates on behalf of the local government sector. Where a majority of voting delegates at the Annual Conference vote in support of the motion, it is adopted as a resolution of LGNSW.

Motions adopted at the LGNSW Annual Conference become part of the Policy Platform that guides LGNSW in its advocacy on behalf of the local government sector.

Council has been invited to submit motions to the Annual Conference to advance the sector wide policy agenda.

Motions are to be strategic local government issues which affect members state-wide and introduce new or emerging policy issues and actions.

Motions will be included in the Business Paper for the Annual Conference only if they:

- are consistent with the objects of the Association,
- relate to or concern local government as a sector in NSW and/or across Australia,
- seek to establish or change policy positions of LGNSW and/or improve governance of the Association (noting that the LGNSW Board is responsible for

decisions around resourcing any campaigns or operational activities, and any necessary resource allocations will be subject to the LGNSW budgetary process),

- have a lawful purpose (a motion does not have a lawful purpose if its implementation would require or encourage non-compliance with prevailing laws),
- are clearly worded and unambiguous in nature, and
- do not express preference for one or several members over one or several other members.

The closing date for motions to be submitted is Tuesday 26 September 2025.

(b) Discussion

Five (5) draft motions have been prepared for Council's endorsement.

PROPOSED MOTION 1: Increase Access to Non-Competitive Grant Funding for Rural Councils

THAT LGNSW calls on the NSW Government and Federal Government to increase the number and availability of non-competitive (direct allocation) grant funding programs for Rural Councils.

Where co-contributions are required, apply a scaled or proportional approach that reflects the population size and revenue base of the applicant local government area (LGA).

Motion Background:

Councils in Rural and remote areas often operate with significantly lower revenue bases and smaller staffing capacity than their metropolitan counterparts. These constraints make it difficult for small Councils to compete an equal footing in grant rounds that favour larger LGAs with greater internal resources to prepare detailed submissions and offer higher financial co-contributions.

Additionally, the requirement for fixed-percentage co-contributions can disproportionately burden smaller Councils, leading to the abandonment or underdevelopment of critical local infrastructure projects. While competitive grants are intended to drive efficiency and innovation, they can unintentionally deepen disadvantage for those Councils that lack the administrative or financial means to engage fully.

Non-competitive grants, such as direct allocations or formula-based distributions, can provide certainty, reduce red tape, and help ensure that Rural and remote communities are not left behind in infrastructure planning and service delivery. Furthermore, a co-contribution model that adjusts to the scale and financial capacity of each LGA would more fairly distribute investment across NSW.

PROPOSED MOTION 2: Funding Criteria for Housing Infrastructure Should Reflect Rural and Regional LGA Contexts

THAT LGNSW calls on the NSW Government and Federal Government to increase funding support to Rural and regional LGAs for enabling infrastructure required to unlock housing development.

Apply proportionate project thresholds that consider the capacity and scale of regional LGAs.

Ensure funding criteria recognises cumulative regional-level demand in favour of focusing only on LGA-specific development scales.

Motion Background:

Many Rural and regional Councils are facing real challenges in providing enough housing to meet local demand. While there is often land available for development, the cost of delivering enabling infrastructure such as water, sewerage and roads is a major barrier. Smaller Councils in particular may not have the financial capacity to fund these works upfront.

Current infrastructure funding programs tend to favour large-scale developments in urban areas. They often include thresholds or requirements that smaller Councils cannot meet, despite having genuine housing pressures. As a result, regional Councils can miss out on vital support even when they have well-prepared projects ready to go.

Another issue is that demand is often assessed at the individual LGA level. This approach does not take into account the way many regional centres serve surrounding areas and smaller townships. A more regional lens is needed when assessing need and determining eligibility.

By adjusting funding criteria to reflect the size and circumstances of Rural LGAs, and by recognising broader regional housing needs, governments can better support the delivery of new homes in the areas that need them. This would help to address the growing housing pressures across the state in a more fair and balanced way.

PROPOSED MOTION 3: Water Security for Economic and Environmental Sustainability

THAT LGNSW calls on the NSW Government and Federal Government to broaden the Murray Darling Basin Plan environmental water security strategies beyond buybacks to include investments that support water quality improvements, such as carp control, salinity reduction, and management of algal blooms.

Recognise and support environmental income-generating opportunities tied to improved water quality outcomes.

Motion Background:

Many regional and rural communities are experiencing growing challenges around water reliability, availability and quality exacerbated by a recent policy focus on water buybacks. Buybacks alone do not address the full range of issues affecting water security and water quality in inland New South Wales.

Poor water quality caused by high salinity levels, invasive species such as carp, and recurring algal blooms can have serious impacts on farming, recreation, tourism and the health of aquatic ecosystems. These environmental factors not only limit the productive use of water but can also threaten regional economic activity that depends on clean and accessible water sources.

There is a strong case for more targeted investment in water quality programs that improve long-term outcomes for both the environment and local economies. This includes support for actions that reduce invasive species and improve the natural function of waterways, which in turn can create environmental income opportunities through more sustainable farming, recreation and eco-tourism activities.

Regional communities need a broader approach to water security that balances supply reliability, quality and environmental health. Investment in water quality should be recognised as a legitimate and necessary component of the Basin Plan water strategy, especially in areas where water and buybacks have created uncertainty and economic strain.

PROPOSED MOTION 4: Broader Health Accommodation Incentives for Allied Health Workforce

THAT LGNSW calls on the NSW Government and Federal Government to expand their health accommodation and relocation incentive programs to include all allied health professionals, not just doctors and nurses.

Provide sustained support for affordable housing options for health workers in Rural and regional areas.

Motion Background:

Access to healthcare in regional communities continues to be one of the most pressing issues for local residents. While recent government efforts to support the recruitment and retention of doctors and nurses through accommodation subsidies are welcome, many areas are also experiencing severe shortages of allied health professionals. These include physiotherapists, speech pathologists, occupational therapists, psychologists and other essential roles that are critical to community wellbeing.

In many smaller towns, even when health services have funding to engage allied health staff, the lack of affordable or available housing makes it difficult to attract workers to take up positions. This is especially the case in areas where housing is limited or competition for rental accommodation is high.

Government accommodation assistance and incentive programs should be extended to cover all health professionals, not just a select group. These roles are vital to a functioning primary and preventative health system and should be recognised as part of the core health workforce needed to service Rural communities.

By supporting long-term solutions that include affordable housing and relocation assistance for allied health workers, governments can help close the healthcare access gap that continues to affect people living outside metropolitan areas. This is an important step in delivering fairer, more consistent health services across the State.

PROPOSED MOTION 5: Protecting Air Transport Access for Regional and Rural Communities

THAT LGNSW calls on the NSW Government and Federal Government to ensure ongoing access to commercial air transport services for regional communities by protecting route viability and maintaining airport infrastructure.

Partner with Councils and airlines to develop and fund sustainable service models, including subsidies where necessary.

Motion Background:

Access to regular, reliable air transport is critical for many regional and remote communities across New South Wales. Air services support a wide range of needs, from business and tourism to urgent health travel and family connections. In many towns, air links provide the only practical way to reach major cities within a reasonable timeframe.

Over the past decade, a number of regional routes have experienced reduced frequency, higher costs or full withdrawal of services due to market pressures and declining profitability. When services are lost, the economic and social impacts are immediate. Businesses find it harder to operate or attract investment, residents face reduced access to health care and other essential services, and tourism declines.

Ongoing support from both state and federal governments is needed to ensure regional routes remain viable, including through targeted subsidies, regional air service agreements and infrastructure funding. Strong partnerships between governments, Councils and carriers are essential to keeping regional New South Wales connected.

PROPOSED MOTION 6: Establishment of an NSW Chair in Irrigated Agriculture

THAT LGNSW calls on the NSW Government to support the establishment and long-term funding of a dedicated Chair in Irrigated Agriculture based at the Yanco Agricultural Institute, with a focus on overseeing education, research, and innovation in sustainable irrigation practices across regional New South Wales.

Motion Background:

With the ongoing implementation of the Murray-Darling Basin Plan and increasing pressure on water resources, there is a clear need to invest in research and education that supports more efficient and sustainable water use in irrigated agriculture. Regional communities, particularly in southern NSW, are heavily reliant on productive and well-managed irrigation to maintain agricultural output and local employment.

The Yanco Agricultural Institute, located in the Murrumbidgee Irrigation Area, is well placed to serve as a centre of excellence in this field. Establishing a dedicated Chair in Irrigated Agriculture would provide long-term leadership in applied research, education, and policy development. This role would help ensure that NSW remains at the forefront of innovation in irrigation management while supporting farmers, industry, and local governments to respond to the challenges of reduced water availability.

By embedding research and knowledge-sharing in a regionally based institution, with a long and strong legacy in irrigation, this proposal would deliver tangible regional benefits and strengthen statewide capability in sustainable agriculture. It aligns with the need to transition toward more resilient food production systems and will support rural communities to adapt to future water constraints.

(c) Options

THAT Council:

1. Approves the motions as presented. ***This is the recommended option.***
2. Amends or removes the motions as presented.
3. Adds additional or new motions.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil related to the submissions of motions.

(b) Policy

Code of Conduct
Councillor Expenses and Facilities Policy

(c) Legislative/Statutory

Local Government Act 1993

(d) Risk

Not using the opportunity to make submissions to the LGNSW Annual 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 and Councillors
Director Economic & Community Development

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

9. Governance and Corporate Services
9.3 Deploy reliable, efficient and effective financial management.

9.3.1 Achieve long term financial sustainability.

ATTACHMENTS

Nil

ITEM 8.1.3. LEETON SHIRE COUNCIL FINANCIAL SUSTAINABILITY REPORT

AUTHOR: IP&R Coordinator

APPROVER/S: General Manager

SUMMARY/PURPOSE

This report presents the final Financial Sustainability Review Report prepared by the University of Newcastle and seeks Council's endorsement for one (1) of its key recommendations: the establishment of a Financial Sustainability Advisory Committee (FSAC).

The FSAC will assist Council in strengthening its financial governance and improving long-term sustainability outcomes.

RECOMMENDATION

THAT Council:

1. Receives and notes the Financial Sustainability Review Report prepared by the University of Newcastle (**Attachment 1**).
 2. Endorses the establishment of a Financial Sustainability Advisory Committee (FSAC) as recommended in the Report.
 3. Adopts the Terms of Reference for the FSAC (**Attachment 2**).
 4. Approves the commencement of an Expressions of Interest (EOI) process for the appointment of five (5) suitably qualified community representatives, two (2) staff members and two (2) Councillor representatives.
-

REPORT

(a) Background

In April 2025, Council engaged the University of Newcastle to undertake an independent review of its financial sustainability. The project was led by Professor Joseph Drew, with the support of Professors Miyazaki and Ferreira.

The review commenced with a visit from Professor Drew to Leeton, during which he conducted in-depth discussions with Councillors, staff, community members and local organisations. This collaborative and evidence-based process has resulted in a final report that provides strategic insights and a series of recommendations for Council to consider.

(b) Discussion

(c)

The final Financial Sustainability Review Report (**Attachment 1**) includes a range of findings and recommended actions to improve Council's long-term financial outlook.

One (1) of the key recommendations is the establishment of a Financial Sustainability Advisory Committee (FSAC) to provide ongoing strategic oversight and community-informed guidance on financial matters.

It is proposed that the FSAC will:

- Consist of two (2) Councillors, five (5) suitably qualified community representatives via EOI process, and two (2) Council staff via EOI (one indoor and one outdoor).
- Meet fortnightly or as required.
- Create a Plan of Action for achieving long-term financial sustainability.
- Increase transparency and community trust in Council's financial management.
- Strengthen financial literacy and awareness across Councillors, Council staff and the community.

Draft Terms of Reference (ToR) for the Committee have been prepared (**Attachment 2**) to guide its formation and operation in line with Council's existing advisory committee framework.

Nominees will be required to outline via EOI process the attributes they can offer the FSAC. Council will make the final decision on membership of the Committee at the September 2025 Ordinary Council Meeting.

(c) Options

THAT Council:

1. Receives the Financial Sustainability Review Report (**Attachment 1**) and endorses the Terms of Reference (**Attachment 1**). **This is the recommended option.**
2. Receives the Financial Sustainability Review Report but defers action on committee establishment.
3. Does not endorse the FSAC and seeks an alternative financial governance mechanism.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The findings of the Financial Sustainability Review Report (**Attachment 1**) highlight the need for Council to proactively address its long-term financial challenges. Failure to act on the report's recommendations, including establishing the FSAC, may place the financial sustainability of Council at risk. The FSAC represents an important step toward enhanced financial oversight and governance.

(b) Policy

Long Term Financial Plan (LTFP) 2025 – 2035
Delivery Program 2025-2029 and 2025/26 Operational Plan
Asset Management Plans
Strategic Asset Management Plan

(c) Legislative/Statutory

Local Government Act 1993

(d) Risk

Establishing the FSAC helps to proactively manage strategic and operational financial risks and ensures that Council has expert input into complex financial decisions.

CONSULTATION

(a) External

University of Newcastle – Professor Joseph Drew, Professors Miyazaki and Ferreira

(b) Internal

Senior Management Team

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

- 9. Governance and Corporate Services
- 9.3 Deploy reliable, efficient and effective financial management.
- 9.3.1 Achieve long-term financial sustainability.

ATTACHMENTS

1. Leeton Shire Council Financial Sustainability Report – Professor Drew – Tabled Council 26 August 2025 [**8.1.3.1** - 68 pages]
2. Financial Sustainability Advisory Committee Terms of Reference [**8.1.3.2** - 1 page]

Leeton Shire Council Financial Sustainability Report

30th June, 2025

Disclaimer

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Leeton Shire Council Financial Sustainability Review

Executive Summary

This report demonstrates that Leeton Shire Council is not financially sustainable over the long-run. However, we hasten to add that whilst matters are serious there seems to be no immediate liquidity concerns. The biggest risk posed to council relates to the decade of projected budget deficits. This is especially concerning given current low levels of available cash. There is also a significant risk posed by potential state government policy making. It would thus be prudent for Council and the community to take timely action around securing ongoing increased revenue and also reduce expenditures wherever possible.

1. Introduction

This report is about the financial sustainability of Leeton Shire Council and the steps that may be required to assure same. Financial sustainability is probably best defined as the ability to meet the needs of the current residents without putting at risk the capacity of the next generation to meet their own needs (Drew and Dollery, 2020). It is essentially a moral endeavour which revolves around protecting the most vulnerable in our community, as well as assuring intergenerational equity. The latter is of particular concern, because if current residents don't at least fully fund operational expenditure now (as well as paying their fair share of capital spending), then a future voiceless generation will inevitably be forced to pick up the tab. This is, of course, a grave moral hazard that must be confronted (Buchanan, 1997; Drew, 2021).

Assuring financial sustainability is also important because a failure to do so in the past has resulted in some quite disagreeable interventions which have had catastrophic impacts on communities (Local Government Boundary Commission, 2022). Of particular note is the enduring risk of amalgamation which will inevitably arise again as a potential threat given both the state government's own fiscal distress, and the inability of regulators and politicians to learn from the mistakes of their last foray into boundary reform (see, Drew et al., 2022; Drew et al., 2023; Drew, 2025). Another intervention employed in the past has been to appoint an administrator, and the potential damage of such a move has been further heightened by recent legislative changes. We are not suggesting that either intervention is imminent for Leeton, but given the disastrous history of public policy in NSW it would not seem prudent to neglect these possibilities.

Local government is responsible for most of the essential services and infrastructure that Australians use on a daily basis. Yet, local government only extracts around 2.9 percent of taxation revenue in this country according to the most recent Australian

Bureau of Statistics (2025) *Government Finance Statistics*. Clearly the value that citizens routinely derive from their tax dollar at the local government level is far superior to that derived from state or federal spheres. Moreover, higher tiers of government have been encroaching on the single tax base (land rates) available to local government. Indeed, they have also increasingly been shifting costs onto councils to alleviate state fiscal difficulties, all the while playing blame games in the media around cost-of-living pressures.

Notably, local government is the only tier of government in this country that has to be transparent and accountable for its taxation increases. Most state and federal taxes increase in line with inflation – often exceeding this by a large margin. For instance, goods and services tax (GST) imposts automatically increase as prices of relevant goods go up – yet most people don't acknowledge this increasing burden and the pressure that it places on cost-of-living. Similarly, income tax imposts typically increase as wages try to keep apace with inflation, often by more than the nominal percentage wage increase because of bracket creep. However, once again, this is rarely acknowledged by citizens. Indeed, few people stop to contemplate that local government tax (rates) is by far the smallest tax burden in the typical family budget.

Notably local government is also the tier of government that takes the greatest care to protect vulnerable citizens from tax imposts. Consider the fuel excise tax (currently 50.8 cents per litre; according to the ATO, 2025), for instance – whether you are a well-remunerated executive, or a person on welfare the excise tax is the same. Indeed, wealthier folk are often able to afford electric, hybrid or new fuel-efficient vehicles and can thus escape all or a considerable portion of this tax. Reflect also on the GST – whether one is the Prime Minister of Australia or a homeless person, everyone is required to pay precisely the same tax for a given item. There are no hardship provisions at this tier of taxation. Yet, local government does typically have comprehensive hardship provisions, as well as discounts on the tax liability for pensioners.

Despite all of the aforementioned extraordinary circumstances of local governments a special rate variation (SRV) often presents as a politically challenging exercise. Because local government tax is more obvious (being billed quarterly instead of deducted before one receives one's pay, or simply included in the price of purchases) it garners much attention from citizens. Few welcome the prospect of paying additional tax, when they become aware of it. Additionally, media often misrepresents the matter encouraged by people intent on political mischief-making. Furthermore, the way the Office of Local Government (OLG) requires councils to communicate the size of the increase can also profoundly mislead people¹. Yet despite all these difficulties many councils do indeed apply for an SRV most years. For instance, in the 2024-25 round nine applications were made (five approved); in 2023-24 seventeen applications were actioned (fourteen approvals) (IPART, 2025).

¹ Especially with respect to including assumed rate pegs into the SRV figure and compounding this over several years (if applicable). Another problem relates to the dictate to present average tax increases for each category, even though it is known that the data is typically significantly skewed and furthermore that some people and sub-categories receive additional discounts.

If done rigorously, in the spirit of the Act (NSW, 1993), an SRV has the potential to transform organisations and assure intergenerational equity. It is also an important opportunity to educate members of the community and galvanise enduring co-operation. Part of a rigorous SRV is a strictly independent assessment of matters by bona fide experts using sophisticated empirical techniques and theory. Notably, no single metric is determinative or perfect: instead, evidence must be considered in totality with reference also to context and economic theory. The second part of a rigorous SRV is the interrogation of the application by the Independent Pricing and Regulatory Tribunal (IPART) according to the OLG Guidelines. Councillors and community must understand that it is not Leeton that will ultimately decide whether a tax increase is allowed – this decision is the purview of the IPART under Ministerial delegation according to the Act (NSW, 1993). Otherwise stated, council and community are not agreeing to any tax increase – they are merely putting a brief of evidence together, along with a recommendation, for the independent adjudication of the Ministerially appointed umpire (IPART).

An SRV application is in no way indicative of managerial or Councillor shortcomings. Nor is it a reflection of the dedication and efforts of council staff. In large part, it is simply a function of costs increasing at a rate that exceeds the anaemic movements in heavily constrained revenues.

Most people will be aware that Australia has experienced unusually strong rates of inflation since the federal and state government COVID policy interventions (see Drew, 2025 for a thorough discussion of the causes of inflation). Moreover, most people will appreciate that official inflation figures often fail to represent the actual cost-of-living increases felt (see, for example: <https://www.youtube.com/watch?v=g4kJsDMglSU>).

Indeed, inflation remains a particular concern for most in the community. However, it is also a cause of much confusion in the community: and also it seems, amongst some state and federal government decision-makers. There are, in fact, a number of measures of inflation produced by the Australian Bureau of Statistics. The Consumer Price Index (CPI) – the inflation measure most people implicitly refer to – is by definition, a measure of the change in a basket of *household* goods and services. It therefore has limited relevance to local government, although it might tangentially measure changes in capacity to pay of some residents². The Producer Price Index (PPI) is arguably more relevant to local government – it measures the change in prices for business³. Even more informative is the PPI (roads) which is specific to the single largest cost for local governments.

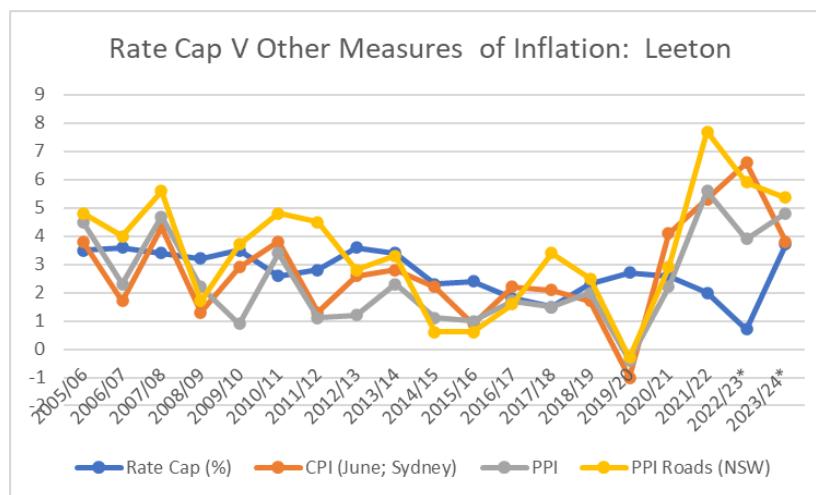
The local government cost index (LGCI) is meant to measure the increases to costs faced by local governments which have been immense because inflation has thus far disproportionately affected materials, insurance and energy (local government is

² Welfare is typically indexed twice per year to the higher of CPI or a bespoke living cost index.

³ However, this is confounded by the fact that some businesses – such as call centres and the like – have experienced dramatic *decreases* in costs associated with outsourcing, going online or the use of AI. Often these sort of cost-mitigation strategies are not relevant to local government. Therefore, the general PPI is likely to be subject to a certain amount of conflation which reduces its appropriateness.

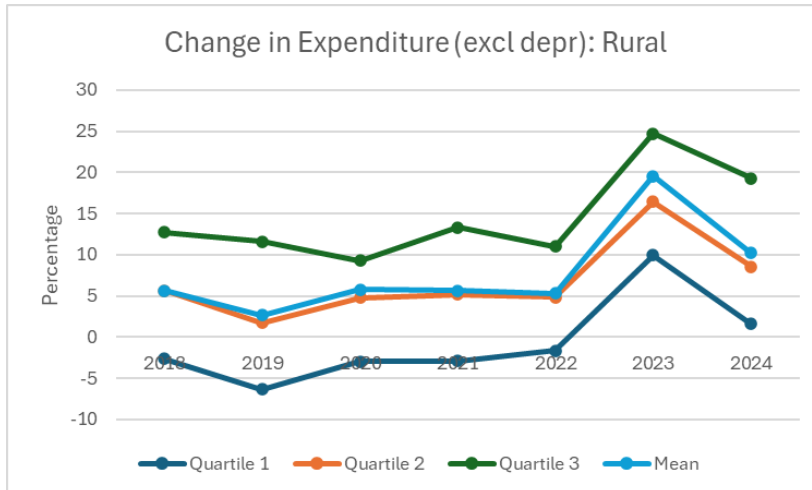
obliged to make considerable use of these resources to fulfil its remit: for example, the Leeton Shire Council expenditure on fuel in 2023/24 was \$453,700, having risen from just \$385,799 just two years earlier – which is over 17% in just two years). The local government cost index is used to guide decisions around the IPART rate cap which is the maximum percentage that a council can ordinarily increase its total tax take in a given year, in the absence of a special rate variation. Unfortunately, the LGCI does not measure local government cost pressures accurately – recent changes have improved matters a little, but it is still far from precise. As a result, the allowable tax increases for NSW local governments have largely lagged actual cost pressures over recent years according to Australian Bureau of Statistics data (Figure 1 below). This gap has been slowly compounding and explains some of the financial sustainability predicaments faced by local governments across the state.

Figure 1. Various Measures of Inflation Over Time



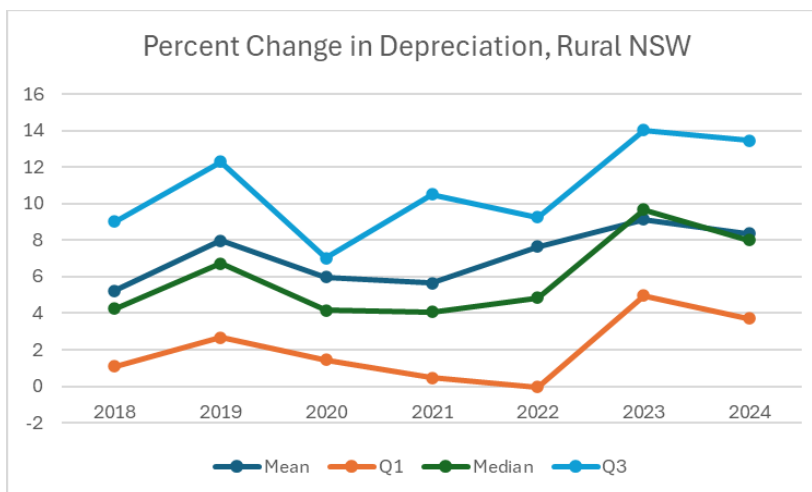
Clearly, the inability of a rate cap to keep pace with cost increases faced by local government will make it inevitable that councils will need to apply for SRVs from time to time. This insufficiency is further exacerbated by the extraordinary increases to operational expenditure that most rural local governments in the state have been obliged to absorb to meet their obligations to communities (as well as the national housing crisis) in the last few years. It should be clear that rate increases in the last two financial years have lagged expenditure obligations by a considerable margin (see Figure 2). {Matters are further inflamed by the fact that crucial grant receipts are linked to CPI (an inappropriate index which is typically lower than local government cost pressures)}.

Figure 2. Year on Year Percentage Change in Operational Expenditure (excluding depreciation), All Rural NSW Councils



Notably, Figure 2 excludes depreciation which has typically been increasing at a very fast pace because of apparent Auditor General misapprehensions around the intent of the AASB116 accounting standard (such as efforts to standardise depreciation accruals and also include assets that are clearly not under the control of council; see Figure 3).

Figure 3. Year on Year Change to Depreciation Expense, All Rural Councils



Further exacerbating matters are new regulatory costs such as the aforementioned central auditors (in truth, a cost-shift with relatively little value for communities; see McQuestin et al., 2021), Audit, Risk and Improvement Committees (ARICs), and new training requirements. Some of this is reflected in increases to staff costs (which are also subject to enterprise bargaining negotiated pay rises; Figure 4) as well as material and contract costs (Figure 5).

Figure 4. Year on Year Change to Staff Expenditure, All Rural Councils

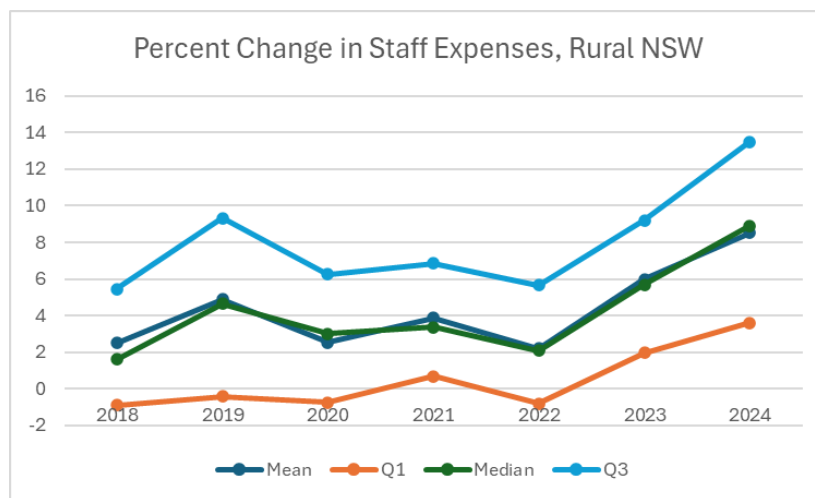
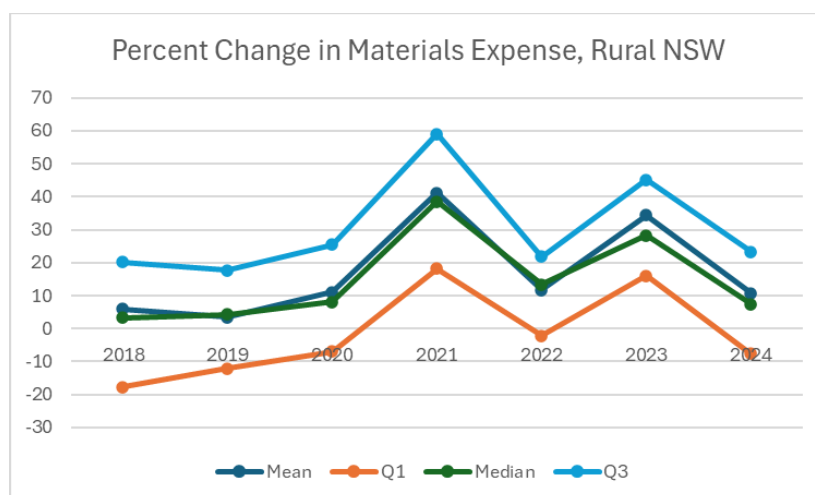


Figure 5. Year on Year Changes to Materials Expenses, All Rural Councils



Further compounding insufficient revenue growth with respect to sharply rising costs is the historical financial sustainability position of Leeton. For instance, we note that

TCorp (2013) declared Leeton to be 'moderately' sustainable with a 'negative outlook' based on its work mostly conducted in 2012. This was the fourth lowest ranking in the seven-part categorisation employed at the time, which was one rung above 'weak'. Given the negative outlook provided at the time it is reasonable to assume that TCorp (2013) saw that Leeton was likely to deteriorate to at least 'weak' in the absence of a new revenue and/or expenditure paths. We note that the Council (2015) at the time proposed efficiencies – 'reduction in FTEs' (then 135 FTE), reducing motor vehicle fleet, reducing provision of mobile phones, reduced street sweeping, reduced roundabout plantings, reduced library hours, review of recreation facility fees and delivery models, contracting out of litter bin collection, 'increased usage of the iconic Roxy Theatre', 'reduction in subsidy' for the golf course, cost recovery for inspection fees, review of levies for Section 94A, 'review the approach to depreciation' – as part of their sustainability plan. Some of these proposed efficiencies weren't efficiencies⁴ at all; some had only marginal benefit; some were impossible to attain given new state government mandates; and some probably weren't practical anyhow.

One of the key learnings that we have taken away from the councils we have previously helped is that *unnecessary* delay inevitably results in greater pain down the track. Every year that a council puts off collecting a reasonable quantum of taxation, increasing fees and charges, or improving technical efficiency is a year that ultimately will have to be caught up on. That is why one can sadly, all too regularly, see headlines about councils applying for SRVs of eighty percent or more (see for example Tenterfield or North Sydney). Nonetheless both the Council and the community must be ready before embarking on a SRV proposal – for instance long-term financial plans (LTFPs) as well as asset management plans (AMP) need to reflect the additional rigour demanded by IPART, pricing must be set carefully, subsidy programs must be reviewed, the community must be made aware of local government challenges and spending plans must reflect current circumstances. All of these preparatory matters may well have a bearing on what might be possible given the strict time constraints imposed by the SRV Guidelines. Furthermore, should the council commit to proceeding to Stage 2 (the SRV proposal) then a number of additional tasks would then be triggered as part of the process: including review of hardship policy, surveying of staff, surveying of community, councillor briefings & training, staff briefings and the like. An SRV is an intensive exercise that requires much time, dedication and thoroughness. With the right commitment and perspective, the process can work to the betterment of all stakeholders and result in new levels of understanding that might previously have eluded the various parties.

We reiterate that many people frequently misconceive who will make the decisions around an SRV. For the case of financial sustainability, the extant Guidelines (at time of writing) do not require that the community agrees to the tax increase – merely that

⁴ Efficiency (technical or x-efficiency) is the conversion of inputs into outputs. Reducing both inputs and proportional outputs is not efficiency at all. Rather efficiency is reducing relative inputs whilst maintaining outputs, increasing outputs or avoiding a proportional decrease in outputs (or increasing outputs without a proportional increase in inputs). Confusion over how to define and measure efficiency was a feature of the Fit for the Future program (see Drew, 2021).

they have been made aware and that they have had a real chance to influence the design of the proposal in a reasonable way that acknowledges financial imperatives. The Councillors will then need to vote on a motion to forward the proposal to IPART. But this alone is no guarantee that the tax increase will occur – after all, in the last two rounds over a quarter of applications have been rejected by IPART⁵. The final decision is made by IPART around May each year, under delegation of the Minister for Local Government. IPART are quite thorough in their work – therefore only a comprehensive brief of sophisticated evidence and a demonstration of a real willingness to make changes and respond to community feedback can be assured of success. Indeed, one of the key tasks here is an independent interrogation of the LTFP and efficiency measures proposed to support the SRV application.

We also remind interested parties of recent changes to the Local Government Act (NSW, 1993) that ‘permits council to catch up on the shortfall in general income over any one or more of the next 10 years’ (IPART, 2025). This catch-up provision seems to apply to both ‘the rate peg or the percentage specified in a special variation’ (IPART, 2025). Thus, even if an SRV proposal is approved by IPART there can be no guarantee of the precise amounts and years that the increase might take place over – or whether it takes place at all⁶. This is an important matter to take note of and generally provides additional safety for the community, should circumstances change in an unanticipated positive manner in the future.

The remainder of the report presents a number of simple ratios whereby comparisons are made to a group of peer councils derived from the appropriate OLG group and assisted by Euclidian cluster analysis (for similarity). Table 1 lists the peers used.

Table 1. Peers Used in Comparisons

Bellingen	Greater Hume	Nambucca Valley
Cabonne	Gunnedah	Parkes
Cootamundra-Gundagai	Hilltops	Snowy Valleys
Cowra	Inverell	Yass Valley
Federation	Muswellbrook	

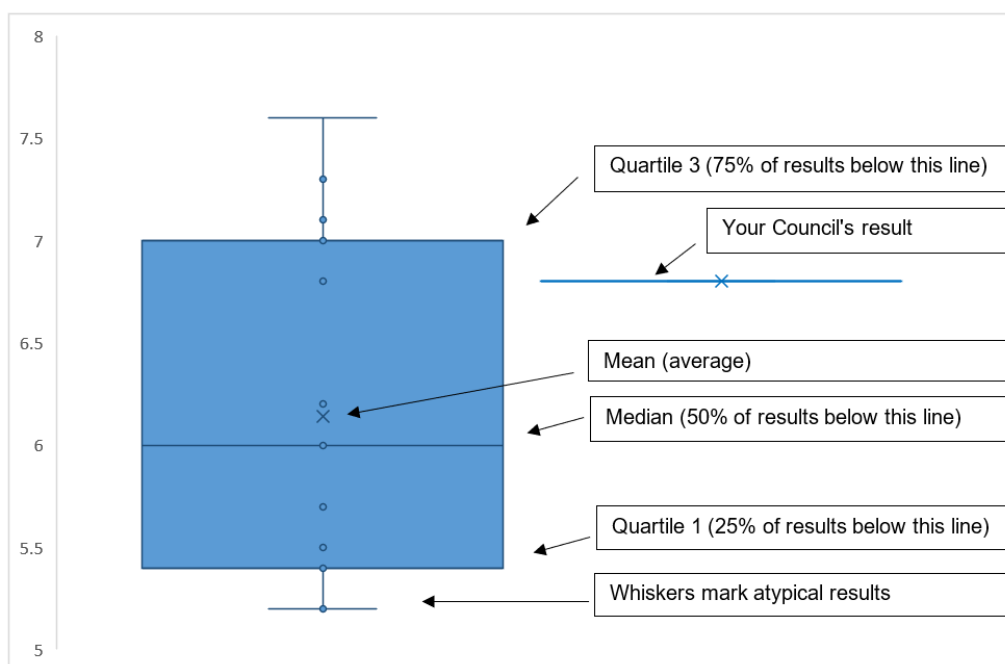
Comparative data is presented in box and whisker plots which are usually considered to be the best way to illustrate a particular council's performance relative to its peer group. In all cases the only practical option available is to use audited

⁵ This was at the time of writing. For the 2025-26 round six applications were made: one was rejected, one partially approved, and the rest approved in full.

⁶ Indeed, for these reasons, the Councillors who vote to put forward a proposal to IPART *may* not be the Councillors who vote to pass on any rate increase subsequently approved.

financial statement data, and this is what IPART mostly relies on also⁷. Figure 6 explains how best to interpret such a plot.

Figure 6. Interpreting Box and Whisker Plots



In addition, we formulated a sustainability index based on rigorous mathematical techniques (principal components analysis) for all rural councils for the 2024 financial year (according to the ratios presented in audited financial statements). We graphed Leeton's relative position with respect to its peers in the figure following presentation of comparative data for the regulatory ratios.

Thereafter we present a large number of additional ratios which paint a deeper and more accurate picture of the financial sustainability position and challenges.

Following this we conduct a cross-section regression to derive a benchmark for capacity to pay⁸. Notably this latter work is conducted with reference to councils in NSW designated 'rural' (which is Leeton's classification) according to the Australian Classification of Local Government. This was a cohort of fifty-seven NSW local

⁷ Only audited financial statement data is assured as being free of material misstatement – the requirement under Australian Audit Standards. Moreover, only audited financial statements have sufficiently detailed publicly available data for all peer councils.

⁸ The panel regression and other tasks that we will do in a potential Capacity to Pay report will be more thorough, but likely yield broadly consistent answers.

governments for the 2024 financial year because of a few missing data points due to audit delays and the like.

We conclude with our recommendations regarding the next steps for Council.

2. Regulatory Metrics

In this report we will be presenting a number of simple metrics, where comparisons are made to the aforementioned peer groups. As a general rule it is important to consider all metrics together and not be tempted to myopically focus on any single number. Moreover, it is necessary to remain cognisant of the fact that metrics can be flawed from conception – this is certainly the case for many of the regulatory metrics that immediately follow – and may not have significant rigour or inputs to allow for good decision-making. These facts were demonstrated beyond reasonable doubt by scholars prior to and following the recent amalgamations (see, for example, Drew, 2021; Drew et al., 2022). Indeed, the best basis for decision-making is often the robust sophisticated evidence that can only be produced by trained scholars – especially when it is based on panels of data and wide cohorts. We present some indicators of this kind in this report and will do so further – with respect to capacity to pay, efficiency, and liability capacity – should council proceed to Stage 2. For now, it is enough to understand that greatest emphasis should be given to the more sophisticated analyses (the principal components analysis (PCA) and regression results based on 57 councils) and that rudimentary ratios need to be approached with a critical mindset.

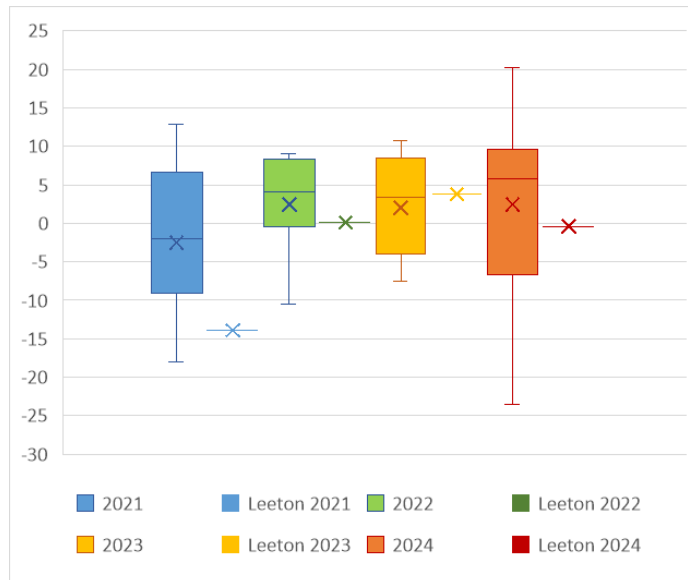
In this section of the report we will look first at the nine ratios that regularly appear in the audited financial statements, with respect to the fourteen peers. We will then conduct a PCA of the same ratios for all 57 councils as reported in the 2024 audited financial statements.

Perhaps the key ratio employed for decision making by councils and regulators alike is the operating performance ratio. The metric essentially reports the surplus or deficit (excluding capital grants⁹) as a proportion of revenue to allow for fair comparison between councils and over time. At one time the benchmark was negative four percent, at a different time it was break even (0) over three years, but currently the benchmark is break even in each year. The current benchmark is not appropriate given that expenditures, in particular, tend to be lumpy – we therefore prefer a measure over at least three years. It seems from Figure 7 that Leeton has struggled to meet the extant benchmark in recent times¹⁰. Moreover, the projections from the long-term financial plan (LTFP) suggest that achievement of the benchmark will prove even more elusive in the future.

⁹ Some people argue that excluding capital grants in a double-entry book-keeping regime is problematic, however, this needs to occur because capital grants can't ordinarily be used to cover day-to-day expenses. Moreover, a large part of revenue tends to be for capital grants. If the benchmark recognises matters correctly then the exclusion of capital grants is reasonable.

¹⁰ The precise numbers going back the last four years were -0.38%, 3.82%, 0.12%, and -13.88%

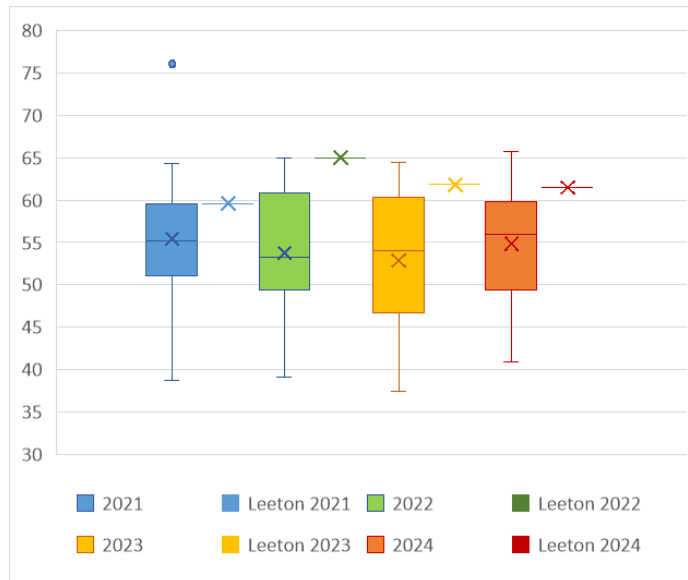
Figure 7. Operating Performance Ratio



Much emphasis has been placed on the own source ratio in recent years, but this has mostly been in error and seems to have resulted from serious misapprehensions around the horizontal fiscal equalisation (HFE) objectives enshrined in the main grants regime (Local Government (Financial Assistance) Act (1995, CTH)). This kind of flawed metric is an example of why we should never place myopic focus on a single crude ratio in the absence of an understanding of economic theory or context. Indeed, the single benchmark of sixty percent for all NSW local governments is clearly not sound.

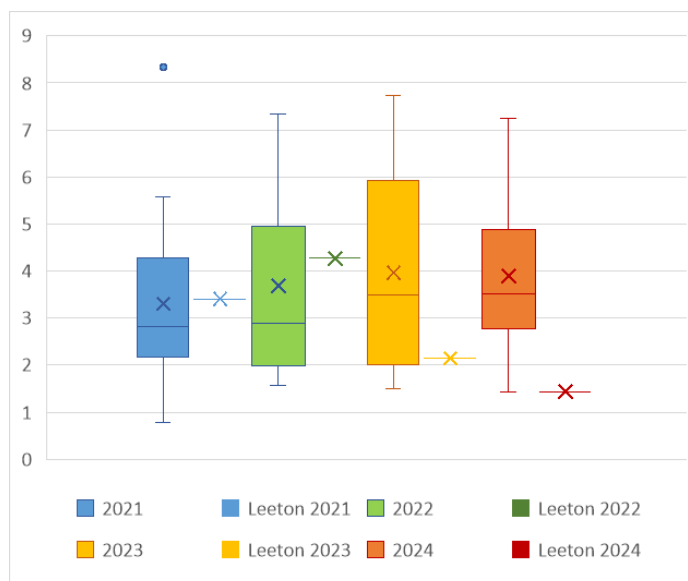
As it turns out Leeton is one of the few rural local governments that does regularly achieve the benchmark, helped out in large part by the childcare business that it operates.

Figure 8. Own Source Ratio



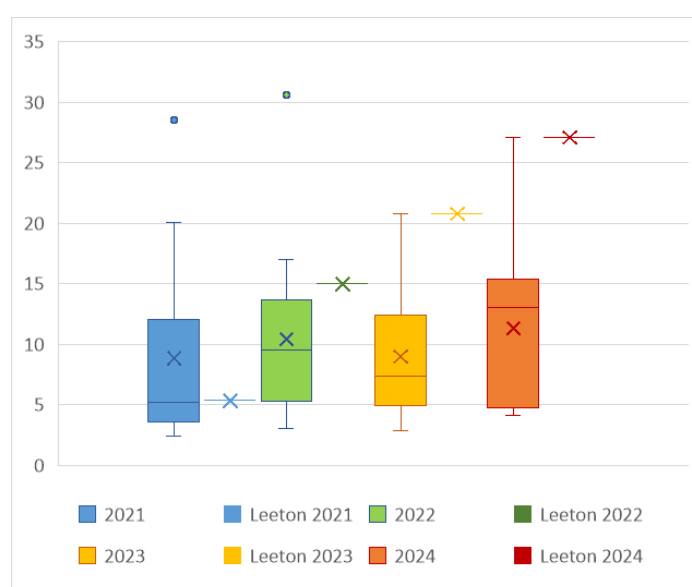
The unrestricted current ratio is a liquidity metric – it is intended to speak to the ease with which a council can meet its obligations as they fall due. It is essentially a ratio of unrestricted current assets to current liabilities. The council is currently below the benchmark for this metric (of 1.5 or greater), which is a matter of concern, notwithstanding the timing conflation of the most recent financial reporting period. When considered also in terms of the LTFP deficit projections this ratio suggests the need for timely intervention to arrest the apparent trend that has emerged since 2022.

Figure 9. Unrestricted Current Ratio



The debt service ratio is a particularly poor metric which probably explains why it is not used in the other local government jurisdictions. It is a ratio of the operating result to repayment cashflows and as such fundamentally misconceives both how debt is serviced and the nature of prudent cash management. Later in this report we will present a much more competent indicator – the nett financial liabilities ratio – and should council proceed to Stage 2 then we will provide an even more robust econometric analysis of liability capacity. Despite the obviously flawed nature of this metric, it is part of the regulatory suite that has been used in the past to determine state government policy intervention (including amalgamation) and thus still warrants critical attention. The ratio suggests good debt capacity, but we must remember that it is flawed in construction and also does not reflect recent debt drawdowns.

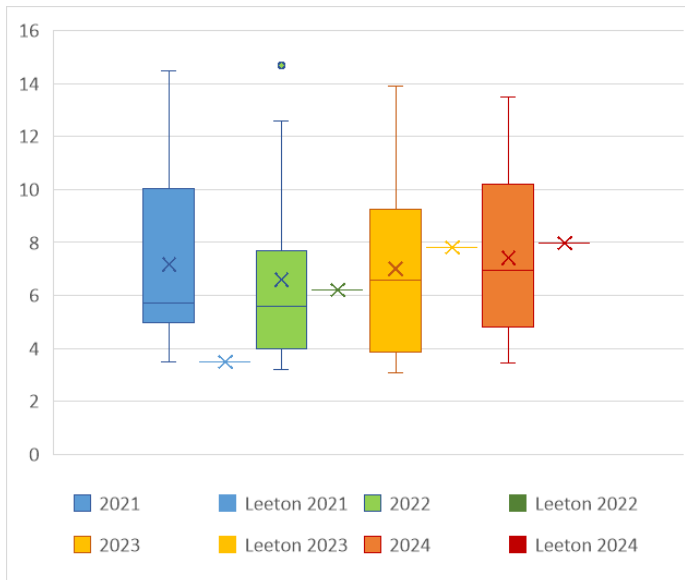
Figure 10. Debt Service Ratio



The rates and charges outstanding metric *may* provide some tangential information on capacity to pay, but it is significantly confounded by apparent distributive inequity¹¹ and also the effort expended by councils to collect overdue imposts. Figure 11 suggests that Leeton has greater than typical rates and charges outstanding. Given the econometric evidence that we present later in this report, the most likely explanations for the figure under reference would seem to be either a lack of distributive equity or perhaps less than ideal effort with respect to following up overdue accounts.

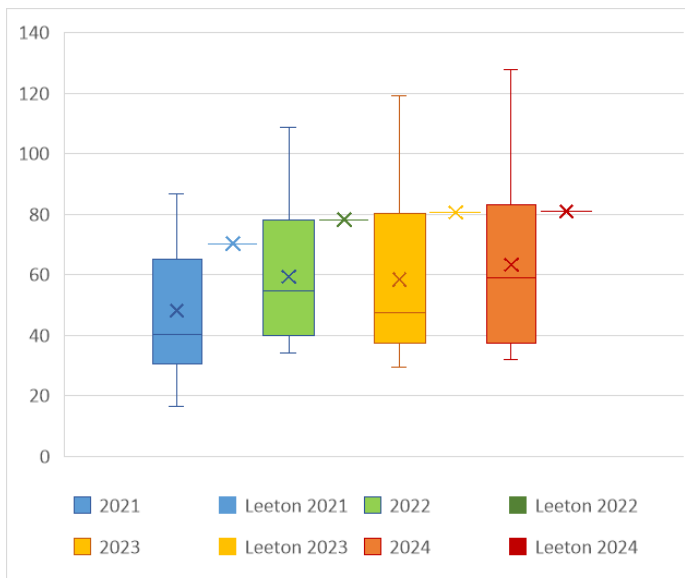
¹¹ This refers to how the burdens are distributed throughout a community. Economic theory asserts that use of base rates, minimum rates, various ad valorem rates and discounts all affect distributive equity. These matters also inevitably impact on capacity to pay. Should council proceed to Stage 2 then we will conduct analysis and training on this important, but usually neglected, aspect of SRVs and rates more generally.

Figure 11. Rates and Charges Outstanding



The cash expense cover ratio ought to be a measure of liquidity superior to the unrestricted cash metric. However, because the ratio includes restricted cash in the numerator it is probably not fit for purpose in a local government setting. As we have already alluded to, unrestricted cash is currently at very concerning levels. Thus, the apparent glowing picture painted in Figure 12 only really attests to the poor design of the regulatory metric and no serious attention to the number seems warranted.

Figure 12. Cash Expense Cover Ratio (Weeks)

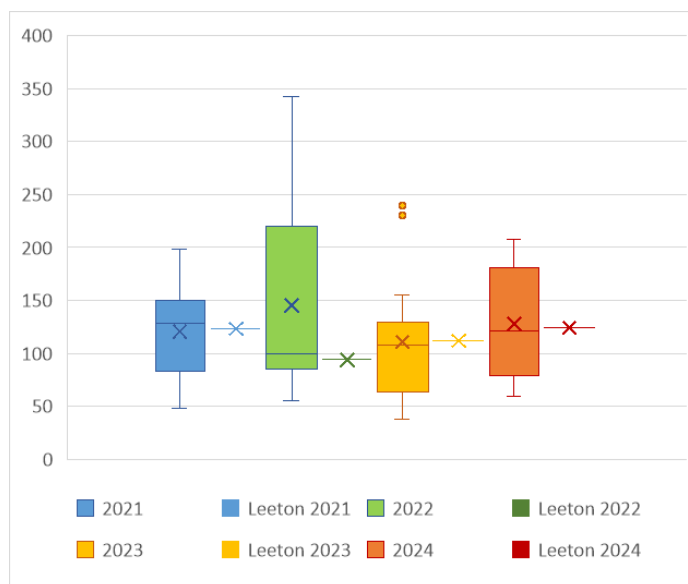


Similarly, the asset metrics on the whole have proven unreliable and their substantial shortcomings have also been demonstrated in the scholarly literature – see, for example, Drew 2017. Notably these metrics are reported in Special Schedule 7 which follows *after* the auditor’s statement, further casting doubt on their reliability.

Furthermore, Council has discovered some errors in the Special Schedule 7 data which we expect to be corrected in the forthcoming 2025-26 financial statements. Sadly it is not unusual for councils in NSW to find large errors in this data. We have been provided with a detailed account of the errors, and concur with the Council’s plan to correct the record. Nevertheless, in the following comparative graphs we use the audited financial statement data because this is the extant process outlined by the OLG and IPART (indeed, we note that it is quite possible that some of the comparator group also contain large errors).

The renewals ratio reports asset renewals as a function of depreciation. Leeton has had typical performance in this indicator relative to the peer group over a long period of time.

Figure 13. Buildings and Infrastructure Renewal Ratio

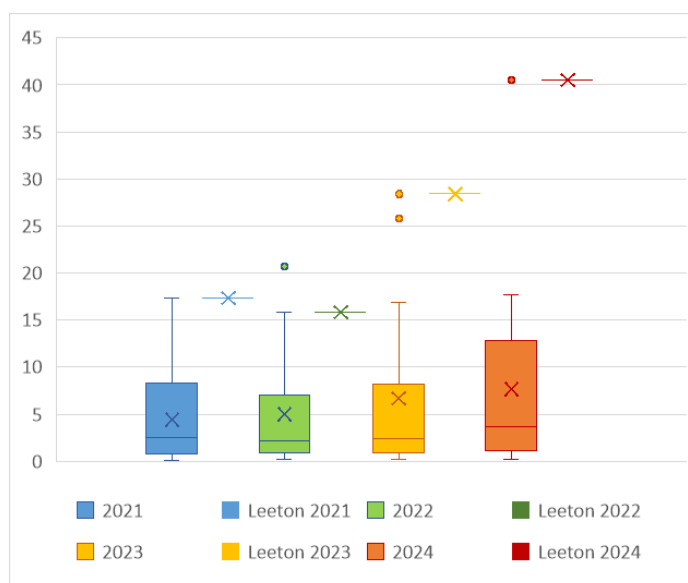


The backlog ratio, on the other hand, is the cost to bring assets to a satisfactory standard divided by the nett value of hard assets. The numerator of this metric has long been a matter of contention and the OLG accounting guide provides insufficient information for councils for reliable assessment without falling foul of definitional drift (Drew, 2017). We have long advocated that individual councils fill this definitional void by providing concise definitions of asset conditions, along with exemplar photos for the main kind of assets and have Councillors review same each term (Drew, 2021). A guide of this kind should then appear on the council website so that the community can be clear on matters.

Further, we understand that recent work has been conducted on asset condition scoring, and we suggest that this be used in combination with the aforementioned definitions and photos to produce data in this area in future.

On the face of things, Leeton seems to be an extreme outlier in a poorly performing manner on this metric. However, given enduring uncertainty regarding the reliability of this data at both Leeton and the comparator councils it may not be prudent to place undue emphasis on Figure 14.

Figure 14. Infrastructure Backlog Ratio



The last regulatory metric relates the cost to being assets to an agreed service level with respect to the gross replacement cost. Once again, definitional gaps plague this metric with the result that one should be very cautious of placing much reliance on same. A similar process to what we recommended with respect to condition scoring would seem appropriate here also. Leeton is pretty typical of the cohort for the asset maintenance ratio, but one must remember to approach the number with due scepticism.

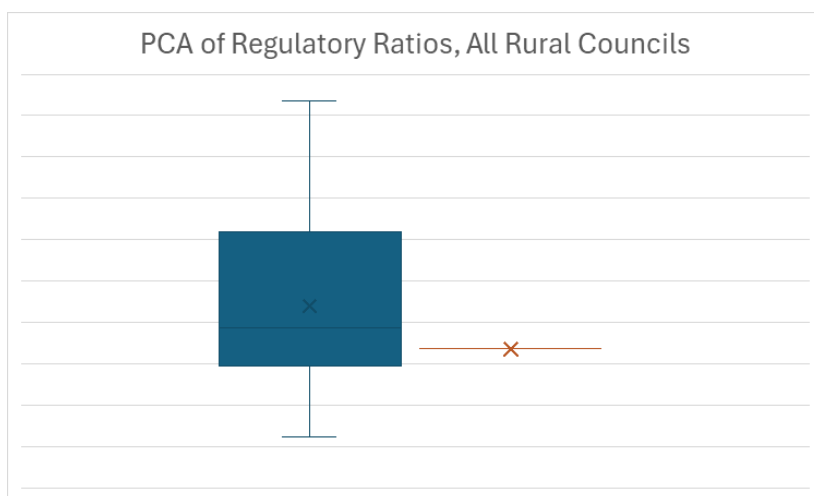
Figure 15. Asset Maintenance Ratio



One of the problems with any suite of performance indicators is how to form conclusions around the overall meaning of disparate metrics. A robust empirical approach to resolving this problem is to conduct principal components analysis (see, for example, Drew et al., 2024). Principal components analysis (PCA) reduces several numbers into a single figure according to linear projections arranged upon a set of axes positioned in a way that maximise variance (see, Duntelman, 1979 for further explanation).

In Figure 16 we provide a summary of the PCA score for Leeton with respect to all 57 rural local governments for the 2024 financial year. This demonstrates that Leeton is in the lowest half of the cohort according to regulatory financial sustainability ratios. Furthermore, there is little distance to the lowest quartile. We note that a result of this kind is not inconsistent with the TCorp (2013) evaluation.

Figure 16. PCA for all Rural councils



3. Other Metrics

In this section of the report, we cast our net wider to better understand the context of Leeton and also more robustly appraise financial sustainability.

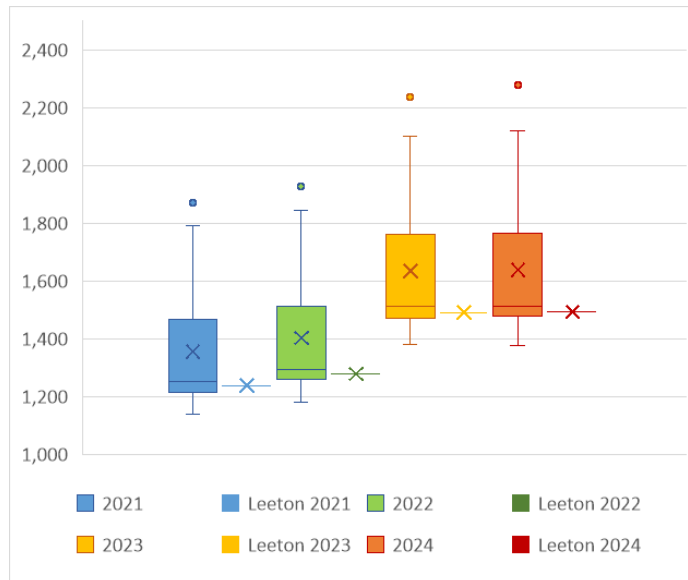
One of the key foundations for the financial sustainability of rural local governments is that they receive fair grant allocations that respond to the horizontal fiscal equalisation objectives of the enabling legislation (Local Government (Financial Assistance) Act (1995, CTH)). Horizontal fiscal equalisation (HFE) is defined as an allocation that allows each council sufficient resources to provide basic standard of local goods, provided that they both exert reasonable revenue effort and are also relatively efficient. It is a critical concept in sub-national financial sustainability – especially for rural councils – because some local government areas are simply richer than others (Drew, 2021). Moreover, large local government areas – often dwarfing the size of entire nations abroad – come with large cost functions, especially with respect to the large road networks that national economic performance relies upon.

Figure 17 provides a comparison of road grants per kilometre for Leeton and the peer group. It appears from this that Leeton has consistently been allocated with lower than typical unit road grants over the last four years. This is particularly problematic given the heightened road costs associated with an irrigation area: irrigation channels running parallel to roads weaken the substrate¹² and hence incur considerably greater maintenance expenditure. It seems that the Grants Commission may not have paid appropriate regard to this unique cost driver experienced at Leeton.

Furthermore, matters are even more concerning if one compares allocations at Leeton to the monies typically given to more urbanised communities. For instance, in 2024 Albury apparently received over \$3,369 per km, Blacktown over \$3,253 per km, and Canada Bay over \$3,965 per km as allocations from the same grant scheme. These figures are around twice as much as Leeton receives (just shy of \$1,500 per km in Leeton according to the Grant Commission Annual Reports for the last two years) and it is hard to reconcile such discrepancies with the HFE objectives of the legislation. Furthermore, urban councils typically don't have the same level of heavy vehicle traffic that does much of the damage to road seals in rural areas. They also do not have irrigation channels running alongside their roads. It is true that urban councils tend not to have much unsealed (dirt) roads which are associated with relatively lower expenditures: however, no rural council has unsealed roads by choice. Instead, unsealed roads are the artefact of insufficient grant allocations over many years, and it thus seems strange that grant allocations which ought to respect HFE might disadvantage councils for not being able to provide typical standards of service.

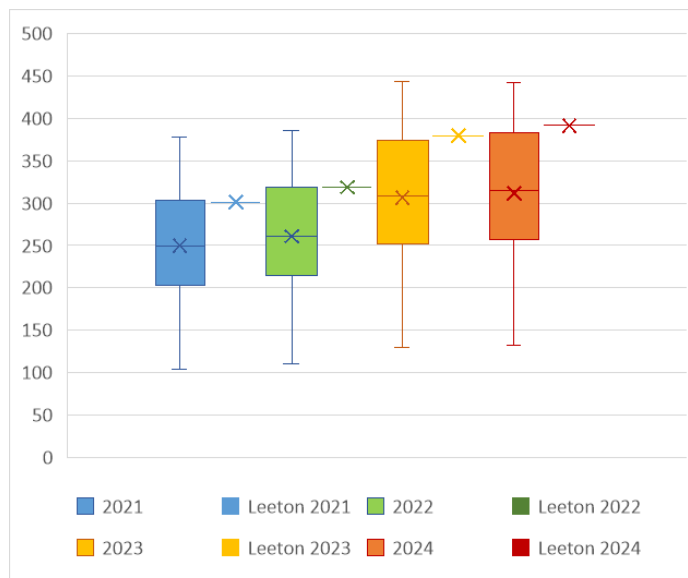
¹² The big danger to any road is having moisture penetrate under the road seal. Once this occurs roads will crack and ultimately fail – a bit like how the timber on a house fails once the paint surface cracks.

Figure 17. Road Grant per Kilometre



Matters are better when it comes to the general component of the grant. When viewed in terms of the peer group – and our measures of important demographic drivers – then allocations appear to be good.

Figure 18. General Component of Financial Assistance Grant per Person

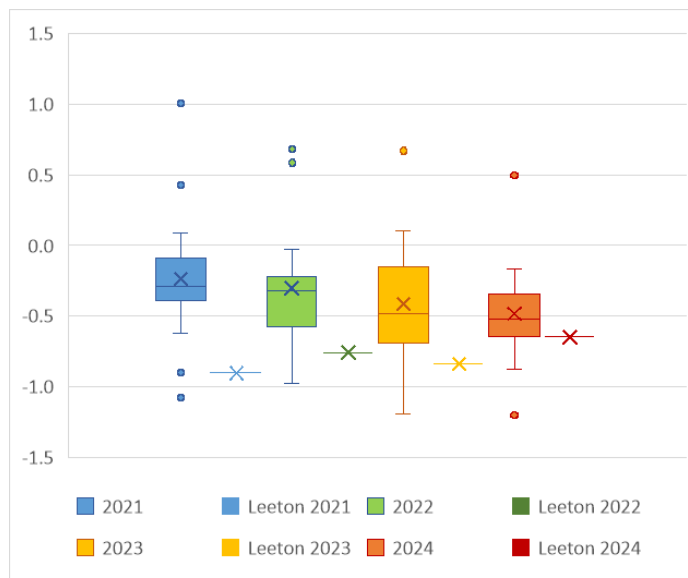


One potential avenue for addressing recurring deficits is through additional debt. However, debt comes with financial and intergenerational risk – it is essentially the bringing forward of future revenues at a significant cost. Thus debt, should only ever be countenanced for the funding of long-life assets with a number of caveats that we will explore in considerably greater detail should Leeton proceed to Stage 2.

For now, it will be helpful to get a feel for Leeton's debt capacity with respect to a more competent metric, than that stipulated by the regulators. The nett financial liabilities ratio is far more comprehensive than most simple ratios because it defines the numerator as liabilities less current assets, and the denominator as revenue less capital grants. However, the ratio is a little counterintuitive because in this case a lower result is actually preferred. Furthermore, the 2024 result excludes the large debt drawdown that occurred after June 30.

Figure 19 suggests that Leeton in 2024 was in the top quartile with respect to additional debt capacity, relative to the peer group. With all of these simple metrics it is important to remember that comparisons are being made to councils in the same OLG peer group – and that these councils are generally under some fiscal distress. Thus, a comparatively good outcome in relative terms may still remain a poor result in absolute terms. Should council commit to Stage 2 work then we will conduct panel regression to get a more accurate understanding of matters relative to a much broader cohort (all rural NSW local governments). For now, it is sufficient to take-away the idea that Leeton may have some remaining debt capacity that could conceivably be employed to fund long-life assets provided that appropriate caution is applied.

Figure 19. Nett Financial Liabilities



Depreciation accruals have been a source of ongoing difficulties for all local governments in Australia (see, for instance Drew, 2017). Moreover, it seems of late that some regulators and politicians may harbour fundamental misapprehensions about the matter.

Depreciation is the apportioning of costs over the useful life of an enduring asset and governed by the Australian Accounting Standards, associated with the International Financial Reporting Standards, backed by Commonwealth law. It is thus a 'real' expense every bit as much as employee or material costs. Indeed, long life assets will decay whether we like it or not, and irrespective of whether we take note of the depreciation expense. Recent alarming suggestions by the NSW Government (2025) that this expense can be side-lined or ignored ultimately neglect reality on the ground.

If we don't pay proper heed to depreciation then we are not doing double entry book keeping (unless we instead expensed the entire capital cost in the year of construction or acquisition) and will therefore end up with a perverted understanding of our annual financial outcomes, as well as sustainability more generally. Furthermore, if we overly standardise depreciation accruals as appears to be happening under the NSW Auditor-General then we will find that the figures ultimately have no useful meaning because they depart significantly from facts on the ground (McQuestin et al., 2020).

Nevertheless, it is sometimes the case that councils don't depreciate accurately, and comparisons can occasionally be useful for casting light on potential problems that have important implications for long-term sustainability. Generally, when there is an error, it tends to be under-depreciation and this is important because it makes the financial situation appear better than might be warranted.

Figure 20, by contrast, suggests that Leeton might be over-estimating depreciation relative to the peer group. However, this data needs to be understood with respect to two important caveats: (i) the fact that many councils under-estimate depreciation expense, and (ii) the particular environmental context of Leeton (especially water flowing next to roads). Our own inspection of assets suggests that figures probably are broadly in-line with facts on the ground. However, we would encourage Council to continue to work on the matter carefully with respect to asset plans and visual inspections of a sub-sample of assets¹³. Indeed, councils that we have worked with in the past have found it helpful for senior members of the asset and finance teams to conduct a number of joint site visits so that each party has a better understanding of what are typically different perspectives on matters¹⁴. We acknowledge the recent improvements of Leeton, in this area, and encourage council to continue its efforts.

¹³ The best approach is to take a *random* sub-sample of assets and send a qualified person out to evaluate the nett carrying amount. This evaluation should be done by someone who has not been given any indication of the recorded nett carrying amount. An evaluation of variation from recorded data should then be made to see if it is within tolerable levels.

¹⁴ It is not uncommon for respective asset managers and finance people not to understand the connexion between the work that each party does. Given the history of contention around putting figures to assets at Leeton – going back to at least 2015 – it would seem particularly important to engage in an exercise such as

Figure 20. Total Depreciation of Infrastructure, Property, Plant and Equipment Deflated by Carrying Amount



One of the key elements of HFE that we wrote of earlier is the caveat that councils must be exerting reasonable revenue effort – this means that council needs to be charging appropriate rates, fees and user charges. In the nexus ratio we express fees and user charges as a proportion of operating expenditure and compare Leeton to peers for the last four financial years.

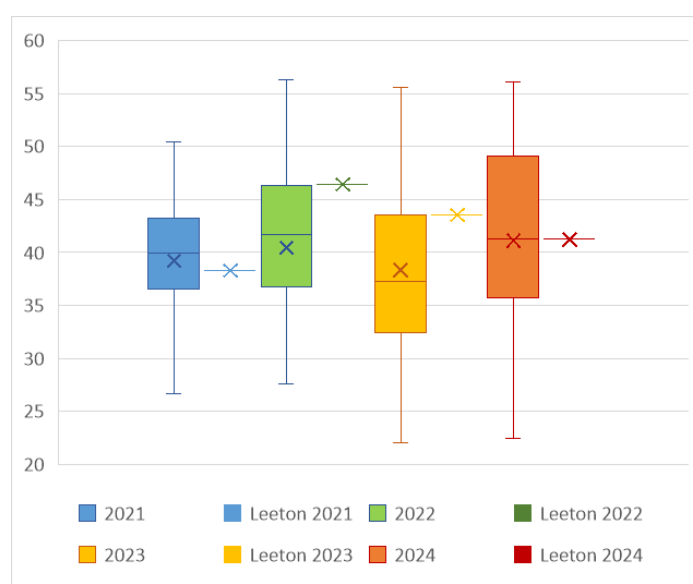
Councils that run non-core businesses (like childcare and the like), such as Leeton, generally have above typical nexus results. This is indeed the case for Leeton as expected. Nonetheless it is important that Councils remain cognisant of the imperative to constantly assure themselves that fees and charges do in fact cover long-run marginal costs unless a specific subsidy has been acknowledged. Our recent visit to Leeton uncovered a very large number of community and sporting groups apparently in receipt of very large ongoing subsidies. This is not a problem if the Councillors, and the groups themselves are aware of the quantum of the subsidy and can communicate the value that they return to the wider community. During his visit Professor Drew explained the need to quantify the cost of the subsidies provided annually to these groups and have them apply for these each year in a form that makes clear:

- (i) The nature and quantum of the subsidy
- (ii) The value that the group returns to the broader community
- (iii) The actions that the group is taking to reduce dependency on subsidies into the future.

this over a few days. Indeed, we suspect that the LTFP does not fully reflect changes to the future cost structure for maintaining assets such as roads and therefore view this exercise as being very important for moving towards the higher standards of robustness generally required by IPART.

For instance, a sporting association might acknowledge the costs of maintaining buildings or mowing sport grounds each year, cite specific good outcomes that their activity has for most people in Leeton, and investigate ways that they could become more independent in the future (perhaps, for example, considering the possibility of mowing their own playing fields). The emphasis here is not to immediately reduce support for critical community services, but instead create greater transparency and accountability for ratepayers. Typically, we find that no-one – neither council, the group, nor community – understand the substantial costs associated with supporting community groups and often it is the case that understanding can give rise to innovative solutions that improve outcomes for everyone (see, the discussion of the principle of subsidiarity in Drew, 2021). {We also note that an approach of this kind would seem broadly consistent with the undertakings provided by Leeton Shire in 2015}.

Figure 21. Nexus



Comparing rates fees and charges between different local government areas is difficult when only using crude ratios because of the problem of skewing. Skewing is the statistical term used to describe sets of numbers characterised by a few unusually large or small figures. It is a particular problem if people use averages – especially if this is done in the absence of a measure of spread such as the standard deviation or better still the IQR (inter quartile range which is the distance between quartile 1 and quartile 3 – the coloured rectangle in the box and whisker plots that we employ here). For instance, the set of numbers (1,1,2,3,65) has an average of 14 – but one could hardly argue that 14 was a sensible measure of the typical result!

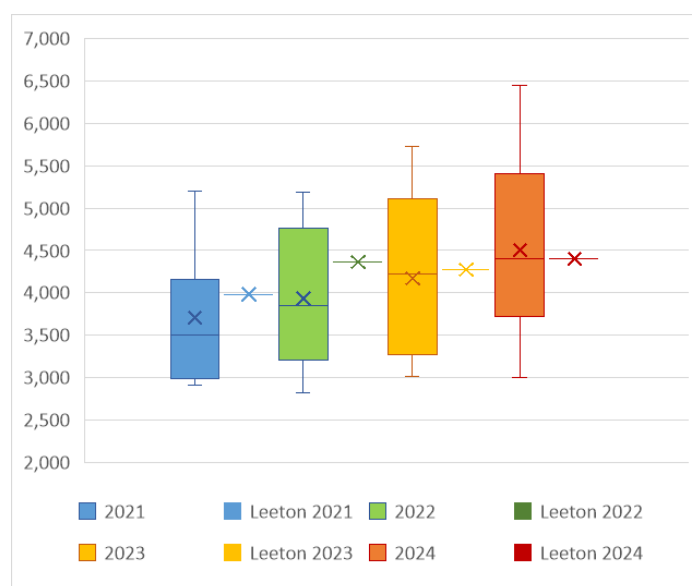
Skewing is a particular problem in rural areas because they are often characterised by disparate sized farms, as well as towns and villages with very different typical

land values. Because local government rates are calculated on unimproved land values it follows that crude ratios in a given rural area will typically be subject to extreme skewing, and pretty meaningless as a measure of central tendency. When we compare skewed measures of central tendency in one council with skewed measures in a peer council, the result is merely nonsense.

Unfortunately, the Office of Local Government (OLG) requires councils to talk about average rate levels in SRV applications. This requirement profoundly misleads communities and perhaps even the IPART decision-maker – not just because it is skewed, but also because it abjectly fails to measure capacity to pay in any sense (see below). Nevertheless, we must follow the Guidelines – although we mitigate this by presenting a more reasonable approach to matters afterwards (furthermore, if Council does decide to proceed to Stage 2, then we will provide a comprehensive review of Capacity to Pay in a later dedicated report).

In Figure 22 we present rates, fees and charges on a per assessment basis. By this metric it seems that Leeton is exerting a typical revenue effort. However, we caution again about skewing and also note that typical revenue is unlikely to be sufficient if a local government has higher than typical unit expenditures (generally because of high quality goods and services). With respect to this latter point the community should understand that the standard and scope of services in Leeton Shire Council is far higher than we have seen at comparatively sized rural local government areas.

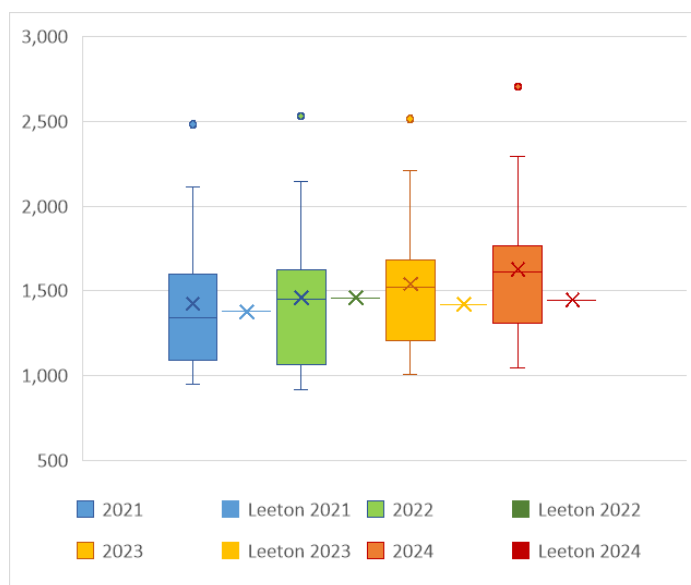
Figure 22. Rates, Fees and Annual Charges per Assessment (\$)



In Figure 23 we look at matters with respect to total rates on a per assessment basis – once again, our caveats around skewing and service quality and resultant expenditure remain salient. By this metric Leeton seems to have lower than typical rates. Furthermore, we note that relative performance has reduced in recent years

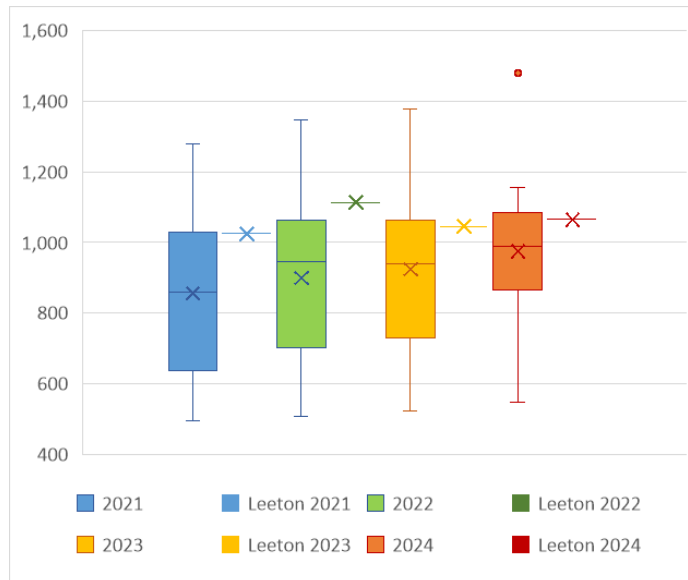
owing mostly to the fact that some of the peer group have had substantial SRVs approved in recent times in response to sustainability predicaments (for instance, Federation, Cootamundra-Gundagai and Snowy Valleys).

Figure 23. Total Rates per Property Assessment (\$)



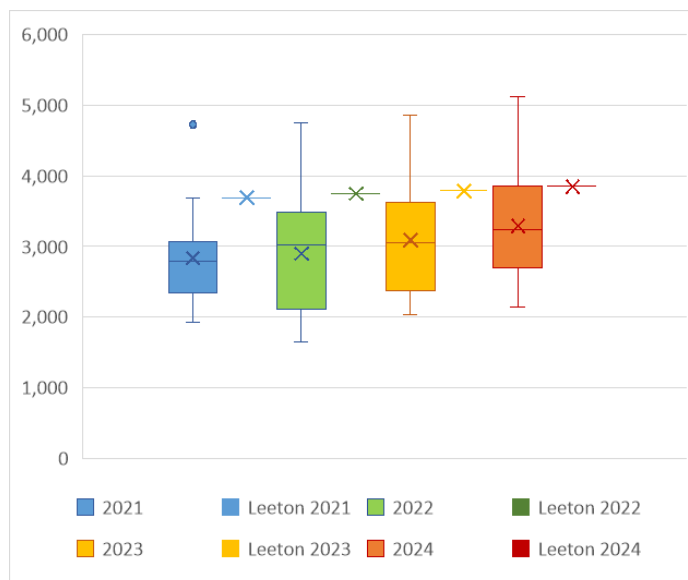
When we look at specific rate categories, as we are now obliged to do, we also start to drift into the concept of distributional equity – because different categories may have different rates of local government tax we can find that a below typical result for the aggregate of all categories, can hide above typical results for specific areas. For example, Leeton seems to have above typical rates on a residential rates per assessment evaluation. However, the matter of skewing is particularly salient here given the relatively high numbers of residential properties outside of Leeton itself (for instance in Whitton and Yanco), which is a little unusual for rural local government areas. Furthermore, average rates per category provided no indication of capacity to pay – as is often misconceived – because no account is made of the incomes accruing to residential property owners. We thus caution readers not to put much emphasis on these disaggregated average rates comparisons.

Figure 24. Residential Rates per Assessment (\$)



Farm rates also appear to be well above typical – but once again, it is subject to obvious skewing and takes no account of the incomes produced from the said farms (which is clearly necessary to provide any understanding of capacity to pay).

Figure 25. Farm Rates per Assessment (\$)



In Figure 26 we provide a summary of average non-farm business rates. Our clear caveats around skewing and income derived from the business are also very important here.

Figure 26. Business Rates per Assessment (\$)



As we have already noted capacity to pay can't really be considered in the absence of data around the incomes accruing to people and various businesses in the local government area. Indeed, it is the rates paid as a proportion of incomes that represents the real revenue effort, and the thing that probably means the most to people in a practical sense (because rates are paid out of incomes, not averages). For instance, if two local government areas had precisely the same average rates (assuming that the formidable problem of skewing didn't apply for some reason), but the people in one local government area typically earned double that of the other, we could hardly claim that they had the same capacity to pay. To use a metaphor – no-one would think that a comparison of the average quantum of income tax was sensible, because doing so takes no account of what was earned and thus provides no indication of capacity to pay. It is similarly silly to compare average amounts of land tax without any reference to either (i) the amount of land owned, and (ii) the amount of income earned or potentially earnable from the land owned.

One way to quickly assess capacity to pay is to conduct a regression analysis of capacity to pay for Leeton with respect to all other rural local governments in NSW. The basic idea of regression here is to establish an equation that describes the expected tax take (aggregate rates¹⁵) in terms of the different incomes accruing to people in the local government area (wages, various forms of social security, unincorporate business income and the like). Once we have established an equation of this kind for the whole rural NSW cohort, we then put in the specific numbers of various income earners for the case of Leeton. The result is a robust estimate of the

¹⁵ Because of the problem of distributive equity that we discussed earlier this regression activity cannot sensibly be conducted on a disaggregated (rates category) basis.

total take that might be expected were Leeton to exert the typical revenue effort for a local government area with its' specific characteristics.

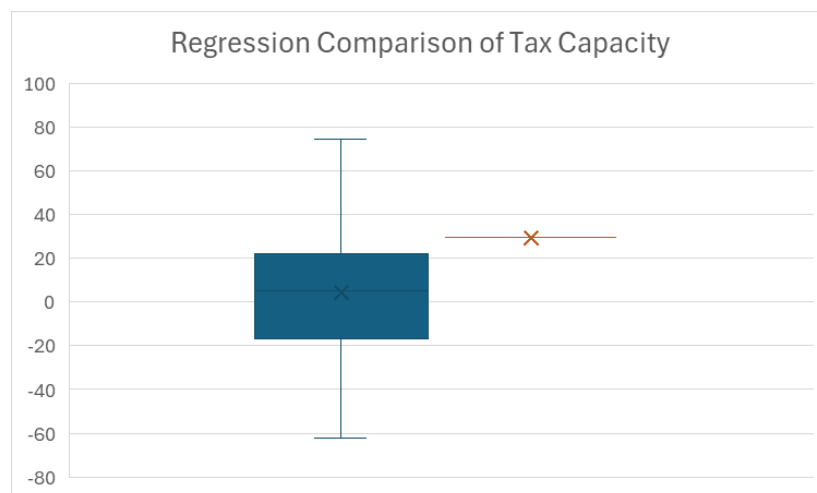
The particular type of regression that we have done here is called cross-sectional regression because it only refers to the most recent financial year. Data is obtained directly from the audited financial statements as well as the Australian Bureau of Statistics (for income, pension data and the like). Cross-section regressions are not quite as robust as panel regressions (multiple years), but we do not expect significant differences in the event that Leeton proceeds to Stage 2, and we conduct this exercise again for a five or six year panel. We also note that in the case of a potential Stage 2 project that we would typically provide additional comprehensive data on personal and farm business incomes.

Regression has a number of advantages over other potential methods. First, it allows us to take account of *all* of the important variables known to affect capacity to pay simultaneously. In addition, regression allows economists to make *ceteris paribus* claims – that is, precisely understand statistical associations between the regressand and regressors, holding all other things constant.

Readers should be aware that the two professors who have authored this report are extremely experienced scholars, with a combined output of hundreds of works, which have been approvingly cited thousands of times by their scholarly peers. Indeed, one is the editor at a highly esteemed academic journal. Otherwise stated, they are world-class in this field and routinely conduct sophisticated empirical work of this kind. Econometrics is based on a strong body of theory developed over centuries and is something that students study at both the undergraduate and graduate levels. Typically, to become an econometrician one studies at least a bachelor's degree (three years), followed by a two-year master's. Both of the professors involved in this present work hold doctorates (the highest qualification available from universities), and have successfully taught postgraduates at the highest level. For readers interested in further information on econometrics, we refer them to the introductory works of Wooldridge (2006) or Kennedy (2003).

In Figure 27 we present a comparison of additional tax capacity with respect to the entire cohort of rural NSW local governments as derived from our regression work. As can be seen Leeton is in the top quartile (top twenty-five percent) of the cohort with respect to its need to increase rate revenue to achieve typical tax effort. To be even more specific, *Leeton could have increased its total rates by some twenty-nine percent in nominal terms in 2024 and still have only exerted typical effort. This represents around \$2.3 million foregone in the 2024 Financial Year.* We remind readers again that Leeton has above typical services in terms of both quality and scope. It is hard to see how below typical revenue could be sufficient to support above typical service levels in a financially sustainable way.

Figure 27. Additional Tax Capacity as Measured by Robust Regression Analysis



One of the important, albeit commonly overlooked, matters with respect to financial sustainability and associated SRVs is the accuracy of budgeting processes. Because financial sustainability is a long-run concept we need to have reasonable confidence in budget projections to really be able to discern matters clearly. Moreover, scholarly research has shown that poor budget processes can also lead to inefficiency which clearly has an impact on sustainability (see McQuestin et al 2020).

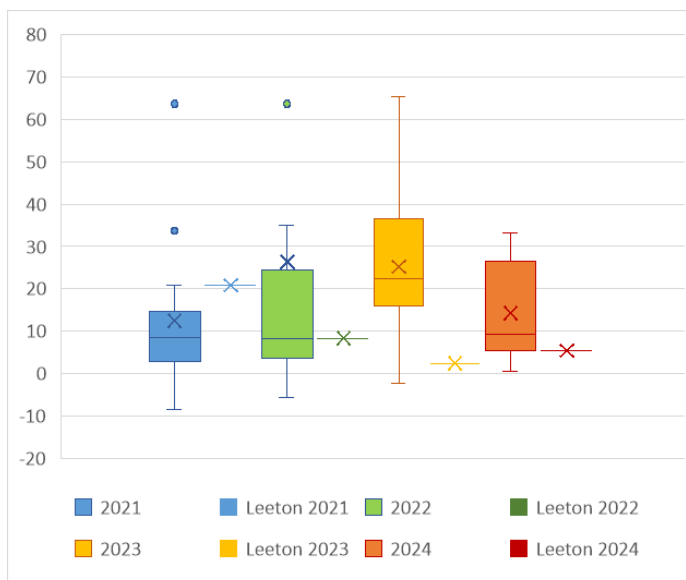
In Figure 28 we plot the deviation from budgeted revenue for Leeton and the peer group for the last four audited financial statement years. Large errors have unfortunately become typical according to this audited financial statement data and mostly relate to unexpected grant flows, which are favourable with respect to nett operating results. However, the relative scale of errors for Leeton over recent years has been increasing – according to the audited financial statement data – and could become a concern if it continues. This is especially the case because of an economic concept called fiscal illusion which refers to an inability of residents to accurately understand the costs of the goods and services that they consume, or the financial situation of their government. When strong grant flows occur residents effectively receive a large subsidy on goods and services and this can result in misconceptions about the true state of affairs (later in this report we will present useful information around the various sources of revenue at Leeton that should be disseminated via rates notices and the like as soon as practical to dispel potential for misconceptions).

Figure 28. Deviation from Budgeted Revenue



On the expenditure side of the ledger relatively modest unfavourable over-spends have been a feature in recent years (excluding 2021 which was significant). We note that deviation from budgeted expenditure is generally far lower than most of the peer councils, but urge renewed vigilance in this area into the future.

Figure 29. Deviation from Budgeted Expenditure



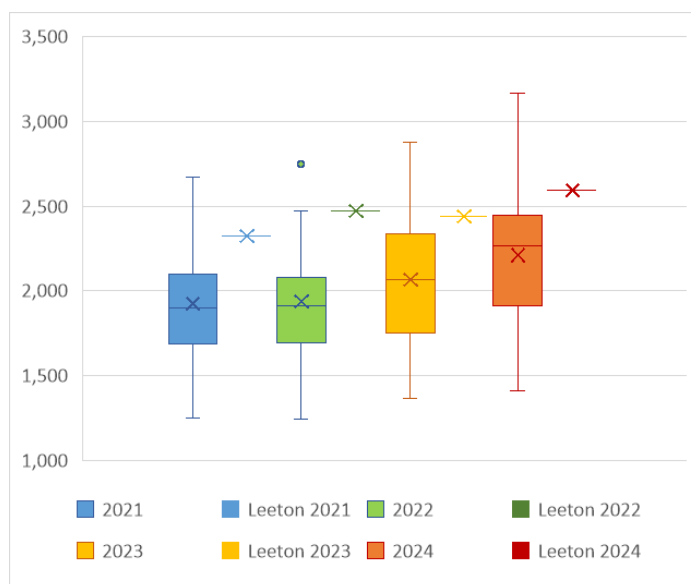
Before moving on to the next matter, we would like to acknowledge that Leeton Shire has done much work on its accounting software and processes in recent times. We are therefore expecting better budget accuracy in the future.

One of the key criteria of the OLG which IPART must assess matters on is efficiency. Technical efficiency refers to the conversion of inputs into outputs. Generally, consultants working in this field merely look at operational spending per capita, but the scholarly literature has been scathing of this 'efficiency' metric that clearly does not measure efficiency¹⁶ (Drew, 2021). The gold standard evaluation of efficiency is full disposal hull analysis (a type of envelope analysis). Evaluations of this latter kind are ideal because they closely conform to economic definitions of efficiency. However, envelopment empirical work is very complex and time consuming and thus a matter usually dealt with in a dedicated Efficiency Report should council proceed to Stage 2 (although we do present a basic data envelopment analysis shortly).

One of the places to start when considering the matter of efficiency is staff costs – especially in response to the undertakings made in response to the 2015 *Fit for the Future* (FFTF) program that we surveyed earlier (although noting our concerns regarding practicality and subsequent state government mandates). Figure 30 suggests that staff expenditure at Leeton is relatively high compared to the peer group, albeit far from the highest. Part of the explanation for this is the fact that Leeton runs businesses such as the early learning (childcare) centre which accounts for an approved 25.9 FTE staff (around 15% of total council staff). Nevertheless, it does seem that there is a need to carefully constrain staff costs in the future – an issue which might be best considered in terms of staff expenditure as per Figure 30 (acknowledging inevitable growth each year associated with enterprise bargaining agreements and the like), rather than mere FTE numbers as proposed in the FFTF days.

¹⁶ It is incorrect to combine the two distinct kinds of inputs – staff and money – into a single input proxy. Moreover, it is completely erroneous to combine all of the distinct types of outputs into a single proxy of population. Indeed, this is particularly problematic because the ABS tells us that there are very large errors in population data in inter-censal years. Furthermore, population has a negative correlation with road length and using this is clearly a very bad idea given that roads are the single largest destination for expenditure in local government. In addition, use of a population figure would seem to suggest that the people who designed this metric think that it costs four times as much to pick up domestic waste from a family household of four than it does a household of one – or that every single person in a family drives a vehicle (including infants). In our FDH analysis we use outputs of: sealed roads, unsealed roads, number of farm assessments, number of business assessments, number of residential assessments. It ought to be clear that these five proxies are a much better estimation of where money is actually spent in local government.

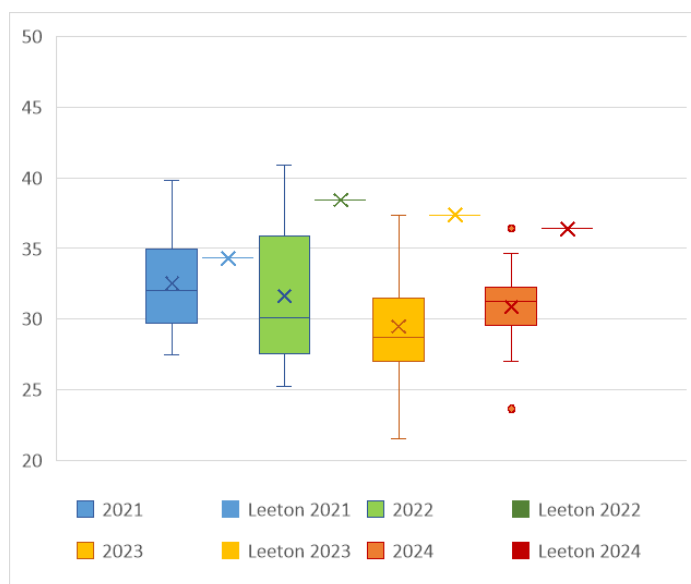
Figure 30. Staff Expenditure per Assessment (\$)



Another way to look at this area of expenditure is in terms of staff costs as a proportion of total local government operating expenditure. As can be seen, Leeton has had the highest in the peer group over recent years. This figure must be interpreted with reference to the data on the aforementioned childcare centre which is not a usual local government activity. Readers should also consider the issue with reference to the concept of production factor mix, associated with efficiency.

Essentially any organisation faces a dichotomous choice with respect to how it performs its functions: tasks can either been done in-house or contracted out. It is sometimes said that contracting out is a cheaper option (although this is not always the case), but this comes at significant costs: (i) less local employment with flow-on effects for local businesses and the community broadly, (ii) sometimes less pride in work and accountability, and (iii) less capacity to take back the functions at a later date (due to loss of staff and skills) and thus less bargaining power with suppliers in the future. Thus, it should be clear that things are not quite as simple as might first be thought when examining Figure 31.

Figure 31. Proportion of Expenditure on Staff



As we have already suggested, ordinarily efficiency analysis is a task which is reserved for a Stage 2 project because of the complexity and time involved in doing the analysis. However, in view of the particular concerns at Leeton, we have decided to present a local intertemporal data envelopment analysis (DEA) which wasn't priced into this work¹⁷. We hope that the leaders at Leeton will gain value from what follows.

Data envelopment analysis (DEA) is a linear programming¹⁸ technique that allows for the robust evaluation of efficiency with which multiple inputs are converted into multiple outputs (as per our economic definition earlier). As such, DEA is far more consistent with the economic definition of technical efficiency than are the more common single input output ratios. The specification for the work that we produced is as follows:

Staff (\$) + operating expenditure (\$) → residential (no.) + farm (no.) + business (no.) + sealed roads (km) + unsealed roads (km).

Here we consider staff in pecuniary terms to reflect the different skills and productivity that ought to be reflected in remuneration, consistent with Drew, Kortt and Dollery, 2015. The output proxies we employ recognise that the respective categories of properties (residential, farm and business) usually have access to vastly different baskets of goods and services. Moreover, we also include as outputs sealed and unsealed roads respectively which reflects that roads represent the

¹⁷ We did this DEA outside of work hours. If a Stage 2 project did eventuate a more fulsome understanding of efficiency would be gained through FDH and scale analysis, which we would also do at this time.

¹⁸ Linear programming is a mathematical technique that can be employed when multiple feasible solutions exist in a mapped function responsive to introduced mathematic constraints. It is iterative in nature and therefore requires significant levels of computing power.

single largest items of expenditure, with quite different maintenance schedules (depending on surface). The proxies as a suite are thus the best option to recognise what councils actually do within the limitations of Nunamaker's rule¹⁹ – and far more realistic than the single input output ratios ordinarily used by commercial consultants, as discussed earlier. Notably, in the DEA pecuniary data is adjusted to properly reflect the time value of money.

For the work that follows we used an input-orientation consistent with the relevant scholarly literature (Drew, Kortt and Dollery, 2015). An input orientation recognises that local government decision-makers have relatively little direct control over the number of disaggregated assessments and roads, but much more discretion around the resources that they invest into producing these. For example, the length of roads is more-or-less given, but how we assign money and staff to maintain them, is certainly something that might change.

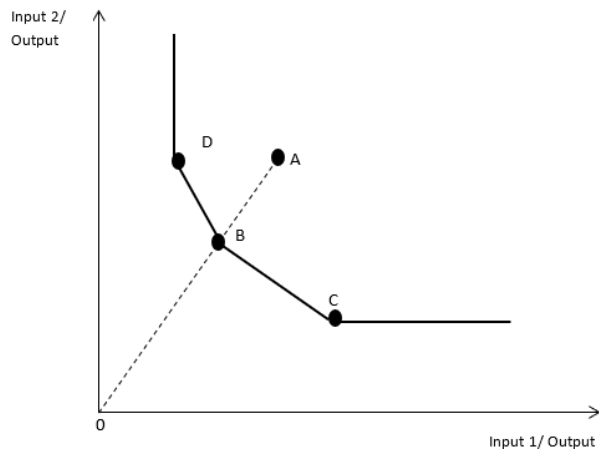
We also used variable return to scale specifications of the linear programming. This means that we adjusted for the effects of scale for fair comparisons. Furthermore, we used bootstrapping protocols with 1,000 repetitions to provide additional assurance.

DEA results are both relative and unconditional. Relative means that interpretation of the results can only validly be made with reference to the particular decision-making units and years analysed. {To allow for comparisons over a long timeframe we conducted a special kind of DEA called local intertemporal (or windows) analysis, with a two-year window}. Unconditional means that we haven't adjusted for any operating environment effects (other than size, captured by VRS). It is possible to conduct a second-stage regression to examine the drivers of efficiency, but work of this kind is well outside of the current project scope.

The best way to understand DEA is generally through a graphical illustration. In Figure 32 we present a simplified input-orientated example. Here the curve drawn between Councils D, B and C represents the theoretically possible efficient frontier. These are the councils that have the best conversion of inputs into a given set of outputs. Councils of this kind are considered perfectly efficient in a relative sense and assigned a score censored at one. Councils in the interior of the curve (such as 'A') represent relatively less efficient decision-making entities. The ratio of the radial distances marked provides a score between zero (perfectly inefficient) and one (perfectly efficient). This number represents the relative technical efficiency of A with respect to the rest of the cohort under analysis (sometimes people multiply this number by one-hundred and then talk about the percent relative technical efficiency).

¹⁹ Nunamaker's rule is a decision-making tool which prescribes that the sum of inputs and outputs ought not exceed a third of the number of decision-making units (DMU; that is, local governments). For our rural cohort (including Leeton) the upper limit for the sum of inputs and outputs would be nineteen – our specification is well within this range.

Figure 32. Input-Orientated DEA



The mathematic specification for our DEA is:

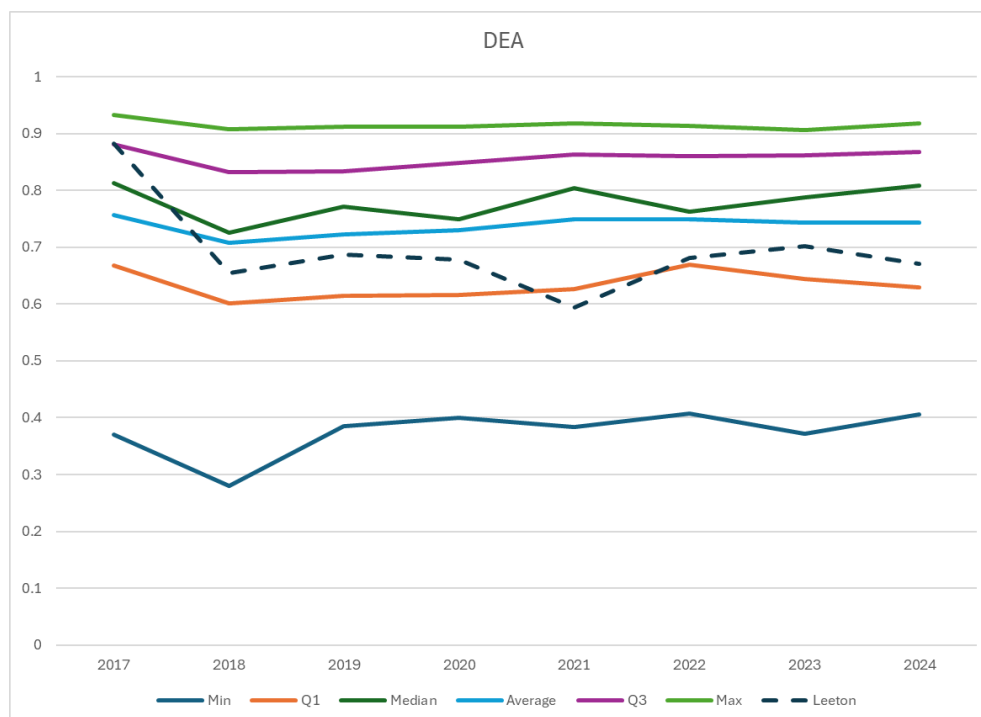
$$\begin{aligned}
 &\min \theta \\
 &s. t. \\
 &\sum_{j=1}^n \lambda_j x_{ij} \leq \theta x_{i0}, i = 1, \dots, m \\
 &\sum_{j=1}^n \lambda_j y_{rj} \geq y_{r0}, r = 1, \dots, s \\
 &\sum_{j=1}^n \lambda_j = 1 \text{ (VRS)} \\
 &\lambda_j \geq 0
 \end{aligned}$$

In Figure 33 we present a graph of local intertemporal efficiency at Leeton and its peers from 2017 until 2024 financial years. As is typical in rural efficiency analyses, the councils are reasonably close with respect to standard measures of spread.

Leeton (the dashed line) has been mostly located towards the bottom of quartile 2 (the lowest fifty percent of rural councils) for most of the time of our analysis. It is notable that this is a similar position to the PCA of regulatory sustainability metrics that we illustrated in Figure 16.

Some of the change that can be observed could be explained, in part, by the need to get council more compliant – which is a challenge that the current GM rightly embraced towards the beginning of the period under analysis. However, for the most part, technical efficiency tends to decrease as service levels increase. Every time a council builds something new, or starts a new program, then technical efficiency will suffer. If matching ongoing additional revenue, or matching ongoing savings, are not executed immediately following new builds or new services then financial sustainability will inevitably suffer. This is simply a matter of arithmetic. Leeton has service levels far beyond what one could reasonably expect for a rural council of its size; it has also been building new infrastructure that seems to involve ongoing program costs. Given the decline in technical efficiency in recent years (illustrated in Figure 33) – along with the likely decline that will be attendant if planned projects start – it would be reasonable to suggest a need for some prudent cost-cutting and abeyance of new future builds and programs until things have improved.

Figure 33. Local Intertemporal Data Envelopment Analysis of Technical Efficiency, All Rural NSW Councils, 2017-2024

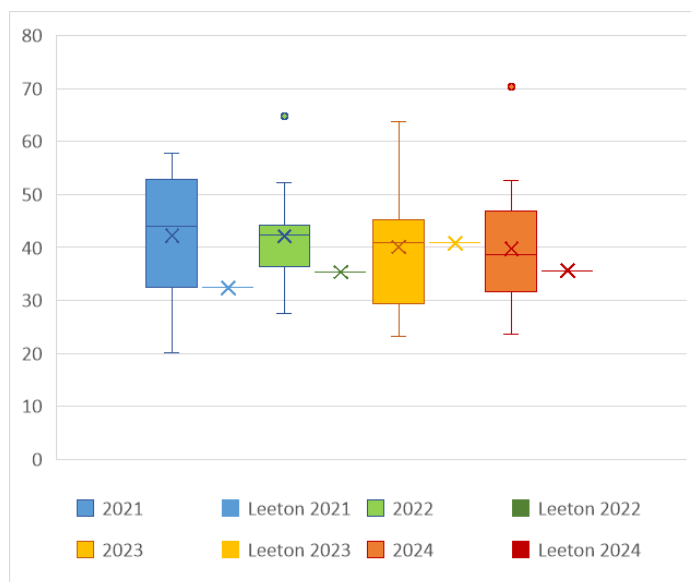


One of the key matters that should be considered for a thorough understanding of financial sustainability is where the cash has been flowing in recent years. According to the Australian Accounting Standards cash flows are reported under three broad categories: (i) operating, (ii) investing, and (iii) financing. {In the graphs that follow cash flow data is deflated by revenue in all cases which is the standard way to ensure fair comparisons}.

In Figure 34 we present the operating cash flows for Leeton and the peer group over the last four financial years. Operating cash flows in local governments are receipts such as rates, fees, and grants less payments to employees, for materials and also borrowing costs. Typically operating cash flows are very positive in local government finances and generally it is the case that the more positive the better.

In a comparative sense Leeton has performed satisfactorily for most of the peer group for a number of years, but this data needs to be considered in light of two important facts: (i) that the peer group is relatively weak in a financial sustainability sense, and (ii) that strong grant flows have clearly helped.

Figure 34. Operating Cash Flows (deflated by Revenue)



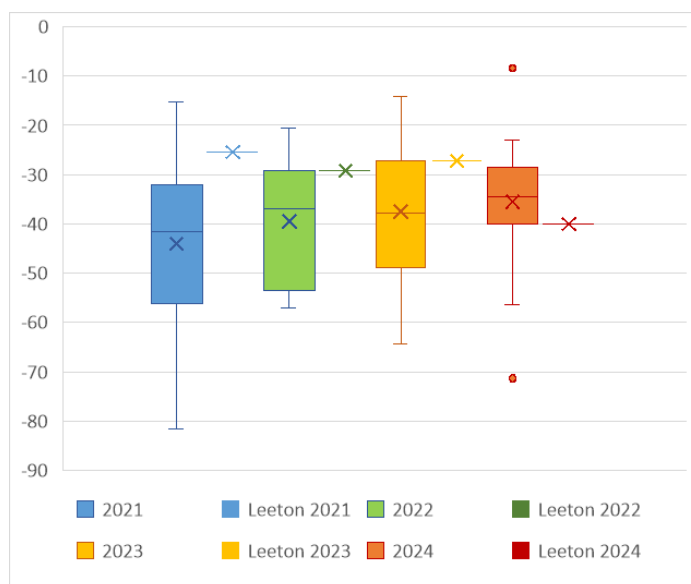
Investing cash flows largely chart how much money is being used to purchase infrastructure, property, plant and equipment (IPPE) but is admittedly often confounded somewhat by movements in and out of long-term financial investments. Typically investing cash flows are very negative in nature.

Nevertheless Figure 35 can yield some important insights – not least of which is the fact that in most years Leeton has been investing less than other councils (with the exception of 2024). This audited financial data may come as a surprise to some, but it seems that the other councils in the peer group accelerated spending in this area even more so than Leeton in response to COVID-19 stimulus and the like.

Notably, bona fide economists, such as Professor Drew and Professor Miyazaki, are on the record as having urged caution and restraint in the face of media and higher tier calls for profligacy following COVID. This was because classically trained economists were aware that spending surges are usually accompanied by inefficiency, budget blowouts, long hangovers, and enduring increases to cost base (new depreciation and maintenance costs as well as sometimes new staff costs) – see for example this prescient video from 2020-21:

https://www.youtube.com/watch?v=pou_561jJxE

Figure 35. Investing Cash Flows (Deflated by Revenue)

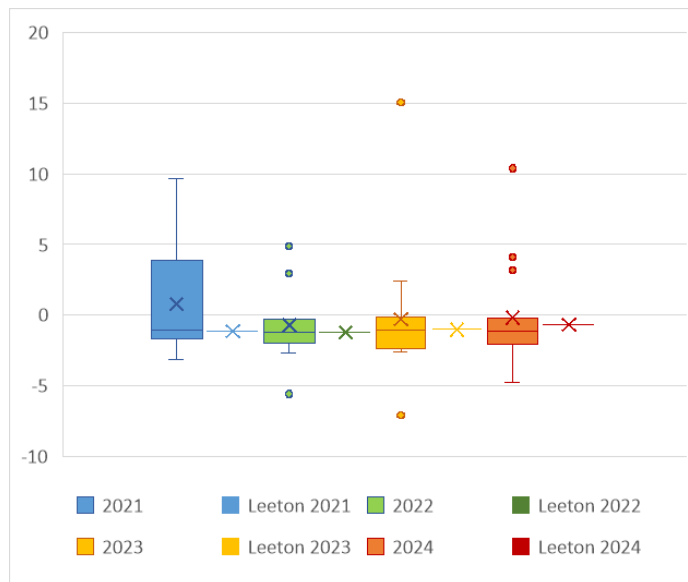


Financing cash flows are usually of only marginal interest for local governments (please note that the Australian Accounting Standards apply to both business as well as government and hence that some elements don't translate quite as well as might be hoped for²⁰). In most years cash flows will be slightly negative because of loan repayments. Things generally only change in years when debt is drawn down, whereby investing cash flows turn strongly positive.

Figure 36 demonstrates that Leeton has had pretty typical financing cash flows and that the peer group occasionally has very positive individual results in years that particular councils drew down debt. We note that the 2025FY will probably include a strong positive result for Leeton in this area of cash flows because of a recent loan drawdown and that this is no matter for immediate concern.

²⁰ In business enterprise financing cash flows are arguably far more important and interesting. This is because businesses are typically highly leveraged (borrow lots of money) and use this money to buy things that produce profits larger than borrowing costs. Government is starkly different – here leverage can be a financial sustainability and intergenerational equity risk; moreover the items purchased make 'losses', not profits.

Figure 36. Financing Cash Flows (Deflated by Revenue)



Arguably of greatest concern for Leeton is the cash position of council – especially when considered in light of future serial budget deficit projections. Numbers are presented as a proportion of revenue.

In Figure 37 we chart total cash and equivalents for Leeton and the peer group. At first glance this may seem very healthy, however an understanding of the three types of cash is necessary to properly appreciate matters. Local government cash is categorised as either externally restricted, unrestricted or internally restricted. Externally restricted cash relates to money that can only be used by law for the purposes for which it was given – things like developer contributions, specific purpose grants and the like. Unrestricted cash can be used for any purpose and is the way local governments fund cash deficits, new projects etcetera. Internally restricted, on the other hand, is cash that has been set aside for important purposes such as staff entitlements, plant and equipment replacement and the like. It should thus be clear that the total cash balance only tells a small part of the story.

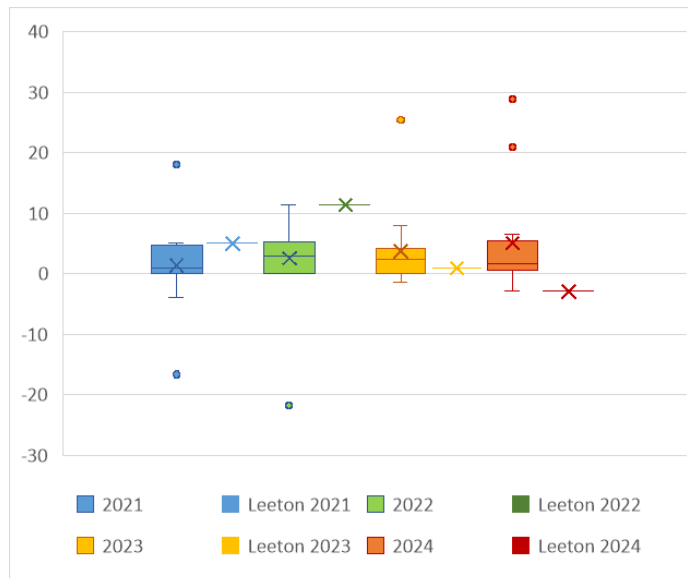
Figure 37. Total Cash, Cash Equivalents and Investments, deflated by revenue



In Figure 38 we present unrestricted cash, deflated as before. Last financial year this number was negative, which is an extremely concerning state of affairs. The year prior it was very low and close to zero which is also an extremely concerning situation. Some of this result can be a timing issue – for instance, it must be remembered that financial statements are constructed on a specific day (30 June) and that significant inflows might have been expected a few days later, or a loan almost about to be drawn down (as was part of the explanation). However repeated low results warrant close attention. For instance, in a situation such as this, councillors would ordinarily be well-advised to be specifically asking for an update on the unrestricted cash position each meeting, at least, and the Director of Corporate is probably asking for a daily update.

As a general rule of thumb, most people believe that the unrestricted cash ideally should be sitting at an equivalent of three months cash operational expenditure, which for Leeton would be around \$7 million. Certainly, one would wish at least two months operating cash which is just over \$4.6 million for Leeton. Clearly much work needs to be done to move from the negative \$1.299 million, as at 30 June 2024, to what would be reasonable. In addition, it is also evident from Figure 38 that most of the peer group is in a similarly serious situation.

Figure 38. Total Unrestricted Cash, Cash Equivalents and Investments, deflated by revenue



As we noted earlier, total cash can often be confounded by the presence of large specific purpose grants which have, in fact, been extraordinarily high across the jurisdiction since 2020. In Figure 39 we present data on comparative externally restricted cash, relative to the peer group. This confirms our understanding that Leeton has been a large 'beneficiary' of capital grants in recent times; some of which is clearly still unspent (there are also large developer contributions in line with the activity in the area). This is good in one sense – new infrastructure – but problematic in terms of the financial sustainability challenge alluded to in the YouTube video we provided the link for earlier as well as our discussion of the DEA results. We remind readers that externally restricted money (which also includes funds for water and sewer businesses) can only be lawfully used for the specific purpose for which it was provided.

Figure 39. Total Externally Restricted Cash, Cash Equivalents and Investments, deflated by revenue

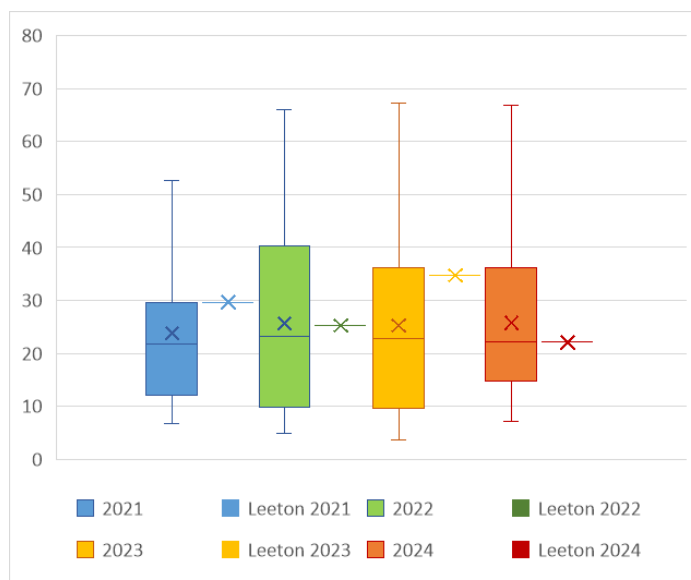


Internally restricted money are funds for important purposes crucial to the ongoing sustainability of any government. One of the things that often happens in a council under stress is that the internally restricted cash is reduced at a faster than expected rate. The comparative audited financial data suggests recent activity that seems to be consistent with precisely this kind of behaviour. Readers should note that internally restricted cash ought to be increasing each year to keep apace with inflation (which is an important thing to do) – and this would especially seem to be the case given increased pre-payments of financial assistance grant monies. Not all councils internally restrict these large commonwealth grants (like Leeton does) but they certainly should do so because one-day it is inevitable that the grants won't be prepaid and if the money were already spent then a liquidity crisis might emerge. We commend Leeton Council for their prudence in this matter.

We also note that the broad trend over the four years for Leeton is a downward progression in internal reserves which is contrary to the trend of the peer group, which readers will recall is not a financially strong one. This is a real concern and it is clear that much ground needs to be recovered to be sure that sufficient internal reserves will be present to meet needs in the future.

In sum, whilst the overall cash position is good it becomes clear on closer inspection that unrestricted cash is unsatisfactory and internal reserves unlikely to be adequate. To achieve financial sustainability these deficiencies will clearly need to be remedied.

Figure 40. Total Internally Restricted Cash, Cash Equivalents and Investments, deflated by revenue



We will now present a number of more general metrics that help to paint a picture around the context and operating environment at Leeton. Figure 41 charts relative income per assessment for the peer group whilst Figure 42 charts relative expenditure for the same cohort over the same four years. The two graphs should be considered together for maximum insights.

The picture that emerges is one of a council that tends to mostly extract less than typical revenue, but at the same time often spends more than typical on a per assessment basis. There are exceptions, of course, but this is the general picture that confronts us when we look at the audited financial data for Leeton and the fourteen peers. This is also our general impression of Leeton from the site visit.

The proposition that one could hope to be sustainable while receiving less than typical income and simultaneously spending more than typical wouldn't stand the test in our personal finances, and it doesn't stand up to close scrutiny in local government finance either. Something clearly needs to change in a material way to mitigate what appears to be a long-standing problem – our experience in the past suggests that both sides of the accounting ledger will ultimately prove to be the solution.

Figure 41. Total Income per Assessment (\$000)

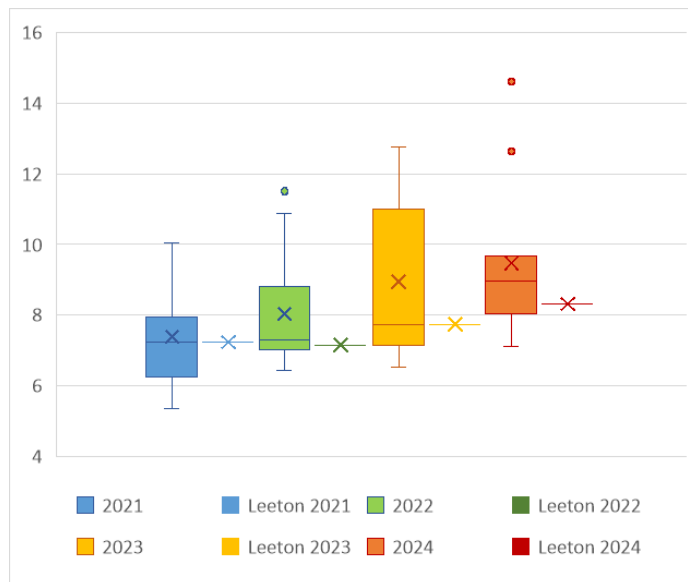
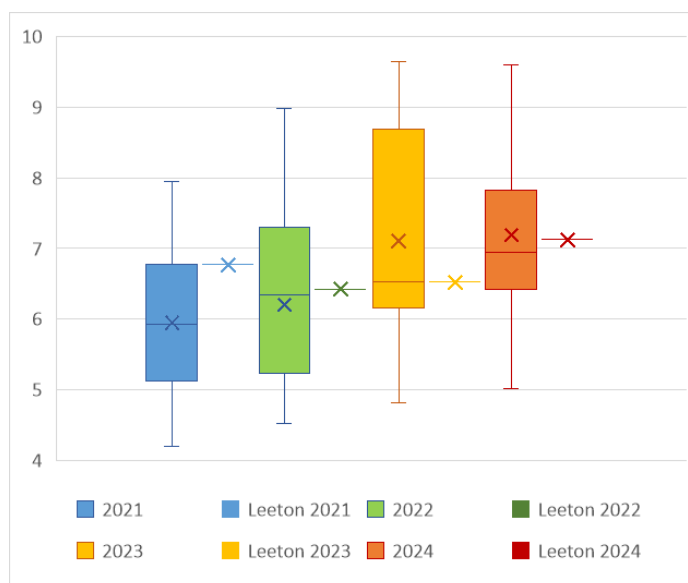


Figure 42. Total Expenditure per Assessment (\$000)



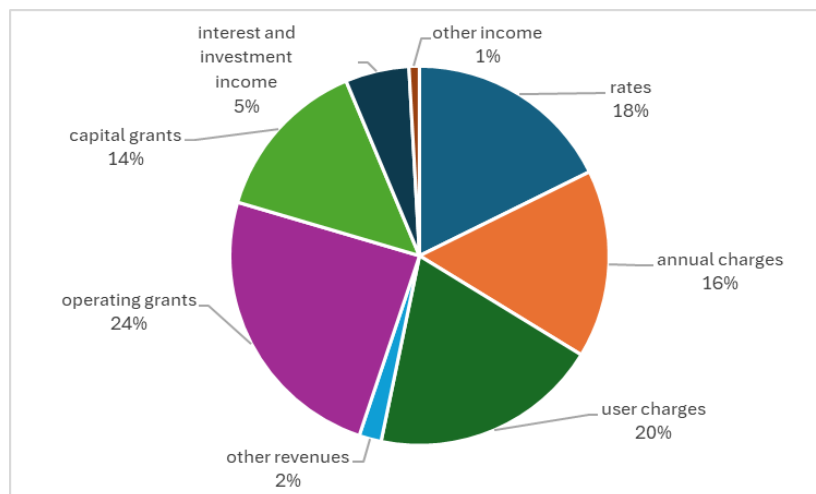
Another critical component of financial sustainability is community education – hence the videos we have done, as well as this report which should become public. These recent initiatives should be augmented also with better price signals (for instance ticket prices that include clear information on the size of the subsidy provided by the wider taxpayer body, and also greater transparency around the generous support currently being provided in cash or kind to a surprising array of not-for-profit

community organisations). In addition, we must get clear and easily consumable information around the sources and destination of council funds in a place where residents will see it – such as the quarterly rates notices.

Figure 43 is an exemplar of what we mean. Most residents are under a profound misapprehension about how much they actually contribute to the running costs of a local government area. In Leeton, rates account for just 18 percent of consolidated revenue in 2024 which is far less than the twenty-five percent or so that we would expect from a rural council with these particular characteristics. Annual charges relate mostly to domestic waste, water and sewer services – and notably these are levied mainly on residents and commercial businesses (generally not farms). User charges, on the other hand, receive a significant boost by the council childcare business as well as roadwork conducted on behalf of the state government.

What should be apparent from Figure 43 is that ratepayers in Leeton only directly contribute just over half of the revenue needed to run the local government area. Indeed, in FY2024, 38 percent of revenue came from the state and federal government in the form of grants. Yet, Leeton residents are the main beneficiaries of the goods and services provided by Leeton Shire Council. We feel that this is an important message to convey to residents and urge Council to do so through regular information on rates notices and the like.

Figure 43. Leeton Revenue Components, FY 2024.



It is also helpful for residents to get a sense of the expenditure side of things. In Figure 44 we present data for Leeton in the FY2024. The first thing to note is that the depreciation at Leeton is higher than might usually be expected at a rural council. We note previous commercial consultant advice to council – and also the information sent to residents – around ‘depreciation review. DONE \$600K SAVED ... Assumptions benchmarked against NSW Councils and adjusted’ (see ‘Important Notice to Ratepayers’, 2022). This was incorrect – adjusting depreciation is not a saving, it is merely a different approach to accounting for the consumption of long-life

assets²¹. Furthermore, whilst benchmarking against other NSW can provide some information about potential problems it is not sufficient, in and of itself, to warrant a change.

Depreciation is an apportioning of the consumption of long-life assets over time and is governed by the Australian Accounting Standards which have force of Commonwealth law. The key task here is to ensure that depreciation expense matches the consumption of hard assets such as roads, buildings and the like. Depreciation in every local government area will vary and should vary because the consumption patterns will differ in important ways. To understand this properly it is useful to consider roads which is the single biggest driver of inflation. How a road deteriorates (is consumed) depends on a number of things, including inter alia: the substrate under the road, the type of vehicles using it (especially heavy agricultural machinery), the weather (extremes such as drought or temperature or floods crack seals), and the volume of traffic. It is no good saying that a council in Sydney depreciates road by a certain percent every year, so we should do the same. Instead, what is required is a matching of depreciation expense to the facts on the ground.

Our site visit revealed the likely cause of the higher-than-usual depreciation: the irrigation canals that we have already noted that leak under the road seals and increase deterioration substantially. We are not engineers by trade, but our inspections of various assets at Leeton – with reference to the many councils we have surveyed previously – suggests that things are about right. Reducing depreciation without supporting evidence regarding facts on the ground, won't actually improve financial sustainability which is a long run concept because the roads will be deteriorating irrespective of how we do our accounting. We understand that Council has recently prudently engaged professionals in this field to review asset conditions, and we will defer to their judgement on matters – but whatever happens, it will neither be a saving nor an additional cost.... instead it will be a more accurate accounting of the facts on the ground.

As we have already noted, the staff component is a little high, but this is mostly driven by the childcare business which we have already noted accounts for around 25.9 FTE.

The materials component is the arithmetic outcome of the other matters that we have already discussed. The only thing to note here is that this is where costs have been really rising for all rural councils (recall Figure 5) and furthermore that we expect further significant increases with the new gravel deal commencing, and also the likely higher costs for subcontracted road sealing. Indeed, limited competition in the

²¹ One can always reduce depreciation to a rate lower than the actual consumption of the asset if the auditor fails to pick up on matters. However, it doesn't actually change the expense in the long-run because the asset deteriorates independently of what accountants might do. All that happens in the event of manipulation is that we get a loss on disposal, or a large upward adjustment at a later date. *Unwarranted* changes to depreciation are thus no more than 'smoke and mirrors' and make absolutely no difference to financial sustainability (which readers will recall is a long-run concept).

local area means that Leeton is more exposed than many councils when it comes to increases to materials costs.

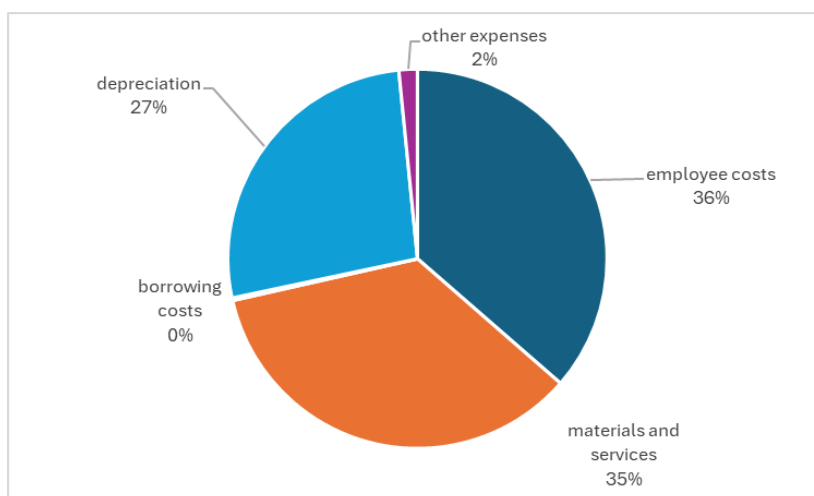
The other learning that can be derived from Figure 44 relates to potential efficiencies. As we have seen, depreciation²² is around 27 percent of expenditure and is entirely outside of the control of council – it relates to assets on the ground (usually constructed many years ago), accounting rules, and the auditor. Some control is possible in the area of staff costs however – but this will usually involve morally confronting decisions about hiring and reduced service standards. Seeking to mitigate staff expense could also potentially involve divestment of the childcare centre – but once again, this has important implications for the community. Furthermore, we must remain cognisant of the fact that the state government is constantly implementing changes that require more work from councils and hence lead to upward pressure on staffing. In addition, staff typically have annual pay increases – like almost every other worker in the country – and this means that total staff costs are almost certain to go up annually. The final area for potential efficiencies is materials expense – but this includes many big ticket non-discretionary items such as electricity (\$702,000), councillor fees (quite low actually, and regulated by the remuneration tribunal according to law), insurance (\$535,000) and the like. Most of these are unavoidable in the short-run.

The point of all this is that people need to be realistic about how much could be saved through efficiencies – only a relatively small part of total expenditure is fully within council control. Ongoing savings of a few percent might be possible, but whilst absolutely essential, they are clearly not enough to fully redress the sustainability predicament faced at Leeton. Sadly, a common refrain in financial sustainability debates – a refrain favoured by our current Local Government Minister – is that council just needs to become more efficient in order to assure sustainability: but reality on the ground makes clear that this is not a true solution at all. It might be *part* of a solution, but it will never go anywhere near fixing the problems faced by most councils.

We strongly encourage residents and decision-makers to watch this video:
<https://www.youtube.com/watch?v=k7kTdjEwSaU>

²² Of course, depreciation was not included in our earlier envelopment analysis.

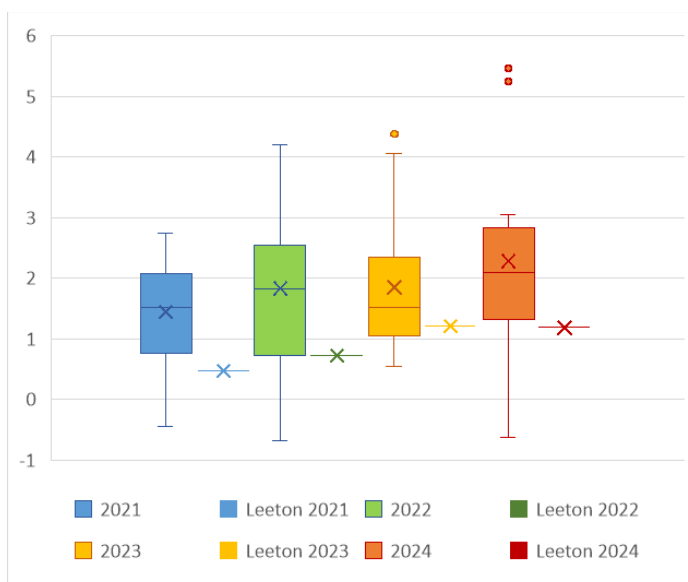
Figure 44. Leeton Expenditure Components, FY2024



Another interesting exercise is to express operating results in per assessment terms. In Figure 45 we chart nett operating result, *including capital grants*, per assessment. Users of this report will recall that capital grants can only lawfully be used for the purpose for which they were provided. As a result, this presentation of operating outcomes tends to be more flattering than practical.

Figure 45 suggests an improvement in outcomes over the last four years, in per assessment terms. However, this is mostly the result of unusually strong grant flows.

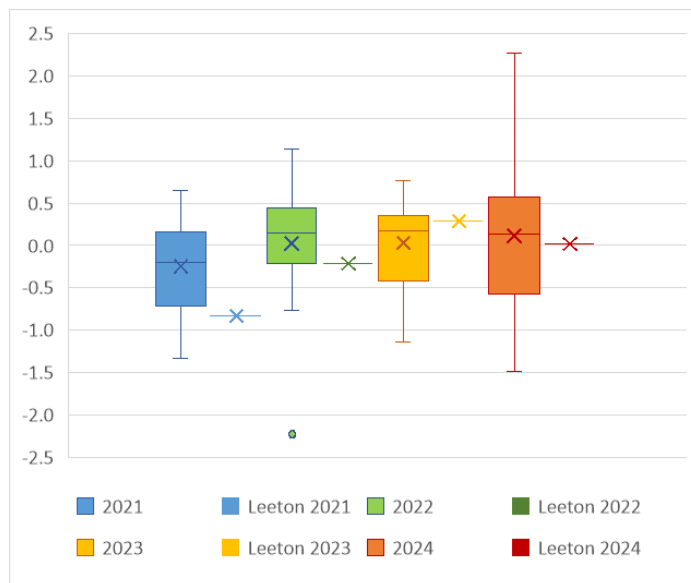
Figure 45. Nett Operating Result Including Capital Grants, per assessment



In Figure 46 we present the operating result after excluding the confounding influence of capital grants. Results overall are not good – and the outcomes of 2021-

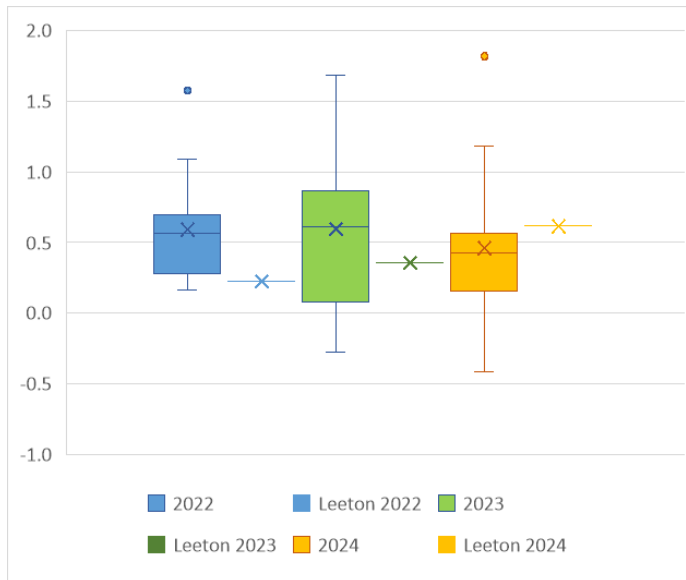
2022 were particularly concerning. Overall, for the period the nett operating result has been a deficit per ratepayer and this does not augur well for either intergenerational equity or financial sustainability. Perhaps even more concerning is the projected outcomes in the Long-Term Financial Plan (LTFP). Clearly there is a need for significant change of the kind we discuss in the conclusion to this report.

Figure 46. Nett Operating Result Without Capital Grants, per assessment



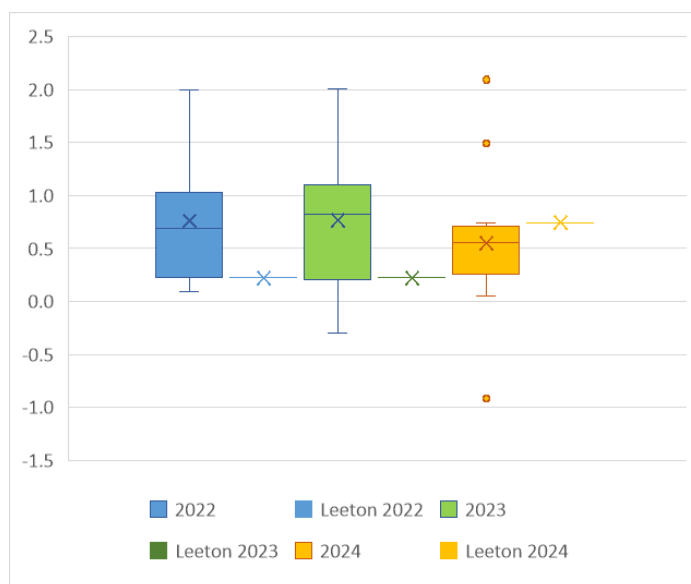
Part of the problem – from a financial sustainability perspective at least – is the strong growth in number of assessments (properties), of late. A growing rural local government area brings many economic benefits and sometimes social benefits as well. However, scholars have demonstrated beyond reasonable doubt that growth also has a significant deleterious impact on local government sustainability (see Drew et al., 2024). In simple terms, the problem mainly arises because around half of the revenue is not derived from the ratepayers – additional properties and ratepayers come with additional costs, but new revenues typically only cover a fraction of these expenses (especially if we also consider long-run capital costs).

Figure 47. Growth in Number of Assessments



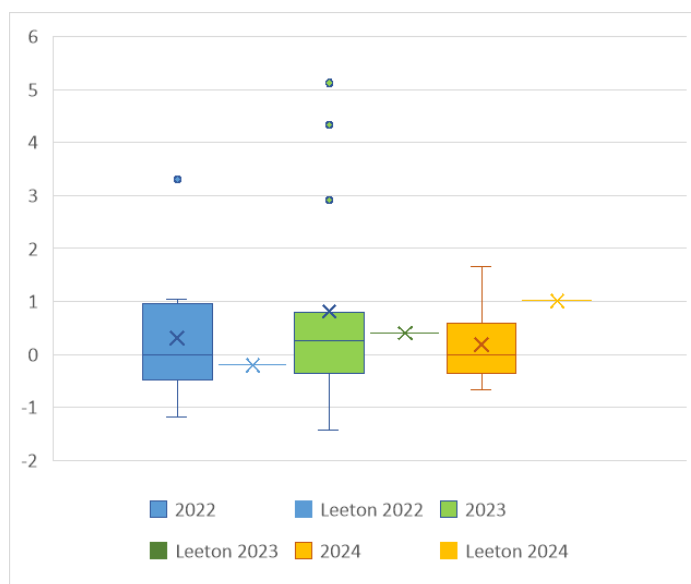
In Figure 48 we chart the data on growth in residential assessments and it seems that in recent years Leeton has come close to topping the peer group. If this outcome continues in the future, then the financial sustainability challenge will unfortunately become more difficult – not just because of the failure of revenue to keep up with expenses, but also due to the fact that new residents bring with them different tastes for local goods and services and that trying to meet disparate wants is a major drag on technical efficiency (see, Ladd, 1994).

Figure 48. Growth in Number of Residential Assessments



As depicted in Figure 49, growth in number of business assessments is also very strong at Leeton. Indeed, it was startling to see the scope of commercial and light industrial activity, supported by the thriving agricultural sector, during our visit. Residents are truly blessed and should understand that this is very unusual for a rural town. Business growth has been a great thing for the general economy, for certain, but does come with significant problems from a local government financial sustainability perspective.

Figure 49. Growth in Number of Business Assessments

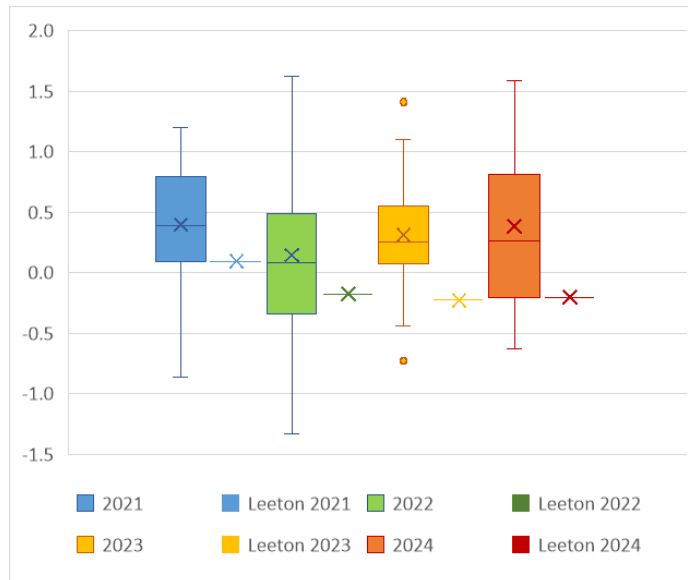


Many stakeholders – including the Office of Local Government it seems – still myopically focus on population growth when it comes to assessing efficiency and unit costs. As we have already noted this is clearly a flawed approach – not least because road lengths are negatively correlated with population, but also because costs, such as rubbish, water and the like, are much more strongly associated with properties. A myopic focus on population size implicitly and implausibly asserts that every member of a household (including infants) exerts the same cost pressures on local government (see our earlier footnote on this). It also seems to suggest that businesses don't come with costs for local government (because people don't usually live in business premises), or that they are somehow closely correlated to population size.

Furthermore, the Australian Bureau of Statistics (ABS, 2025b) clearly discloses that population is a mere estimate in intercensal years with errors in the order of 8.9 percent at the SA2 level. It seems foolish to use data that we know is very distorted – especially in rural areas – when accurate data on assessments, that is also more meaningful in terms of the cost of providing services, is available.

In Figure 50 we present population growth based on the intercensal estimate provided by the ABS. People will likely draw their own conclusions regarding the advisability of using population estimates in view of the two previous presented graphs.

Figure 50. Population Growth



Far more important than population size, is population density. Economists have long known that economies (and diseconomies²³) of density can have significant impacts on the efficiency of local government service delivery (see, for example, Ladd, 1994). This is hardly surprising because it is clear that houses located closer to one another require less lengthy roads, water pipes, and domestic waste pickups just to name a few major examples. For this reason also infill development should always be preferred to greenfield sites. Figure 51 demonstrates that density is relatively high for Leeton compared to the peer group.

²³ Diseconomies of density arise when development becomes too concentrated as a result of high-rise constructions and the like– it is not a relevant issue for rural councils. In diseconomies of density costs arise because of congestion effects, as well as the substantially higher costs associated with maintenance and capital construction.

Figure 51. Population Density

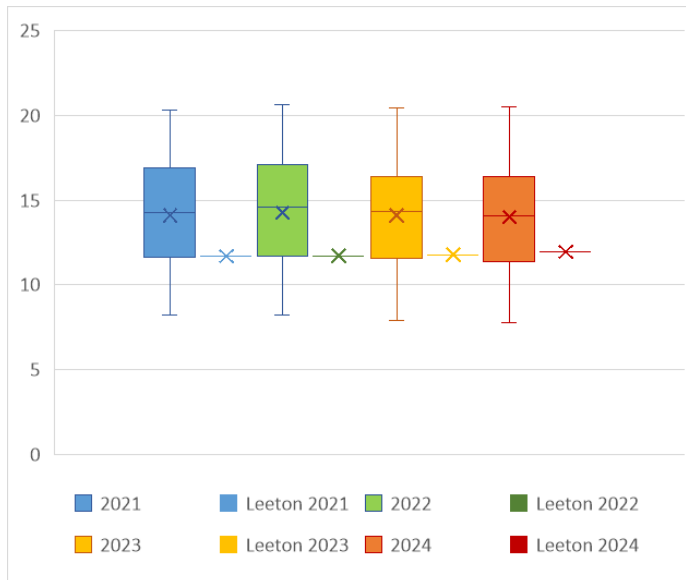


One of the big obstacles for rural councils trying to maintain financial sustainability are pensioner discounts which must be provided, by law, to eligible ratepayers for rates, water, sewerage, and domestic waste services. The problem comes about because generally only a fraction of the discounts are reimbursed to councils by the state government. This is an example of what economists call mandate cost shifting – a state government makes a politically popular policy (such as pensioner rebates), but the local governments pay a good proportion of the cost. It is a particularly acute problem for rural local governments because: (i) they have a far higher proportion of pensioners (an average of 13.38% compared to urban counterparts at 10.27% in 2024), and (ii) they generally provide water and sewer services (which have a mandated discount) which urban peers typically do not.

To illustrate matters, pensioner rates discounts in Leeton for FY2024 were \$233,000, but only \$82,000 was refunded by the state government. When this occurs year after year there is clearly a large impact on financial sustainability.

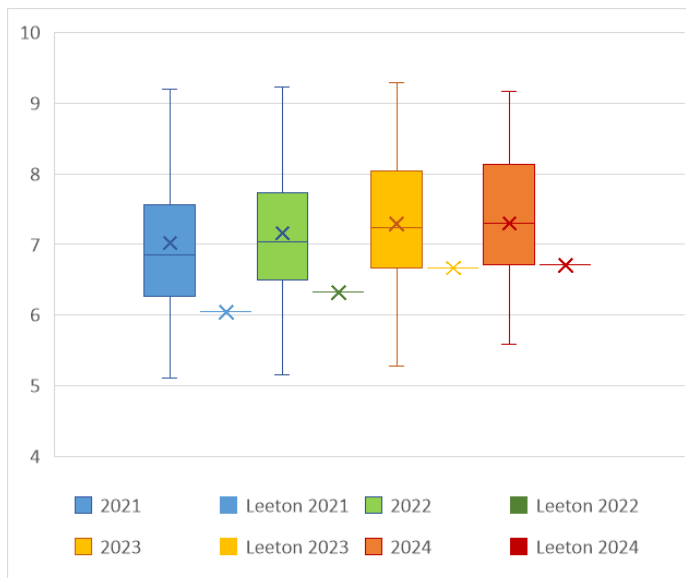
Figure 52 illustrates that Leeton is in a relatively good position (low numbers of pensioners) when it comes to financial sustainability implications compared to the peer group. However, it is also clear that the proportion of pensioners in Leeton is significantly higher than the average for urban councils which illustrates the relatively greater challenge faced at the council.

Figure 52. Aged Pension



Given the concerns regarding mandate cost-shifting it is important to consider the proportion of the demographic that is likely to transition to pensioner status in future years. Figure 53 suggests that Leeton is in a relatively good position compared to the peer group, but the challenge is clearly present over time which makes financial sustainability all the more difficult to achieve. This is yet another reason for prompt and decisive action as soon as practical.

Figure 53. Percentage of Population Aged 60-64



Figures 54-56 provide information on other major welfare categories. In sum, it is a mixed bag – Leeton has helpful characteristics for disability support pensioners (DSP) and unemployment (the latter no doubt an artefact of the unusually thriving business environment), but unhelpful characteristics with respect to single parent support.

Figure 54. Disability Support

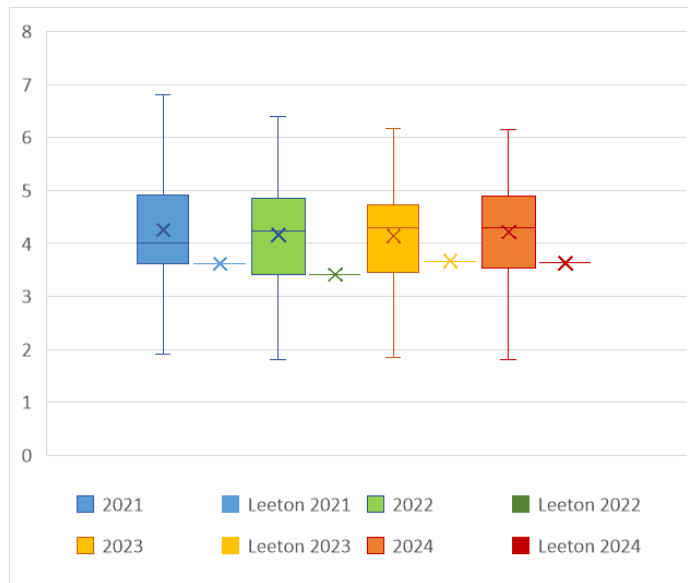


Figure 55. Newstart Allowance/ Jobseeker

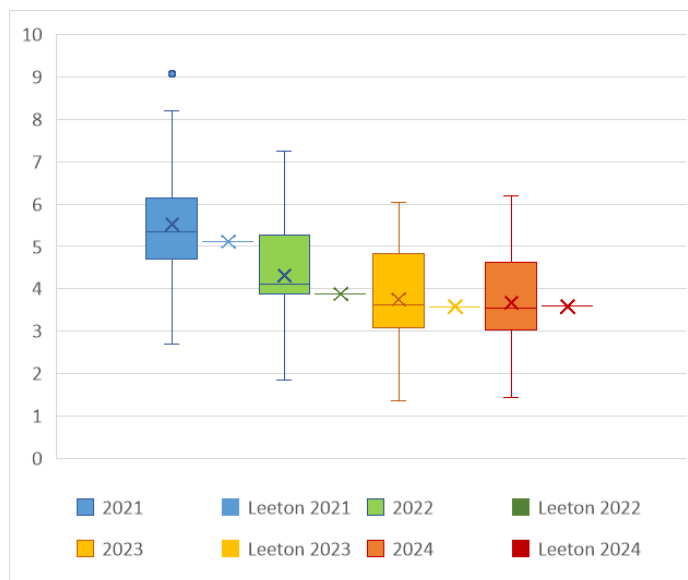
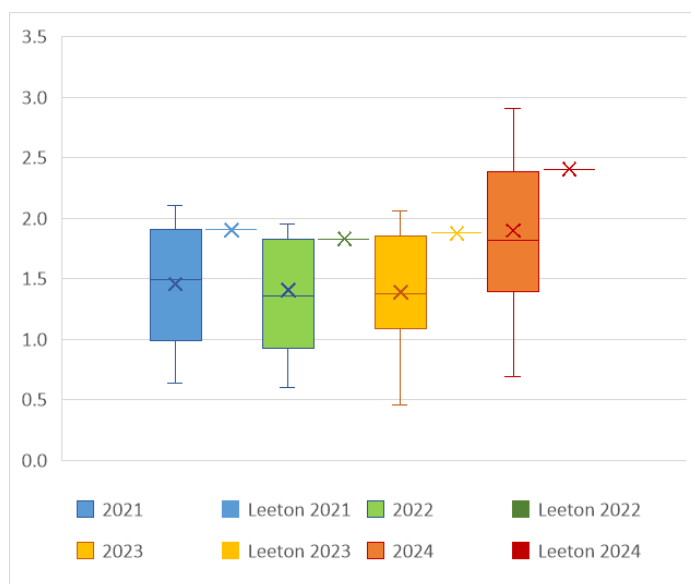


Figure 56. Single Parent Pension



The last thing that we must examine is the typical incomes of people in Leeton compared to the peer group. Resident income is important to local government financial sustainability for at least two important reasons: (i) a host of econometric studies have shown beyond reasonable doubt that as incomes rise, so do the service standards (and hence costs to council) demanded by residents, and (ii) rates are paid out of incomes (see Drew, 2021).

Things are a little complicated by the lags in data from the ABS on income. In addition, since the days of federal and state government COVID policy, average data has become so distorted as to make it unusable for long panels (essentially low income workers were hit disproportionately by COVID policy which skewed everything to the upside). Accordingly, in Figure 57 we present median data for Leeton with the customary ABS lag. This suggests that incomes in Leeton tend to be higher than much of the peer group which goes some way to explaining the unusually high standards of local government services and infrastructure. The data also explains much of the unexploited additional tax capacity demonstrated in our chart of the regression work in Figure 27²⁴.

²⁴ We remind readers that business and farm incomes are also important and would clearly have to be surveyed in any potential Stage 2 work.

Figure 57. Median Employee Income



With 57 Figures completed, our review of Financial Sustainability indicators is now at an end. In the section that follows we turn our attention to summarising matters with respect to recommendations for future action.

4. Recommendation

We commend council on the respect for our independence and also the unfettered access provided to staff and documentation. We are particularly grateful to the General Manager for her open-mindedness and commitment to the community. We also applaud the Councillors for their integrity and dedication to the people of Leeton. The mere fact that council engaged us – given our reputation for evidence-based frank advice – should make it clear beyond any reasonable doubt that the leaders of Leeton are genuinely trying to do their best. It is always easy in hindsight to provide a commentary on decisions and actions taken – but this kind of reflection usually fails to acknowledge that we all make mistakes from time to time, especially when we are not in possession of good information.

Indeed, previous advice provided to Leeton Shire Council may not have been as comprehensive as one might have hoped. Certainly, we struggle to understand why the commercial consultants engaged in the 2022 SRV investigation a few years back didn't provide more robust and frank advice to the councillors and senior management (including the General Manager) – we feel that it would have been reasonable for Leeton decision-makers to have expected better guidance around risks and the need for significant changes to mitigate technical efficiency than they appear to have received.

In addition, like many councils, it seems that Leeton may also have been a little misled by the profligate behaviour and messaging of our state and federal governments. For instance, it is abundantly clear that the federal and state government policy responses to COVID contributed significantly to the problems now faced – not just with respect to accelerated spending but also in relation to the financial failure of contractors engaged by Leeton council (Lloyd Group and HME).

Whatever the precise causes, the facts of the matter are that unrestricted cash is in an unsatisfactory state which is particularly concerning given the projected serial deficits in the LTFP. Moreover, we are yet to be convinced that the LTFP (in common with many other councils it must be said) has the level of rigor required by IPART – after all it is the key piece of empirical evidence used by IPART for their decision-making and they are likely to want a high level of assurance regarding the veracity of projections. In this regard we make note of the significant resources that management have recently invested into the LTFP of late. This includes a change of software to the product that we personally consider to be best in class for NSW. We therefore hope for improved accuracy in the future and remind readers that Stage 2 of projects of this kind always involve a rigorous interrogation of the LTFP and its assumptions, by Professor Drew, in order to provide IPART and the community with additional assurance.

There is also a good deal of other work that must be done before Council is ready to apply for an SRV that could be expected to be successful. This includes: an understanding that discretionary projects will likely need to be deferred for the foreseeable future, an appreciation that new future decisions need to be made with specific reference to capacity in the LTFP, reductions in spending with a view to improving technical efficiency, divestments, even greater enhancements to capital

works controls (both prior to commitment and through to the end of projects), repricing and better price signals, considerably more rigour around community grants (including in-kind support), constraints around staffing levels, a continued commitment to educating the community, enhancing the value to the community around the Roxy re-development, financial sustainability training, a careful look at previous commitments, as well as enhanced staff welfare measures.

Further complicating matters is the recent NSW Government Response to the *Inquiry into Ability of Local Government to Fund Infrastructure and Services*. Essentially, it casts significant doubt on whether permanent financial sustainability SRVs will be possible under new rules and the terms and conditions for same. For a successful SRV Councils with good quality and rigour in their reports generally need to commence work in July and assign significant resources to same. However, typically the IPART rules for the process don't turn up until much later. Usually this presents few problems because the rules change little from year to year. However, given the recent NSW Government publication we can expect significant changes for the coming round. There is a thought by some that the new rules will not take effect for the next round²⁵ – but we simply cannot be sure of this at this point in time. If we commenced an SRV and the rules did change then we fear that much expense would be incurred with little chance of success.

Moreover, Councillors and staff must understand that an SRV represents a major commitment in time and focus. It is not merely a matter of having a majority vote in the Council chambers, sending out a flyer, and doing some community events. As we noted earlier, a good proportion of SRVs fail – and this is usually because people have not been prepared to do the hard yards and make the tough decisions. Before embarking on an SRV process it would be imperative that all involved ensure that they have the time and mindset necessary to provide a reasonable apprehension of success.

Given the particular circumstances of Leeton, we thus do not feel that it would be prudent to apply for an SRV in the current climate of uncertainty.

It is unfortunate that a delay of another twelve months now seems inevitable, but both the conditions at Leeton, and prevailing uncertainty at the state government level make this a less than propitious moment. Instead, we recommend that council invests the next twelve months into getting matters within its control redressed. There is much work to do, and we believe that senior staff and elected representatives will be very busy in addressing our long list (and other matters) so that a firm foundation can be set for the Leeton community financial sustainability journey. {We encourage council to establish a Financial Sustainability Team to work through the list of recommendations that we have detailed in the appendix}.

²⁵ This is certainly possible. However, the whole purpose of the new policy seems to be to alleviate cost of living concerns in the media coming up to the March 2027 election. Given that SRV decisions come out in May, the next round is the final full round before the state election. It would thus seem likely that the NSW government will have its new policy in place by the end of the calendar year.

Because of the lengthy list of changes that seem to be advisable for operations, and hence plans, it is impossible for us to be definitive about the size of a future SRV at this point. Furthermore, the size of the headline rate of an SRV is also significantly impacted by; (i) the predicted rate cap, and (ii) the length of the SRV period (more years result in a higher headline rate because the imputed rate caps are effectively compounded). However, given the additional tax capacity that we have calculated, an SRV in the order of twenty-five to thirty-five percent seems to be a reasonable expectation.

This report marks the completion of our current engagement with Leeton Shire Council. We have provided world's best empirical techniques, combined with theory, and first-hand experience to generate prudent advice to Council. We have also been frank and fearless with the best interests of all stakeholders at heart. We therefore encourage everyone in Leeton to constructively engage with this advice and offer our informal help²⁶ wherever possible.

²⁶ We may be able to help in our own time after hours subject to potential constraints that may be imposed by our employers.

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Financial Sustainability Advisory Committee Terms of Reference

Purpose of the Committee

The Financial Sustainability Advisory Committee (FSAC) is established to support robust and transparent decision-making regarding the long-term financial health of Leeton Shire Council. The Committee provides expert and community-informed advice to strengthen Council's capacity for strategic financial decisions, ensure sustainability, and deliver efficient services aligned with the Community Strategic Plan - *Leeton On The Go – Towards 2035*.

Function and Responsibilities

The Committee will:

- Review Council's Long-Term Financial Plan (LTFP), Delivery Program, and Operational Plans and Asset Management Plans providing advice on fiscal sustainability.
- Assess key financial sustainability indicators, risks, and performance benchmarks.
- Provide feedback on major financial strategies, including rates, reserves, infrastructure investment, and debt management.
- Monitor emerging trends, legislative changes, and funding opportunities.
- Promote accountability and continuous improvement in Council's financial planning and reporting frameworks.

Expected Outcomes

The Committee will:

- Create a Plan of Action for achieving long-term financial sustainability.
- Increase transparency and community trust in Council's financial management.
- Strengthen financial literacy and awareness across Councillors, Council staff and the community.

Community Membership and Appointment

- **Chairperson:** Professor Jospeh Drew. In the absence of Professor Drew, a nominated Councillor may act at the Chair for the meeting.
- **Community Members:** Five (5) suitably qualified community representatives.
- **Councillors:** Two (2) elected Councillors.
- **Council Staff:** Two (2) Council staff via EOI (one indoor and one outdoor).
- **Council Liaison Officer / Secretariat:** Manager Governance, Corporate & Customer Service

Meetings

The Committee is expected to meet fortnightly or as required in the Council Chambers, generally after hours at Council Chambers or online. Additional meetings may be convened as required by the Chairperson or Council Liaison Officer.

Financial Delegation

Nil

ITEM 8.1.4. **MINUTES OF RAMJO MEETING - 16 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 Council with the minutes of the RAMJO meeting held on Friday 16 May 2025 (**Attachment 1**), for Council's information.

RECOMMENDATION

THAT Council notes for information the minutes of the RAMJO meeting held on Friday 16 May 2025.

REPORT

(a) Background

The Riverina and Murray Joint Organisation (RAMJO) comprises thirteen (13) Member Councils. The governing board comprises the Mayors and the General Managers of those member Councils and is supported by an Executive Officer. RAMJO comes together to consider common concerns of our communities and to find solutions to address these matters.

RAMJO's current strategic regional priorities include:

- Water Security,
- Energy Security and Affordability,
- Transport Connectivity,
- Digital Connectivity,
- Better Health Services,
- Housing,
- Transport.

RAMJO also collaborates on:

- Waste Management,
- Contaminated Lands Management,
- Shared Services,
- Disaster/Risk Management,
- Joint procurement.

(b) Discussion

RAMJO held a Board Meeting on Friday 16 May 2025 in Jerilderie.

Presentations included:

- Mr Cameron Templeton, Council Engagement Manager – Riverina and Far South West – Office of Local Government Update,
- Mr Giles Butler, Director, Regional Coordination – South/Delivery and Engagement Group – NSW Premier's Department Update.
- Mrs Sarimah Hellyer (Murray) and Mrs Rachel Whiting (Riverina) - Regional Development Australia (RDA) – expanding on the purpose of RDA and how

both RDA Murray and Riverina could partner with RAMJO with the Board endorse the pursual of a partnership.

Discussions also took place on:

- RAMJO Governance, Finance and Operations – Financial sustainability membership fee model was tabled with scenario two ultimately agreed to by the members.
- Strategic Priorities and Advocacy – Development of Statement of Strategic Regional Priorities, pending the withdrawal from RAMJO of Carrathool and Hay Councils.
- Progress update on the Regional Energy Strategy 2.0 and the progress and status of sub-committee's and working groups.
- Project Updates – Water Loss Management/Efficiencies Program, Primary Prevention Multi-Year Partnerships Grant Program 2025-2028, Regional Panel of Conduct Reviewers, Joint Organisation Net Zero Acceleration, Best practice in Aggregated Procurement, Disaster Ready Fund and Regional Resource Recovery Projects Update.

(c) Options

Nil – this report is for information purposes only

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Costs of membership of RAMJO and attendance at RAMJO meetings are budgeted annually.

(b) Policy

Nil

(c) Legislative/Statutory

Local Government Act 1993, s400(O-Z, ZA-ZH)

(d) Risk

Attending RAMJO 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. Participating in the Joint Organisation also provides joint procurement opportunities, with the roll out of FOGO and the cost of electricity at major sites delivering beneficial results that Council could not have achieved alone.

CONSULTATION

(a) External

Members of RAMJO Councils

(b) Internal

The RAMJO meeting on Friday 16 May 2025 was attended (in person) by the Mayor and the General Manager.

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

9. Governance and Administration

9.4 Nurture strong partnerships with Murray Darling Association, RAMJO, MI Ltd, NSW Government Commonwealth

9. Governance and Corporate Services

9.4 Nurture strong, strategic partnerships across the region, NSW and the Commonwealth

9.4.1 Membership of Riverina and Murray Joint Organisation (RAMJO)

ATTACHMENTS

1. MINUTES - RAMJO Board Meeting 16 May 2025 [**8.1.4.1** - 12 pages]

BOARD MEETING MINUTES

Friday 16 May 2025



MEETING	RAMJO Board Meeting		
DATE	Friday 16 May 2025		
TIME	9:00am – 12:30pm		
LOCATION	Ian Gilbert Room, Jerilderie Civic Hall, 33 Jerilderie St, Jerilderie NSW		
CHAIR	Cr. Ruth McRae		
ONLINE LINK	Microsoft Teams Join the meeting now Meeting ID: 429 363 877 61 Passcode: Xw7iX3ab		
	Council / Organisation	Voting Member	Non-Voting Member
	Albury City Council	Cr. Kevin Mack	Mr. Frank Zaknich
	Berrigan Shire Council	Cr. Julia Cornwell-McKean	Mrs. Karina Ewer
	Carrathool Shire Council	Cr. Darryl Jardine	Mr. Rick Warren
	Edward River Council	Cr. Ashley Hall	Mr. Jack Bond
	Federation Council	Cr. Cheryl Cook	Mr. Adrian Butler
	Griffith City Council	Cr. Doug Curran	Mr. Brett Stonestreet
	Hay Shire Council	Cr. Carol Oataway	Mr. David Webb
	Leeton Shire Council	Cr. George Weston	Mrs. Jackie Kruger
	Murray River Council	Cr. John Harvie	Mrs. Stacey Williams
	Murrumbidgee Council	Cr. Ruth McRae	Mr. John Scarce
	Narrandera Shire Council	Cr. Neville Kschenka	Mr. George Cowan
	Associate Members (non-voting)		
	Balranald Shire Council	Cr. Louie Zaffina	Mr. Peter Bascomb
	Wagga Wagga City Council	Cr. Dallas Tout	Mr. Peter Thompson
	Wentworth Shire Council	Cr. Daniel Linklater	Mr. Ken Ross
	RAMJO Staff		
	Ms. Yvonne Lingua	Executive Officer	
	Mrs. Susan Escott	Administration Officer	
	GUEST SPEAKERS		
	Mr. Giles Butler	Director, Regional Coordination – South, Delivery & Engagement NSW Premier’s Department	
	Mr. Cameron Templeton	Council Engagement Manager – Riverina and Far South-West NSW Office of Local Government	
	Mrs. Meredith McPherson	Central NSW Joint Organisation – Water Utilities Alliance Program Manager	
	Mrs. Sarimah Hellyer	Regional Development Australia Murray - CEO	
	Mrs. Rachel Whitting	Regional Development Australia Riverina - CEO	



BOARD MEETING MINUTES

Friday 16 May 2025



MEETING MINUTES

Item	Topic	Time
OPENING		
1	WELCOME Acknowledgement on Country	9:00
2	Apologies and Leave of Absence	9:01
3	Declaration of Items of Pecuniary or Other Interest – Board Members / Designated Persons	9:02
4	MINUTES FROM PREVIOUS MEETINGS 7 February 2025 Board meeting – <i>Attachment 4.1</i>	9:03
5	Matters and action items arising from previous Board meeting	9:05
6	GUEST SPEAKERS 6.1 Regional Development Australia - CEO's Mrs. Sarimah Hellyer (Murray) and Mrs. Rachel Whitting (Riverina) – <i>Attachment 6.1</i>	9:06
7	UPDATE ON STRATEGIC PRIORITIES & ADVOCACY 7.1 Workshop Review: Development of Statement of Strategic Regional Priorities 7.2 Carrathool and Hay withdrawal from RAMJO – <i>Attachment 7.2</i> 7.3 Progress update: Regional Energy Strategy 2.0 – <i>Attachment 7.3</i> 7.4 Progress and status of sub-committee's and working groups - <i>Attachment 7.4</i>	9:40
8	OFFICE OF LOCAL GOVERNMENT 8.1 Mr. Cameron Templeton	10:20
9	NSW PREMIER'S DEPARTMENT 9.1 Mr. Giles Butler	10:40
MORNING TEA BREAK – 15 MINUTES		
10	GOVERNANCE, FINANCE AND OPERATIONS 10.1 2025/2026 Operational Budget - <i>Attachment 10.1</i> 10.2 Statement of Revenue Policy – <i>Attachment 10.2</i> 10.3 Q3 Budget Review FY 2024/2025 – <i>Attachment 10.3</i> 10.4 Update to RAMJO Charter – <i>Attachment 10.4</i> 10.5 ARIC: General update & exemption from Internal Audit requirements – <i>Attachment 10.5</i> 10.6 Draft Minutes of General Managers Advisory Committee on 17 January - <i>Attachment 10.6</i>	11:15
11	PROJECT UPDATES 11.1 Presentation by Mrs. Meredith McPherson CNSWJO: Water Loss Management/Efficiencies Program 11.2 Update on Primary Prevention Multi-Year Partnerships Grant Program 2025-2028 11.3 Regional Panel of Conduct Reviewers – <i>Attachment 11.3</i> 11.4 Joint Organisation Net Zero Acceleration – <i>Attachment 11.4</i> 11.5 Best Practice in Aggregated Procurement – <i>Attachment 11.5</i> 11.6 Disaster Ready Fund – <i>Attachment 11.6</i> 11.7 Regional Resource Recovery Projects Update – <i>Attachment 11.7</i>	11:45
12	GENERAL BUSINESS 12.1 Economy ID Subscription – Mr. David Webb 12.2 NSW Southern Sports Academy – <i>Attachment 12.2</i> 12.3 Call for general business by the Chair	12:15
13	MEETING CLOSE	12:30



BOARD MEETING MINUTES

Friday 16 May 2025

AGENDA ITEM 1 – WELCOME AND ACKNOWLEDGEMENT OF COUNTRY

Meeting commenced at 9.00am

Chair to welcome attendees and acknowledgement of country.



AGENDA ITEM 2 – APOLOGIES AND LEAVE OF ABSENCE

Apologies have been received by Cr Kevin Mack and Mr. Frank Zaknich from Albury City Council, as well as from Cr Dallas Tout and Mr. Peter Thompson from Wagga Wagga City Council.

Recommendation:

- That apologies be accepted.

Moved Narrandera Shire /Seconded Murray River

Carried

AGENDA ITEM 3 – DECLARATION OF ITEMS OF PECUNIARY OR OTHER INTEREST

None declared

AGENDA ITEM 4 – MINUTES OF PREVIOUS MEETINGS

Tabling of Draft minutes of 7 February Board Meeting – *Attachment A*

Recommendation:

- That the minutes of the RAMJO Board Meeting held 7 February be received and noted.

Moved Hay Shire /Seconded Murray River

Carried

AGENDA ITEM 5 – MATTERS ARISING FROM PREVIOUS RAMJO BOARD MEETINGS

ACTIONS ARISING FROM 7 FEBRUARY MEETING		
ITEM	ACTION	STATUS
6.1 ARIC Update	Ensure a board member or their suitable representative, attend RAMJO ARIC meetings going forward	Ongoing
7.1 Federal Assistance Grant Advocacy	Executive officer to write letters in action of the endorsed recommendation concerning Federal Assistance Grants.	Complete
7.2 Regional Express Services	Executive officer to write letters in action of the endorsed recommendation concerning Regional Express	Complete
7.3 Sub-committees and working groups – Water Security	Executive officer to write letters in action of the endorsed recommendation concerning water charge increases for the Murray River and Murrumbidgee River Regions.	Complete



BOARD MEETING MINUTES



Friday 16 May 2025

7.4 Regional Development Australia – Proposed Partnership	Revisit the recommendation once: - The newly appointed RDA Murray Chair has been announced; and - Following presentations to the RAMJO board by both RDA Murray and Riverina CEO's in May.	Complete - Former RAMJO Deputy Chair Cr. Kylie King is the new RDA Murray Chair - Presentation from RDA CEOs confirmed
8.1 Office of Local Government – General Update	Executive officer to write letters in action of the endorsed recommendation concerning full membership for Balranald and Wentworth.	Complete
10.1 NSW Premiers Department – General Update	Giles to provide update on Engaging Regional Communities program and Regional Impact Statements regarding policy and legislation being included in framework.	In progress
9.1 Financial Sustainability – Membership Fee Model	1. Individual member councils to seek endorsement from their councilors for continued membership of RAMJO under the new fee model for the 25/26 FY, including subsequent council budget allocation for the membership fee. 2. Executive Officer to begin scoping for an Associate Membership fee.	In progress - Councils have been reporting back to RAMJO - Associate Membership fees and categories for discussion on May agenda
12 General Business	Executive Officers Remuneration and KPI's by end of February	Complete

ACTIONS ARISING FROM PREVIOUS MEETINGS

ITEM	ACTION	STATUS
6.2 Department of Primary Industries and Regional Development, Mr. James Bolton and Ms. Harriet Whyte	Invite Senior DPIRD representatives to all future Water Subcommittee meetings	Ongoing - Dept. attended May 15 meeting
8.1 Update on sub-committees and working groups	Pursue the motion relating to Water sub-committee and development of an economic impact statement for each RAMJO LGA.	In Progress Update to be provided at item 7.3

Recommendation:

- That the RAMJO Board **note** the status of matters arising from previous Board meetings.

Moved Griffith City / Second Leeton Shire
Carried



BOARD MEETING AGENDA

Friday 16 May 2025



AGENDA ITEM 6 – GUEST SPEAKERS

6.1 Presentation from Regional Development Australia CEO's

This item is being re-tabled for the boards consideration following the February meeting, where the board opted to await the announcement of the RDA Murray chair and a presentation from both RDA CEO's.

Attachment 6.1 notes details on a proposed MOU governed partnership between RDA Murray, RDA Riverina and RAMJO, seeking non-voting board representation from each organisations Chief Executive Officer. This recommendation is being supported by a presentation from both the Riverina and Murray RDA CEO's.

Sarimah Hellyer and Rachel Whiting presented to the Board in tandem, expanding on the purpose of RDA and how both RDA Murray and Riverina could partner with RAMJO.

Recommendation:

- That the board **endorse** the pursual of a partnership governed by a non-legally binding MOU between RDA Murray, RDA Riverina and RAMJO, for non-voting representation on each board.

Moved Leeton Shire / Seconded Murray River
Carried

Rachel and Sarimah left the meeting at 9.50am

AGENDA ITEM 7 – STRATEGIC PRIORITIES AND ADVOCACY

7.1 Workshop Review: Development of Statement of Strategic Regional Priorities (SSRPs)

The Chair will facilitate an informal review of the workshop held 15 May, to update the SSRPs facilitated by Mary Hoodless. Feedback sought and provided. Overall positive response, however board the expressed the exercise could have been conducted by the EO or another senior council staff member. There were also noted issues with the lack of engagement by the facilitator for online participants.

Action Item: *EO and chair to review next workshop and facilitator, following feedback from the group.*

7.2 Carrathool and Hay withdrawal from RAMJO

Attachment 7.2 notes correspondence received from Carrathool and Hay, notifying of their intention to withdraw from RAMJO as full voting members.

Recommendation:

- That the board **resolve to accept** Carrathool and Hay's notification of their intention to withdraw from RAMJO as full members; and
- Instruct** the Executive Officer to formally notify the Office of Local Government.

Moved Carrathool Shire Council /Seconded Hay Shire
Carried



BOARD MEETING AGENDA

Friday 16 May 2025



7.3 Progress update: Regional Energy Strategy 2.0

Attachment 7.3 notes progress made on updating the Regional Energy Strategy. Verbal update provided noting it is on track for final drafting by June 30, however if more time is required JONZA round may have funds to enable this. The updated strategies importance was highlighted, noting it was not just about ensuring community benefits for those councils within the South West Renewable Energy Zone (REZ), but for the whole region and also for those councils on the periphery of the SWREZ. Further, the growing issue of Energy Security to ensure the regions continued economic growth and development will also feature as a key issue in the updated strategy.

Cr Cheryl Cook left the meeting 10.07am

7.4 Progress and status of sub-committee's and working groups

Attachment 7.4 notes progress made and the current position of RAMJO's sub-committee's, which are directly linked to RAMJO's Statement of Strategic Regional Priorities. Further to the attachment, a verbal update by each sub-committee's Chair was provided to the board.

Adrian Butler left the meeting at 10.17am

Cr Cheryl Cook returned to the meeting at 10.20am

Cr Cheryl Cook left the meeting 10.47am

AGENDA ITEM 8 – OFFICE OF LOCAL GOVERNMENT UPDATE

8.1 Office of Local Government Update

Mr Cameron Templeton, Council Engagement Manager - Riverina and Far South-West provided an update on the work and current focuses of the Office of Local Government, summarised as follows:

- Round three opening of the Apprentices and Trainees Program scheduled to open at the end of the year, will be all apprentices, no trainees - noted fourth round scheduled to end by 2026
- Government response to upper house inquiry released – identified IPART oversight on council rates – expenditure review process
- Simplification of SRV process and establishment of expert advisory panel
- JO chairs meeting with Minister Hoenig and Brett Whitworth, included discussion on code of conduct changes and land environment court
- Depreciation of non-saleable assets to be removed from taxation reporting - going through accounting standards review board
- OLG wants to legislate to allow Councils to enter or leave a JO, and allow Sydney Region ROCs to become JO's – supportive to leave, join, wind up or convert i.e. "Collaborative councils to have control over own destiny". Noted hesitation to allow new ROC's to be formed and is under review.
- Input on JO model still to come from other state agencies as they are key JO stakeholders and funding providers.

Action Item: Cameron to seek clarification regarding the sustainability review process whether the minister is looking to give the final decision with respect to the permanent rate variation back to the elected Councillors or is it remain with IPART?

Action Item: RAMJO and individual councils to further advocate for an increase to the Financial Assistance Grants and its methodology, as soon as possible.

Action Item: EO to continue liaising with other JO's and ROCs on OLGs overall position on JO/ROC status.



BOARD MEETING AGENDA

Friday 16 May 2025



AGENDA ITEM 9 – NSW PREMIERS DEPARTMENT UPDATE

9.1 NSW Premiers Department Update

Mr Giles Butler, Director - Regional Coordination – South, Delivery & Engagement, provided an update on the work and focuses of the NSW Premiers Department, summarised as follows:

- State budget has been top priority - draft performance and wellbeing framework released twelve weeks ago now included in the budget
- NSW Premiers Dept. secretary stepping in with policies including a structural road map to regional housing
- Better outcomes arising from the revamped *Riverina Murray Regional Leadership Executive forum* - focuses include electricity infrastructure roadmap, SWREZ, regional housing, youth engagement/disengagement and early childhood, noting strong alignment to RAMJO strategic priorities
- NSW Dept. of Primary Industries and Regional Development (DPIRD) interested in engaging with the regions, online and in person – as much as possible to help decision of streams of investment for remaining \$145m
- Noted that the 'Have your say website' is open to anyone to make suggestions for how funds could be spend for the Regional Development Trusts considerations
- Discussion concerning councils possibly being notified about when service staff move to a new LGA e.g. paramedics, police, etc so they could be made welcome and assisted to assimilate and encouraged to stay

Action Item: Giles to asses funding and/or resources are available concerning Australia Day celebrations, via the NSW Premiers Department.

Action Item: Giles to consider possible avenues of support for notifying councils of incoming labour force.

AGENDA ITEM 10 – GOVERNANCE, FINANCE AND OPERATIONS

10.1 2025/2026 Operational Budget

EO provided a review of the draft operational budget for the 25/26FY as per *Attachment 10.1*

Action Item: Cameron to investigate validity of remuneration of Chair through remuneration tribunal.

Adrian Butler left meeting at 11.45am

Recommendation:

- That the Board **adopt** the draft operational budget for the 2025/2026 Financial Year, effective from 1 July 2025.

**Moved Griffith City / Seconded Edward River
Carried**

10.2 Statement of Revenue Policy

Pursuant to LG Reg cl 3971, Joint Organisations must adopt an updated Statement of Revenue Policy annually by 30 June. EO provided a review of *Attachment 10.2* for the 25/26 FY annual statement.

Noted minor calculation error in figures concerning membership contributions - endorsed following amendment to error.



BOARD MEETING AGENDA

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Recommendation:

- That the Board **adopt** the tabled Statement of Revenue Policy for the 2025/2026 Financial Year, corrected to reflect figures of operational budget.

Moved Berrigan Shire / Seconded Leeton Shire
Carried

10.3 Q3 2024/2025 FY Budget Review

Attachment 10.3 was tabled in support of a verbal update of the Q3 24/25 FY position and income v. expenditure.

Recommendation:

- That the Board **note** the Q3 budget review update.

Moved Griffith City / Seconded Edward River
Carried

10.4 Update to RAMJO Charter

Attachment 10.4 was tabled for consideration and subsequently discussed. The report noted proposed changes to the RAMJO charter as a review is overdue, and to enable it to be more fit for purpose. Further, the changes are required to enable recent developments concerning the withdrawal of full voting members and the inclusion new members.

Proposed amendment 1:

Original recommendation

Per charter section 3.3 *Changes in Membership*, it is proposed to include 3.3 (d): *Prospective Membership will be open to All Entities Eligible for Full Membership (Pending Ministerial Approval)*:

- Applicants must be eligible for full membership and have submitted an application seeking Ministerial approval;
- These applicants will be invited to participate in RAMJO meetings and activities as **non-voting members**, without being charged an associate membership fee until either:
 - the Minister approves their full membership application; or
 - 1 July of the relevant year—whichever occurs first.
- Once full membership is approved, or 1 July is reached (whichever is sooner), the full membership fee is charged in line with the board adopted fee methodology, and the applicant is formally recognised as a full Voting Member.

Reviewed recommendation **(Motion carried – resolution deferred to August Board meeting)**

Per charter section 3.3 *Changes in Membership*, it is proposed to include 3.3 (d): *Prospective Membership will be open to All Entities Eligible for Full Membership, as follows*:

- Applicants must be eligible for full membership and have submitted an application seeking Ministerial approval;
- These applicants will be invited to participate in RAMJO meetings and activities as **full voting members**, from 1 July of the relevant year;



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- iii. In the event that the required proclamation does not occur, members will be returned the annual membership fee, calculated on a pro-rata basis.

Proposed amendment 2:

Original recommendation - (Not carried)

Reword existing clause 3.3 (b) to: *Withdrawal of voting members is permitted when:*

- i. Any Voting Member proposing to withdraw from the Joint Organisation must provide written notice of its intention to withdraw as soon as it is known
- ii. The withdrawing Member Council will remain a full Voting Member, retaining all associated rights and obligations, until the next 1 July following the receipt of notice, at which point membership will automatically cease.

Reviewed recommendation - (Motion carried – resolution deferred to August Board meeting)

The board resolved to keep the existing wording of the charter - Clause 3.3(b) of the Charter states: "Any Voting Member proposing to withdraw from the Joint Organisation must give six (6) months written notice." And simply add – *at the boards discretion, allow for the cessation of membership prior to the six (6) month period.*

In summary, the final endorsed motion was:

Motion:

1. That the Board **Endorse** proceeding with the scheduled 2025 Charter review, in-line with the requirement to review the Charter every 4 years following the Local Government elections, noting that further amendments may follow as part of the process of updating the Statement of Strategic Priorities; and
2. **Move to adopt** the tabled first two amendments to the RAMJO charter outlines Attachment 10.4 with included amendments, to ensure the charter is more fit for purpose and reflective of the JO's current needs triggered by recent changes.

**Moved Griffith City / Seconded Leeton Shire
Carried**

Action Item: Retain six month notice to leave the JO, with an newly included provision reading 'or at discretion of board' to allow for departure of Hay and Carrathool in this instance.

Action Item: EO to distribute Charter, with changes incorporated as discussed, with any further discussion to be conducted at next meeting.

Cr Ashley Hall, Balranald Shire Council and Camreon Templeton left the meeting at 12.38pm

10.5 ARIC: General update & exemption from Internal Audit requirements

Attachment 10.5 for the latest ARIC agenda and previous minutes. Also included is a report outlining a proposal to request an exemption from internal audit requirements, which is supported by the RAMJO ARIC.

10.6 Draft Minutes - General Managers Advisory Committee (GMAC) held 11 April 2025

Attachment 10.6 provides a draft copy of the Minutes from the GMAC meeting held 11 April 2025.



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AGENDA ITEM 11 – PROJECT UPDATES

11.2 Primary Prevention Multi-Year Partnerships Grant Program 2025-2028

The Executive Officer provided a verbal update on progress made concerning a RAMJO application to the grants program.

11.3 Regional Panel of Conduct Reviewers

Please refer to *Attachment 11.3* regarding a RAMJO led EOI for the sourcing of a Regional Panel of Conduct reviewers.

11.4 Joint Organisation Net Zero Acceleration (JONZA)

Attachment 11.4 provides an update on the current status of the JONZA project.

11.5 Best Practice in Aggregated Procurement Program

Attachment 11.5 provides a roadmap for advancing work on the Best Practice in Aggregated Procurement (BPAP) Program for participating member councils.

11.6 Disaster Ready Fund

Attachment 11.6 provides an update on the status of the round 2 Disaster Ready Fund project titled 'All-hazards, risk-based approach to strategic land use planning and critical infrastructure asset management for Riverina/Murray Region'.

11.7 Regional Resource Recovery Projects

Attachment 11.7 provides an update on the current position of the Regional Resource Recovery Projects, run by Albury City's Regional Resource Recovery team.

Recommendation:

- That the Board **note** the updates provided at items 10.5 to 11.7, *excluding* the presentation at item 11.1

Moved Griffith City / Seconded Berrigan Shire
Carried

11.1 Presentation from Central NSW JO: Water Loss Management and Efficiencies program opportunity

Mrs. Meredith McPherson, Water Utilities Alliance Program Manager for the Central NSW JO (CNSWJO), addressed the board and advised of an opportunity for interested member councils to participate in a Water Loss Management and Efficiencies (WLME) program, funded by the NSW Dept. of Climate Change, Energy, the Environment and Water.

Recommendation:

- That the Board **endorse** RAMJO's participation in CNSWJO's WLME program, and
- Instruct** the Executive Officer to seek interested councils for participation.

Moved Griffith City / Seconded Berrigan Shire
Carried



BOARD MEETING AGENDA

Friday 16 May 2025



AGENDA ITEM 12 – GENERAL BUSINESS

12.1 Economy ID Subscription

Not discussed due to time.

12.2 NSW Southern Sports Academy

Verbal update provided by EO, sharing information with members on how to contact the sports academy directly
Should they wish to financially support their endeavours.

12.3 Call for General Business by the Chair

12.3.1. Proposed Cessation of Regional Resource Recovery (RRR) Services provided by Albury City Council

Discussion was had regarding the cessation of RRR Services provided by Albury City Council, resulting in the services being managed 'in-house' by RAMJO.

- The EO noted that all RRR program contracts are between the EPA and RAMJO directly, meaning in-house delivery was standard;
- The EO spoke to the proposal, acknowledging the late entry and lack of supporting reports to accompany the proposed resolution, noting this was due to a quick and unforeseen turn-around in decision making from both Albury City and RAMJO;
- A letter signed by the Albury City Deputy CEO and RAMJO EO was noted as having been circulated two days prior on Wednesday 14 May, the letter noting the mutual decision made by both parties to cease the arrangement for service delivery prior to signing the more formal Service Level Agreement (SLA), which had been in development for over 12 months;
- The EO noted that a range of alternative options had been explored for some time, to avoid having to cease the service delivery model, including but not limited to:
 - Reducing the number of staff in the RRR Team, to reduce the programs annual deficits;
 - Secondment options until June 2027, in line with funding cycles; and
 - Strengthening risk management, financial and governance practices.
- It was noted that the Albury City Deputy CEO had offered to make themselves available for discussion and clarification on any matters relating to the mutual decision had; and
- Thank you to Albury City Council staff who have provided a great service to the Councils through the programs.

Recommendation:

- That the Board **endorse** the joint decision between Albury City and RAMJO, to cease the Albury City led Regional Resource Recovery Service delivery model, effective 60 days from 16 May 2025.

**Moved Griffith City / Seconded Berrigan Shire
Carried**

12.3.2 Federation Council IPART announcement

Cr. Cheryl Cook updated the board on a recent IPART SRV Rate Peg determination for Federation, noting a 69.94% increase over the next two years.

Murray River left the meeting at 1.40pm



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12.3.3 EO on annual leave between 19 May to 13 June

- EO announced she will be taking a month leave from Monday returning 16 June and Tamara will be covering in her absence.
- EO also announced she will be taking maternity leave near the end of the year – more details closer to the time.

AGENDA ITEM 13 – MEETING CLOSE

Meeting closed 1.45pm

DRAFT



8.2. CORPORATE MATTERS

ITEM 8.2.1. INVESTMENT REPORT - JULY 2025

AUTHOR/S: Accountant
Finance Manager

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

This report provides details of the performance of Council's investment portfolio for the period ending 31 July 2025.

RECOMMENDATION

THAT Council notes the information contained in the Investments Report for July 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 \$49,537,367.

As at 31 July 2025, Leeton Shire Council has \$47,781,586 invested in Approved Deposit Institutions (ADIs) of which \$1,127,491 (2.36%) 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 July 2025.

The Statement of Bank Reconciliation reconciles the Bank Statement balances to the General Ledger at 31 July 2025 by taking into account unrepresented cheques, unrepresented deposits, and unrepresented debits.

The Summary of Investments details all the investments held by Leeton Shire Council as at 31 July 2025. The following table details the total Cash, Cash Equivalents and Investment holdings:

Cash in Transaction Account	\$ 1,755,781
Deposits At Call Accounts	\$ 14,881,586
Investments	\$ 32,900,000
TOTAL	\$ 49,537,367

The table below details the monthly movements of investments for July 2025:

Opening Investments Balance	\$ 48,728,369
Less:	
Maturities	\$ 1,500,000
Transfer to CBA Current Account	\$ 1,000,000
Subtotal	\$ 46,228,369
Plus:	
Roll-overs	\$ 1,500,000
New Investments	\$ 0
CBA Business Online Saver (BOS) movements	\$ 1,492
AMP Business Saver Account	\$ 20
AMP 31 Day Notice Account	\$ 44,532
Macquarie Cash Management Accelerator Account	\$ 7,173
Closing Investments Balance	\$ 47,781,586
Add back Cash in Transaction accounts	1,755,781
Total Cash and Investments	\$ 49,537,367

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	\$ 49,537,367
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	\$ 8,054,227

*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

A new water year started on the 1st of July 2025. As at 1st August High Security allocation is at 95%, General Security at 15%, and Town Supply at 100%. No water has been sold in July 2025.

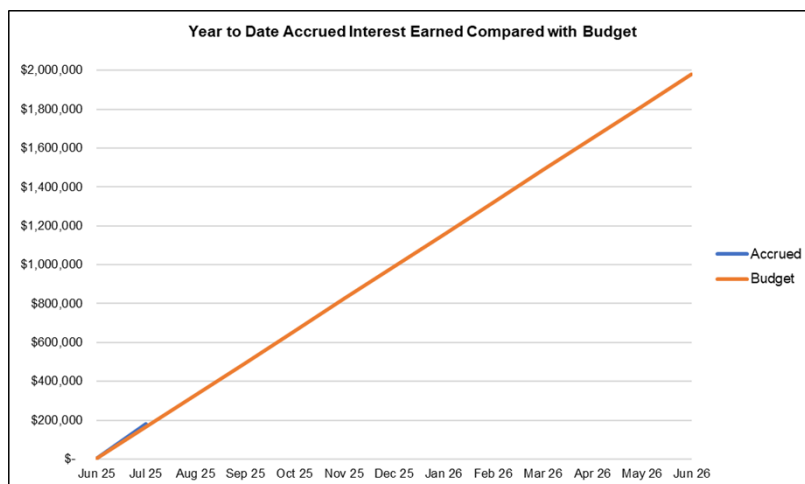
IMPLICATIONS TO BE ADDRESSED

(a) Financial

The annualised rate of return across the investments portfolio is 4.71% for July 2025.

Budgeted Interest for FY25/26 is \$1,980,357. The actual \$179,919 in interest earned for July 2025 is higher than the budgeted amount of \$165,030 by \$14,889.

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



The consolidated actual investment income from 1 July 2025 to 31 July 2025 compared to the budgeted investment interest is detailed below:

Actual versus budgeted interest and earnings	Jul-25	Year To Date
Investments - Interest earned	\$ 118,803	\$ 118,803
Deposits at call	\$ 59,486	\$ 59,486
Rebates and Other earnings	\$ 1,630	\$ 1,630
Total Earnings	\$ 179,919	\$ 179,919
Budgeted Interest	\$ 165,030	\$ 165,030
Variance - Positive	\$ 14,889	\$14,889

Total investment income allocation by fund is detailed below:

Interest Apportionment	Jul-25	Year to Date
General Fund	\$ 50,219	\$ 50,219
Water Fund	\$ 88,730	\$ 88,730
Sewer Fund	\$ 40,970	\$ 40,970
Total Interest Earned	\$ 179,919	\$ 179,919

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:

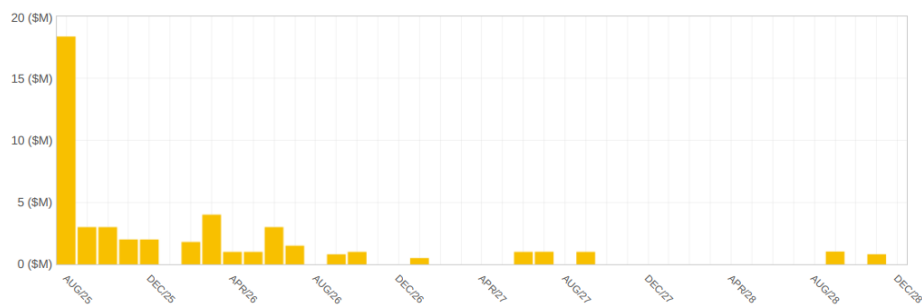
Performance Measures	Year to Date	Last Year (July)
Portfolio Average Interest Rate (YTD inc. Cash)	4.71%	4.98%
Investment Balances	Year to Date	Last Year
Opening Balance as at 1 Jul	\$48,728,369	\$44,163,280
Current Balance as at 31 Jul	\$47,781,586	\$45,782,515

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:

Maturity Cash Flow Distribution



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	24,000,000	50.23%
Cash/At Call Deposits	Low	Low	14,881,586	31.15%
Floating Rate Notes	Low	Low	6,400,000	13.39%
Bonds	Low	Low	2,500,000	5.23%
TOTAL			47,781,586	100%

Counterparty

As at the end of July 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	\$500,288	1.05%	45%	\$21,026,899
✓	RBC Covered	AAA	\$1,009,283	2.11%	45%	\$20,517,904
✓	ANZ Bank	AA-	\$1,026,016	2.14%	45%	\$20,501,171
✓	Commonwealth Bank	AA-	\$1,628,951	3.41%	45%	\$19,898,236
✓	National Australia Bank	AA-	\$11,808,146	24.68%	45%	\$9,719,041
✓	Westpac	AA-	\$5,500,000	11.50%	45%	\$16,027,187
✓	Macquarie	A+	\$2,850,090	5.96%	35%	\$13,893,277
✓	ING Bank	A	\$4,000,000	8.36%	35%	\$12,743,368
✓	BoQ	A-	\$2,998,843	6.27%	35%	\$13,744,525
✓	AMP Bank	BBB+	\$13,206,866	27.61%	30%	\$1,144,592
✓	Bank Australia	BBB+	\$1,002,114	2.09%	30%	\$13,349,344
✓	RACQ Bank (Qbank)	BBB+	\$802,648	1.68%	30%	\$13,548,810
✓	Auswide Bank	BBB	\$1,004,457	2.10%	30%	\$13,347,001
✓	MyState Bank	BBB	\$500,492	1.05%	30%	\$13,850,966
			\$47,838,193	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	\$1,509,570	3.16%	100%	\$46,328,623
✓	AA Category	\$19,963,113	41.73%	100%	\$27,875,080
✓	A Category	\$9,848,933	20.59%	80%	\$28,421,621
✓	BBB Category	\$16,516,577	34.53%	70%	\$16,970,159
✓	Unrated ADIs	\$0	0.00%	30%	\$14,351,458
		\$47,838,193	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 July 2025.

(b) Internal

General Manager
Director Operations
Executive Assistant to the General Manager and Mayor

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. Statement of Bank Reconciliation July 2025 [**8.2.1.1** - 2 pages]
2. Summary of Investments July 2025 [**8.2.1.2** - 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 July 2025

BALANCE AS PER GENERAL LEDGER

Opening Balance:	1/07/2025	\$	2,236,018.78
July Movements:		-\$	453,596.17
Closing Balance:	31/07/2025	\$	1,782,422.61
Less Unprocessed Bank Statement Transactions:		-\$	26,641.40
Total:		\$	1,755,781.21

BALANCE AS PER BANK STATEMENTS

	\$	1,749,615.98
Less Unpresented Cheques	-\$	753.05
Less Unpresented Debits	\$	-
Plus Unpresented Deposits	\$	6,918.28
Total	\$	1,755,781.21


Responsible Accounting Officer
12 August 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 July 2025

BALANCE AS PER GENERAL LEDGER

Opening Balance:	1/07/2025	\$	15,828,368.76
June Movements:			
Transfer to CBA Working Account		-\$	1,000,000.00
Transfer from CBA Working Account		\$	-
Interest Earned		\$	53,217.32
Closing Balance:	31/07/2025	\$	14,881,586.08
Less Unprocessed Bank Statement Transactions:			
Total:		\$	14,881,586.08

BALANCE AS PER BANK STATEMENTS

	\$	14,881,586.08
Less Unpresented Cheques		
Add Unpresented Credit		
Plus Unpresented Deposits		
Total	\$	14,881,586.08


Responsible Accounting Officer
12 August 2025

Leeton Shire Council

Summary of Term Investments as at: 31/07/2025										BBSW 90: 3.68%	Average Yield: 4.71%
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 Ltd	CBA Business Online Saver - AMP Business Saver Account	437864762	10206481	12/10/09	189	0	1,127,490.77	3.45%	11/08/25	DAC
20-00	AMP Bank	AMP 31 Day Notice Account	971165956		17/07/20	61	1	11,696,370.40	4.60%	11/09/25	DAC
21-00	AMP Bank	Macquarie Cash Management									
22-00	Macquarie Bank	Accelerator Account	940367790		07/11/20	57	0	2,047,229.60	4.15%	11/08/25	DAC
23-15	Curve Securities Pty Ltd	Members Banking Group Ltd (I/AU3FN0075453)			24/02/23	36	6	800,000.00	5.21%	24/02/26	FRN
23-16	Laminar Capital	Auswide Bank	AU3FN0076352		17/03/23	36	7	1,000,000.00	5.21%	17/03/26	FRN
22-21	Commonwealth Bank Ltd	Commonwealth Bank	AU3FN0065579		14/01/22	60	17	500,000.00	4.42%	14/01/27	FRN
23-01	Commonwealth Bank Ltd	Royal Bank of Canada	AU3FN0070025		13/07/22	60	23	500,000.00	4.77%	13/07/27	FRN
23-10	Laminar Capital	MyState Bank Ltd	AU3FN0072369		13/10/22	36	2	500,000.00	5.02%	13/10/25	FRN
23-11	Commonwealth Bank Ltd	Suncorp-Metway Ltd	AU3FN0072617		17/10/22	36	2	500,000.00	4.59%	17/10/25	FRN
23-13	Curve Securities Pty Ltd	Bank Australia	AU3FN0073797		24/11/22	36	3	1,000,000.00	5.31%	24/11/25	FRN
24-05	Commonwealth Bank Ltd	Macquarie Bank	AU3FN0081170		14/09/23	36	35	800,000.00	4.56%	14/09/26	FRN
24-11	Commonwealth Bank Ltd	National Aust Bank	AU3FN0082996		16/11/23	36	35	800,000.00	4.83%	16/11/28	FRN
22-27	Commonwealth Bank Ltd	Bank of Queensland	AU3C80288843		29/04/22	42	2	1,000,000.00	4.00%	29/10/25	Bond
23-02	Commonwealth Bank Ltd	Royal Bank of Canada	AU3C80290682		13/07/22	60	23	500,000.00	4.50%	13/07/27	Bond
24-07	Laminar Capital	ANZ Bank	AU3C80302404		22/09/23	59	37	1,000,000.00	4.95%	11/09/28	Bond
23-22	Bank of Queensland	Bank of Queensland	772448		21/06/23	48	22	1,000,000.00	5.40%	21/06/27	LTD
24-06	Westpac Bank	Westpac Bank	11067864		14/09/23	48	25	1,000,000.00	4.94%	14/09/27	LTD
24-08	Bank of Queensland	Bank of Queensland	833891		29/09/23	24	1	1,000,000.00	5.23%	29/09/25	LTD
24-10	Westpac Bank	Westpac Bank	11154404		26/10/23	36	14	1,000,000.00	5.38%	26/10/26	LTD
24-13	AMP Bank	AMP Bank	TD869330126		15/12/23	24	4	1,000,000.00	5.45%	15/12/25	LTD
24-21	ING Bank	ING Bank	1243285		24/06/24	23	10	1,000,000.00	5.12%	24/06/26	LTD
25-02	AMP Bank	AMP Bank	TD528016306		08/08/24	12	0	500,000.00	5.20%	08/08/25	LTD
25-03	National Aust Bank	National Aust Bank	89-019-7190		15/08/24	12	0	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	0	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	1	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	1	1,000,000.00	4.90%	29/09/25	LTD
25-07	Westpac Bank	Westpac Bank	11960600		18/10/24	12	2	1,000,000.00	5.03%	20/10/25	LTD
25-08	Westpac Bank	Westpac Bank	12016723		11/11/24	12	3	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	4	1,000,000.00	5.00%	11/12/25	LTD
25-10	ING Bank	ING Bank	1345602		06/03/25	12	7	1,000,000.00	4.69%	06/03/26	LTD
25-11	ING Bank	ING Bank	1349460		18/03/25	12	7	1,000,000.00	4.65%	18/03/26	LTD
25-12	ING Bank	ING Bank	1352646		25/03/25	11	7	1,000,000.00	4.66%	24/03/26	LTD
25-13	National Aust Bank	National Aust Bank	31-224-5322		25/03/25	11	6	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	8	1,000,000.00	4.20%	15/04/26	LTD
25-15	National Aust Bank	National Aust Bank	71-754-3563		25/06/25	10	9	1,000,000.00	4.16%	25/05/26	LTD

Leeton Shire Council

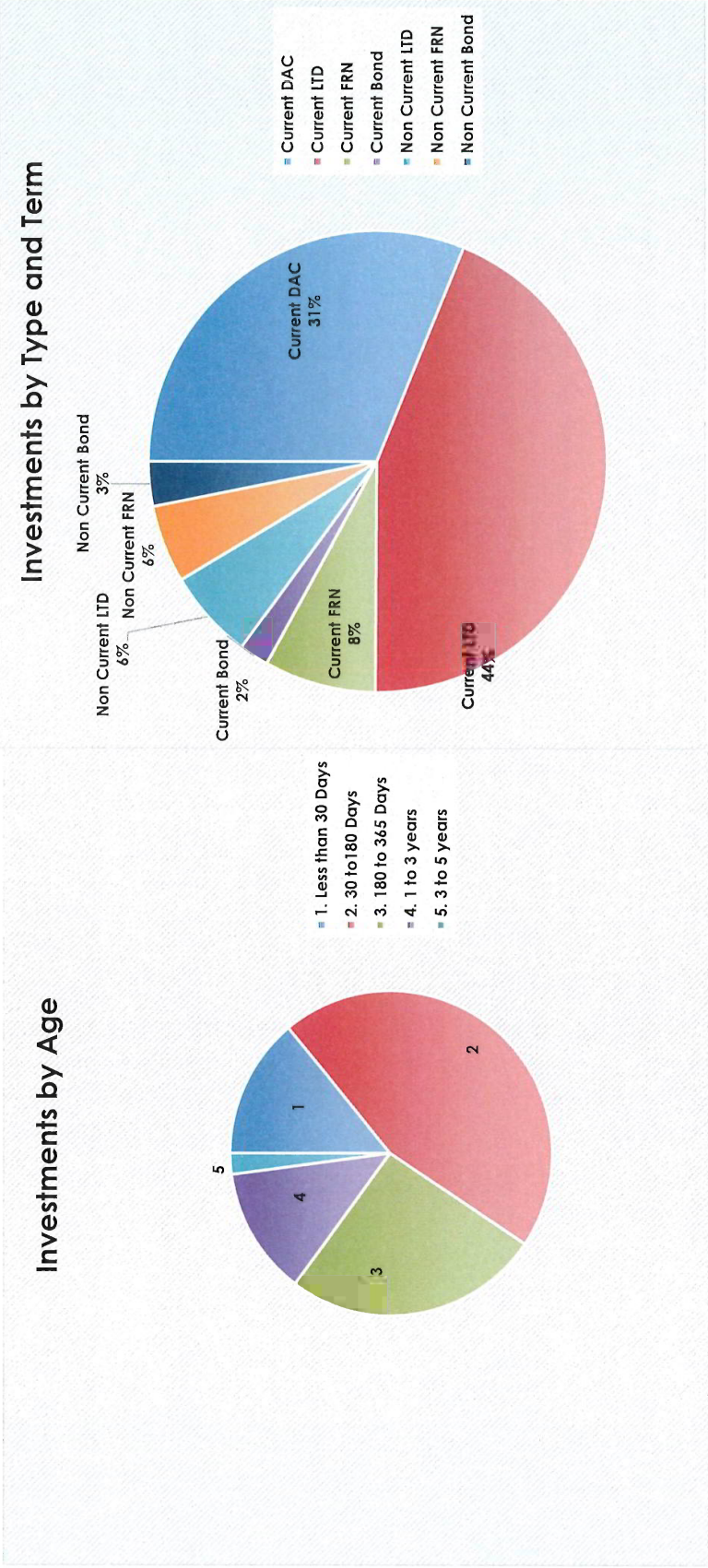
Summary of Term Investments as at: 31/07/2025							BBSW 90:	3.68%	Average Yield:	4.71%
25-16	National Aust Bank	71-780-9552	25/06/25	12	10	1,000,000.00	4.15%	LTD		
25-17	National Aust Bank	71-802-7587	25/06/25	12	10	1,000,000.00	4.15%	LTD		
26-01	Westpac Bank	12595685	11/07/25	12	11	1,500,000.00	4.20%	LTD		
Total Investments:							<u>\$ 47,781,586.08</u>			

Leeton Shire Council

Summary of Term Investments as at: 31/07/2025				BBSW 90: 3.68%	Average Yield: 4.71%
Investment by Type					
Investment	Amount	%	Investments by Age		
AMP Bank	1,500,000	3.1%	Age	Amount	%
Auswide Bank	1,000,000	2.1%	1. Less than 30 Days	6,685,216	14%
National Aust Bank	11,800,000	24.7%	2. 30 to 180 Days	21,696,370	45%
ANZ Bank	1,000,000	2.1%	3. 180 to 365 Days	12,300,000	26%
CBA Business Online Saver - C	1,127,491	2.4%	4. 1 to 3 years	6,100,000	13%
AMP 31 Day Notice Account	11,696,370	24.5%	5. 3 to 5 years	1,000,000	2%
Macquarie Cash Management	2,047,230	4.3%	TOTAL	47,781,586	100%
Commonwealth Bank	500,000	1.0%	Investments by Age and Type		
Westpac Bank	5,500,000	11.5%	Sum of Principal	Total	
Bank of Queensland	3,000,000	6.3%	Current	DAC	14,881,586
Macquarie Bank	800,000	1.7%		LTD	21,000,000
AMP Business Saver Account	10,495	0.0%		FRN	3,800,000
Royal Bank of Canada	1,000,000	2.1%		Bond	1,000,000
MyState Bank Ltd	500,000	1.0%	Current Total		40,681,586
Suncorp-Metway Ltd	500,000	1.0%	Non Current	LTD	3,000,000
Bank Australia	1,000,000	2.1%		FRN	2,600,000
ING Bank	4,000,000	8.4%		Bond	1,500,000
Members Banking Group Ltd (800,000	1.7%	Non Current Total		7,100,000
			Grand Total		47,781,586
TOTAL	47,781,586	100.0%	DAC	Deposit at Call	
Local	1,127,491	2.36%	LTD	Long Term Deposit	
Non Local	46,654,095	97.64%	FRN	Floating Rate Notes	
			Bond	Long Term Bond	

Leeton Shire Council

Summary of Term Investments as at:	31/07/2025	BBSW 90: 3.68%	Average Yield: 4.71%
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Explanatory notes:
All investments noted above were made in accordance with the Act, the regulations and Council's Investment Policy

[Signature]
Responsible Accounting Officer
11 August, 2025

ITEM 8.2.2. AUDIT, RISK & IMPROVEMENT COMMITTEE (ARIC) MEETING - THURSDAY 24 JULY 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 unconfirmed minutes (**Attachment 1**) and Chairperson's Report (**Attachment 2**) from the Audit, Risk, and Improvement Committee (ARIC) meeting held on Thursday 24 July 2025, for information.

RECOMMENDATION

THAT Council:

1. Notes the Minutes of the Audit, Risk and Improvement Committee meeting held on Thursday 24 July 2025.
 2. Notes the Chairperson's Report to the Mayor and Councillors from the Audit, Risk and Improvement Committee meeting held on Thursday 24 July 2025.
-

REPORT

(a) Background

Leeton Shire Council's Audit, Risk, and Improvement Committee (ARIC) met on Thursday 24 July 2025. The unconfirmed 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 24 July 2025, ARIC reviewed the following:

- NSW Audit Office – Interim Management Letter
- ARIC Actions Update – July 2025
- Proposed Internal Audit Program 2025/26
- Strategic, Operational and Project Risk Report – July 2025
- AI Training Update Report
- Council Systems – Internal System Access Controls Report
- Cybersecurity Maturity Update Report
- Adopted Suite of Integrated Planning and Reporting Documents

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

This report has no financial implications. Council's Internal Audits and Service Reviews are funded through the approved 2025/2026 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

Representatives from the NSW Audit Office and Council's external auditors RSD Auditors were in attendance via videoconference at the meeting.

(b) Internal

General Manager
Manager Finance
Manager WHS, QA & Risk
Manager ICT & OT

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. Minutes - ARIC Meeting - Thursday 24 July 2025 (Unconfirmed) [**8.2.2.1** - 5 pages]
2. ARIC Chairperson Report - Meeting 24 July 2025 [**8.2.2.2** - 4 pages]



**MINUTES OF THE
AUDIT, RISK AND IMPROVEMENT
COMMITTEE
THURSDAY 24 JULY 2025
COMMENCING AT 3:30 PM
VIA VIDEO CONFERENCE**

PRESENT (Voting Members) via videoconference:

Kerry Phillips (Chair), David Kortum and Max Shanahan.

PRESENT (Non-Voting Councillors) via videoconference:

Cr. George Weston (Mayor), Cr. Tracey Morris and Cr. Michael Kidd.

PRESENT (Non-Voting Staff) via videoconference:

Jackie Kruger (General Manager), Avtar Singh (Director Corporate / CFO), Sarah Kingsbury (Manager Governance, Corporate and Customer Service), Gerard Simms (Manager IT and OT), Sibongubuhle Tshuma (Manager Finance) and Andrew Valenta (Manager WHS, QA & Risk).

PRESENT (Non-Voting Attendees) via videoconference:

Mr. Josh Porker (RSD Auditors), Mr Cranos Moyo (RSD Auditors), Mr. Michael Kharzoo (Audit Office NSW) and Mr. Musbashshir Hassan (Audit Office NSW).

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

LEETON SHIRE COUNCIL
Audit, Risk & Improvement Committee (ARIC) - Thursday 24 July 2025

1. ACKNOWLEDGEMENT OF COUNTRY

Spoken by Jackie Kruger (General Manager)

2. APOLOGIES

Nil

3. DECLARATION OF INTERESTS

Nil

4. CONFIRMATION OF THE MINUTES & CHAIRPERSON'S REPORT

ARIC 24/29

Resolved

THAT the Minutes (**Attachment 1**) and Chairperson's Report (**Attachment 2**) of the Audit, Risk and Improvement Committee Meeting held on Thursday 22 May 2025 be taken as read and CONFIRMED.

(Moved Kerry Phillips, seconded Max Shanahan)

5. OFFICER'S REPORTS

ITEM 5.1. [NSW AUDIT OFFICE - INTERIM MANAGEMENT LETTER](#)

ARIC 24/30

Resolved

THAT the Audit, Risk and Improvement Committee notes the Interim Management Letter.

(Moved Kerry Phillips, seconded David Kortum)

ITEM 5.2. [ARIC ACTIONS UPDATE - JULY 2025](#)

ARIC 24/31

Resolved

THAT the Audit, Risk and Improvement Committee notes the update on the status of the agreed actions from previous meetings.

(Moved Kerry Phillips, seconded Max Shanahan)

LEETON SHIRE COUNCIL
Audit, Risk & Improvement Committee (ARIC) - Thursday 24 July 2025

ITEM 5.3. PROPOSED INTERNAL AUDIT PROGRAM 2025/26

ARIC 24/32

Resolved

THAT the Audit, Risk and Improvement Committee confirms that the following be undertaken in the 2025/26 financial year:

1. Inventory Management (Depot/Stores) Internal Audit,
2. Grant Administration and Management Internal Audit,
3. Assurance mapping to identify key risks and assurance coverage, and
4. Internal audit quality assessment to benchmark the audit function over the next 4 years.

It was noted that point three (3) and four (4) will be workshopped by ARIC during the Annual Planning Workshop being held on Thursday 12 February 2026.

(Moved Kerry Phillips, seconded Max Shanahan)

ITEM 5.4. STRATEGIC, OPERATIONAL AND PROJECT RISK REPORT - JULY 2025

ARIC 24/33

Resolved

THAT the Audit, Risk and Improvement Committee notes the July 2025 WHS and Risk Report including the attached documents:

- Risk Register – July 2025,
- Draft Risk Appetite Statement,
- Draft Integrated Risk Management Plan,
- Draft Integrated Risk Management Framework and Policy.

(Moved Kerry Phillips, seconded David Kortum)

ITEM 5.5. AI TRAINING UPDATE REPORT

ARIC 24/34

Resolved

THAT the Audit, Risk and Improvement Committee notes Council's progress made in AI training delivery, licensing strategy, and the introduction of ethical use provisions in Council's ICT Policy Suite.

(Moved Kerry Phillips, seconded David Kortum)

Director Corporate / CFO left the meeting at the time being 4:25pm
Director Corporate / CFO returned to the meeting at the time being 4:41pm

LEETON SHIRE COUNCIL
Audit, Risk & Improvement Committee (ARIC) - Thursday 24 July 2025

ITEM 5.6. COUNCIL SYSTEMS - INTERNAL SYSTEM ACCESS CONTROLS REPORT

ARIC 24/35

Resolved

THAT the Audit, Risk and Improvement Committee notes the report outlining Council's internal system access control framework and the ongoing audit and reconciliation processes designed to prevent unauthorised access and mitigate fraud risk.

(Moved Kerry Phillips, seconded Max Shanahan)

Mr Cranos Moyo (RSD Auditors) left the meeting via video conference at the time being 5:02pm

Mr. Michael Kharzoo (Audit Office NSW) left the meeting via video conference at the time being 5:02pm

Mr. Musbashshir Hassan (Audit Office NSW) left the meeting via video conference at the time being 5:02pm

ITEM 5.7. CYBERSECURITY MATURITY UPDATE REPORT

ARIC 24/36

Resolved

THAT the Audit, Risk and Improvement Committee notes the progress made in the implementation of Beyond Trust, the successful removal of local administrative privileges from desktops, and the current progress and challenges associated with the more complex rollout into the data centre environment.

(Moved Kerry Phillips, seconded David Kortum)

ITEM 5.8. ADOPTED SUITE OF INTEGRATED PLANNING & REPORTING DOCUMENTS

ARIC 24/37

Resolved

THAT the Audit, Risk and Improvement Committee notes for information the adopted suite of Integrated Planning and Reporting (IP&R) documents.

(Moved Kerry Phillips, seconded Max Shanahan)

LEETON SHIRE COUNCIL
Audit, Risk & Improvement Committee (ARIC) - Thursday 24 July 2025

6. CONCLUSION OF MEETING

There being no further business, the meeting closed at 6:02pm.

..... signed by
the Chairman of the meeting held on
Thursday 23 October 2025 at which meeting the
signature hereon was subscribed.

That AUDIT, RISK AND IMPROVEMENT COMMITTEE CHAIRPERSON'S REPORT TO COUNCIL

JULY 2025

Attention Cr George Weston - Mayor

I advise that the Leeton Shire Council Audit, Risk and Improvement Committee (ARIC) met on Thursday 24 July 2025. The meeting was conducted via video conference. All the ARIC members were present with Kerry Phillips, David Kortum, Max Shanahan and Councillor Tracey Morris attended as the nominated elected member and non-voting member of the committee. Councillor Michael Kidd and Mayor Councillor George Weston attended as observers.

Council representatives via video conference included Jackie Kruger, Sarah Kingsbury, Avtar Singh, Andrew Valenta, Sibongubhle Tshuma and Gerard Simms.

Other Attendees via videoconference included Josh Porker and Cranos Moya (RSD Auditors) and Michael Kharzoo and Musbashshir Hassan (Audit Office NSW).

Our agenda items of business were to receive, review and provide feedback regarding:

1. NSW Audit Office – Interim Management Letter
2. ARIC Actions update – July 2025
3. Proposed Internal Audit Program 2025/2026
4. Strategic, Operational and Project Risk Report - July 2025
5. AI Training Update Report
6. Council Systems – Internal System Access Controls Report
7. Cybersecurity maturity update report
8. Adopted suite of Integrated Planning and Reporting documents
9. General Business

Matters were resolved as follows:

Item 1 - NSW Audit Office – Interim Management Letter

Action –Noted the Interim Management Letter

Josh Porker from RSD Auditors presented the report and stepped the committee through the results of the interim audit as included in the Interim Management Letter. There are four (4) new matters of concern. Some time was spent detailing the one new moderate item that remains unresolved, this has been contributed to by an external third party and is expected to be in hand in sufficient time for the financial statements sign off.

An observation was provided by the chair that in other jurisdictions exemption lists are developed by Councils to in part address the issue of late issuance of purchase orders. The auditors expressed their views regarding that approach and remain keen not to see exemptions.

Staff provided some insight in relation to overdue policies and the potential for additional risk exposure. The auditors confirmed that the expected impact in risk is minimal.

The issue of the credit cardholder not signing of terms and conditions was discussed in some detail.

Item 2 - ARIC Actions update – July 2025

Action - Noted the update and the actions completed and to be carried over.

Sarah Kingsbury, Manager Governance, Corporate and Customer Service, stepped the committee through the action list. Several matters were completed in today's agenda however due to delays in staff resourcing one matter will carry over to a subsequent meeting and the Plant and Fleet internal audit review is still to be finalised with management comments so that will be carried forward.

Item 3 - Proposed Internal Audit Program 2025/2026

Action Committee endorsed the proposed audits and sought the inclusion of two additional items

The scope of the proposed audits was discussed. In relation to the Inventory Management item Max Shanahan proposed some additional scope inclusion to maximise the value of the review. He will provide some guidance material out of session to support the inclusion.

ARIC was encouraged by the budget allocation for the year and considered that there may be some funding available to undertake the preparation of an assurance map and to complete a detailed audit universe assessment. It was considered beneficial to have these developed for the planning session in February 2026.

The General Manager advised that the audit universe from a risk perspective was already well developed and perhaps some quality assurance benchmarking of the Internal Audit function may be more beneficial.

It was noted by the chair that today's agenda did not provide a comprehensive review of all outstanding internal and external audit recommendations. The external audit matters were covered off via the interim management letter and some matters pertaining to the payroll and excess leave internal audit review will be covered later in today's papers. Going forward, it is suggested that a register be kept and reported on at each meeting as a standing agenda item to allow the committee to oversight the progress towards clearance of issues and associated recommendations in a timely manner.

Item 4 - Strategic, Operational and Project Risk Report - July 2025

Action - Noted the report

Andrew Valenta, Manager WHS, Quality Assurance and Risk presented the report and spoke to key points in relation to WHS improvements, the Risk Register including Risk Appetite statements and full suite of documents to support the Integrated Risk Management framework, capital project updates, workers compensation claims, legal matters and working with children check status update.

ARIC was most interested in the risk register and explored with staff the shift from inherent and residual risk and the expectation of how these movements may come about. Some examples were explored where there appeared to be inadequate activity listed to shift the dial for ARIC. This again opened the discussion regarding the value of developing an

assurance map as an artefact to support risk management. ARIC appreciates that this is a maturing environment for Council and the refinement of the strategic/operational risk management in response to the framework established is anticipated.

Item 5 - AI Training Update Report

Action - Noted the report

Gerard Simms, Manager IT and OT, presented the report.

ARIC were delighted to see the activity undertaken by Council to lead staff towards this opportunity in a safe and secure manner. The chair provided insight regarding some additional resources that may support further refinement of the guidelines developed in relation to ethics.

Item 6 - Council Systems – Internal System Access Controls Report

Action - Noted the report

Gerard Simms, Manager IT and OT, presented the report highlighting for ARIC the improvements to the control framework and further opportunities under exploration going forward.

ARIC positively acknowledges the advancement and the potential to mitigate cybersecurity and fraud risks. ARIC encourages the next steps.

Item 7 - Cybersecurity maturity update report

Action - Noted the report

Gerard Simms, Manager IT and OT, presented the report including additional steps towards addressing the essential 8 including the roll out of the BeyondTrust privilege access management solution (PAM).

There was some insight provided regarding a joint initiative across regional councils to seek additional external support for Security Operations Centre and Security Information and Event Management (SOC/SIEM) services. David Kortum has had some experience in the area identified and will be able to provide some insight out of session about the RFQ process to support the access to well credentialled service providers.

Item 8 – Adopted suite of Integrated Planning and Reporting documents

Action – noted

Jackie Kruger, General Manager, spoke to the report and her delight with the level of community engagement and submissions. It was also highlighted that the issue of productivity raised by ARIC had been accommodated in the adopted documents.

There was no significant change to the Long Tern Financial Planning scenarios, but these may change as a result of the follow up work that will be in response to Professor Drew's upcoming report and recommendations in September.

Item 9 – General business

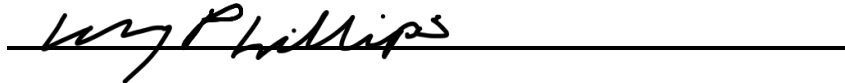
Avtar Singh, Director Corporate/CFO, confirmed that the plant and fleet internal audit review will be finalised in time for the next meeting.

CLOSING COMMENTS

Engagement with elected members was elevated at this meeting having a number present as both as committee members and observers. ARIC welcomes the attendance of all Councillors as observers and encourages this to expand an appreciation of the types of enquiries we can assist with and insights and perspective we provide. The meeting ran smoothly in the fully virtual environment. I was again pleased to receive positive feedback from officers and members regarding the meeting.

Yours faithfully

Kerry Phillips (Chairperson)

A handwritten signature in black ink, appearing to read 'Kerry Phillips', is written over a solid black horizontal line.

30/07/2025

ITEM 8.2.3 COUNCIL COMMITTEE INFORMATION & TERMS OF REFERENCE BOOK

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: Director of Corporate/CFO

SUMMARY/PURPOSE

This report seeks Council's endorsement of the DRAFT (New) Council Committee Information and Terms of Reference Book (**Attachment 1**) and sets out a process for recruiting members for Committees.

RECOMMENDATION

THAT Council:

1. Endorses the DRAFT (New) Council Committee Information and Terms of Reference Book for public exhibition for a period of 28 days (except for the new Financial Sustainability Advisory Committee which is considered immediately adopted), and if no substantive feedback is received during the exhibition period, the document be adopted.
 2. Calls for Expression of Interest for Committee members for Council's Section 355 Committees, Action Committees, and Advisory Committees over the coming months, with the recruitment of the Financial Sustainability Advisory Committee members commencing immediately.
-

REPORT

(a) Background

Leeton Shire Council has a long-standing tradition of engaging with the community through a range of Committees. These Committees strengthen the connection between Council and residents by providing valuable insight into local needs, issues, and aspirations—and in some cases, delivering direct services.

Council operates three (3) types of Committees: Section 355, Advisory, and Action Committees. Each plays an important role in fostering collaboration, encouraging shared responsibility, and delivering meaningful outcomes, particularly in areas such as cultural events, facility management, and community planning.

Community Committees are formally appointed by resolution of Council under the provisions of Section 377 of the *Local Government Act 1993*. These Committees are established entirely at the discretion of Council and may be altered, withdrawn, or amended at any time.

(b) Discussion

Committees provide the community with a formal voice in Council's decisions. They bring local knowledge, lived experience, and practical ideas that help shape Council

priorities and plans. Their work supports long-term goals, such as Council's Community Strategic Plan - *Leeton on the Go 2035* and gives residents a tangible way to influence their community.

The DRAFT (New) Council Committee Information and Terms of Reference Book ("Book") (**Attachment 1**) has been designed to advise and assist Council Committees in exercising their functions in accordance with Section 355(c) of the *Local Government Act 1993*, as delegated under Sections 377 and 378.

(c) Options

THAT Council:

Option # 1 – This is the recommended option

1. Endorses the DRAFT (New) Council Committee Information and Terms of Reference Book for public exhibition for a period of 28 days (except for the new Financial Sustainability Advisory Committee which is considered immediately adopted), and if no substantive feedback is received during the exhibition period, the document be adopted.
2. Calls for Expression of Interest for Committee members for Council's Section 355 Committees, Action Committees, and Advisory Committees over the coming months, with the recruitment of the Financial Sustainability Advisory Committee members commencing immediately.

Option # 2

1. Requests further amendments to the DRAFT (New) Council Committee Information and Terms of Reference Book prior to endorsement.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil

(b) Policy

Council Committee Information and Terms of Reference Book will be implemented once endorsed by Council.

(c) Legislative/Statutory

Child Protection (Working with Children) Act 2012
Local Government (General) Regulation 2021
Local Government Act 1993
Public Interest Disclosures Act 2022
Public Interest Regulation 2022

(d) Risk

Without a Council Committee Information and Terms of Reference Book:

- it is difficult to ensure that all Committees operate in accordance with the *Local Government Act 1993* which could lead to inconsistencies in decision-making and processes,
- there is a risk of improper handling of committee funds, potentially leading to financial loss or mismanagement, and
- committees may not have the guidance to effectively manage community facilities or programs, leading to underperformance or failure.

The Book helps clarify roles, responsibility and expectations.

CONSULTATION

(a) External

Council will approach existing Committees for feedback and well as the general public via Have Your Say, Community Noticeboard, Social Media and Face to Face meetings.

(b) Internal

The DRAFT (New) Council Committee Information and Terms of Reference Book was reviewed by the relevant Council Liaison Officers in consultation with the Senior Management Team and Governance staff.

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, Murrumbidgee and Yanco.

1.11 Facilitate the implementation of town improvement planning in Whitton and Yanco in collaboration with local residents.

2. Museum, Arts and Cultural Services

2.2 Support the Whitton Museum Committee and Yanco Museum Committee.

9. Governance and Corporate Services

9.8 Deploy reliable, effective and authentic community engagement. Continuously review and update of Council policies and plans to appropriately support Council's operation.

ATTACHMENTS

1. Leeton Shire Council - Committee Member Information & Terms of Reference Book [**8.2.3.1** - 70 pages]



LEETON
SHIRE COUNCIL

DRAFT (NEW) (V2)

**Council Committee Information &
Terms of Reference Book**

**(Section 355, Advisory/ Working Groups
& Action Committees)**

August 2025

DOCUMENT CONTROL

RESPONSIBLE OFFICER:	Manager Governance, Corporate & Customer Service				
REVIEWED BY:	Director Corporate & CFO / Senior Management Team (SMT)				
LINK TO CSP/DELIVERY PROGRAM/OPERATIONAL PLAN:	<p>DP Strategy: 4.9 Host major destinational events including Art Deco Festival (annual), SunRice Festival (bi-annual), Chill and Grill (annual) and Outback Band Spectacular CSP: Cc2 Cc3 Ec7 OP: 4.9.3 Help coordinate the biannual SunRice Festival in association with the Leeton Sunrice Festival Committee (355 Committee) DP Strategy: 9.1 Deploy reliable and efficient corporate and project governance CSP: L5 OP: 9.1.1 Prepare and issue Council business papers, meeting minutes, and coordinate Council Committee reports back to Council DP Strategy: 1.4 Promote and support volunteering, both in Council and in the community, including the celebration of Volunteer Week CSP: Cc1 L3 L4 OP: 1.4.1 Manage Council's volunteer program and support Leeton Connect to promote volunteering across the Shire DP 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 CSP: Cc1 Cc2 OP: 1.6.1 Coordinate key Council led community events including Australia Day, Light Up Leeton and Fiesta La Leeton DP Strategy: 1.9 Provide halls for communities to meet, with the support of local hall Committees in Whitton, Murrarni and Yanco CSP: Cc1 OP: 1.9.2 Provide access to Yanco, Murrarni and Whitton Community Halls through Section 355 Committees DP Strategy: 2.2 Support the Whitton Museum Committee CSP: CC2 L1 CC4 OP: 2.2.1 Support the Whitton Museum Committee (355) DP Strategy: 9.3 Deploy reliable, efficient and effective financial management CSP: L5 OP: 9.2.1 Achieve long term financial sustainability</p>				
DATE ADOPTED:	TBC				
ADOPTED BY:	Council				
RESOLUTION NO: (IF RELEVANT):	TBC				
FOR PUBLICATION:	<input type="checkbox"/> INTRANET <input type="checkbox"/> COUNCIL WEBSITE <input checked="" type="checkbox"/> BOTH				
REVIEW DUE DATE:	February 2029				
REVISION NUMBER:	New				
PREVIOUS VERSIONS:	DATE	DESCRIPTION OF AMENDMENTS	AUTHOR/EDITOR	REVIEW/SIGN OFF	MINUTE NO (IF RELEVANT)
1	July 2025	New document – supersedes previous Terms of Reference	Manager Governance	Council	TBC

REVIEW OF THIS DOCUMENT

This document will be reviewed every four (4) years or as required in the event of legislative changes or operational requirements.

Any major amendments to the document must be made by way of a Council Resolution. Minor amendments such as corrections to spelling, changes to wording for improved clarity, formatting and updates to the Appendixes may be made with approval from the General Manager.

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1. Introduction

Leeton Shire Council has a strong tradition of working with its community through a range of Committees. These Committees strengthen the connection between Council and residents by providing valuable insight into local needs, issues, and aspirations—and in some cases, delivering direct services.

Council operates three (3) types of Committees: Section 355, Advisory, and Action Committees. Each plays an important role in fostering collaboration, encouraging shared responsibility, and delivering meaningful outcomes, particularly in areas such as cultural events, facility management, and community planning.

Community Committees are formally appointed by resolution of Council under the provisions of Section 377 of the *Local Government Act 1993*. These Committees are established entirely at the discretion of Council and may be altered, withdrawn, or amended at any time.

Committees are legally part of Council and act on its behalf within the scope of their delegated functions. Committee members should be aware that their actions carry the same legal and liability implications as those of Council. The authority given to each Committee is clearly set out below and in the Committee's Terms of Reference

2. Purpose of Community Committees

Committees give the community a formal voice in Council's decisions. They bring local knowledge, lived experience, and practical ideas to help shape Council priorities and plans. Their work supports long-term goals, like *Leeton on the Go 2035*, and gives residents a way to actively influence what happens in their community.

By listening to Committee feedback, Council can better understand community expectations, identify challenges early, and deliver more responsive services and programs.

3. What is a Section 355 Committee?

A section 355 Committee is a volunteer group that is formally appointed by Council.

At its discretion, Council may delegate some of its functions (e.g. managing assets such as halls and open spaces) to a Committee. Sections 355(b) and 377 of the *Local Government Act 1993* (NSW) (the Act) allow Council to do this.

Section 355 Committees support local communities to actively participate in Council operations.

Each Committee should:

- reflect Council's vision and objectives
- inform Council of their local communities' current and future needs for the community asset/s they manage.

Each Committee is made up of local community members. While no qualifications are necessary to be a member of a Committee, a positive commitment to the Committee's activities and a willingness to be actively involved in Committee activities/issues is essential. A basic knowledge of meeting procedures is beneficial. While the Council remains ultimately responsible for all decisions and finances, Section 355 Committees operate within approved delegations, Council policies and frameworks.

4. What is an Advisory Committee?

Advisory Committees are formally established by Council to provide expert advice and community perspectives on strategic issues, plans, and initiatives. These Committees do not have delegated authority but instead play a **consultative and advisory role**.

They are made up of:

- Local volunteers with relevant experience or knowledge.
- Representatives from stakeholder groups or specific sectors (e.g., heritage, environment, arts).
- Councillors and Council staff (as appropriate to each Committee's focus).

Advisory Committees:

- Offer guidance on specific topics, such as environmental sustainability, town planning, or heritage conservation.
- Support community-led initiatives by acting as sounding boards for ideas and helping Council assess proposals.
- Enable residents to participate in shaping Council policy and priorities in a structured and constructive way.

Although these Committees do not manage budgets or projects directly, their recommendations are highly valued. Council considers their input before making final decisions.

5. What is an Action Committee?

Action Committees support Council by undertaking specific tasks or activities that help achieve defined community goals. While they are not formally delegated to make decisions on behalf of Council, they can provide recommendations and play an active, hands-on role in delivering events or local initiatives.

These Committees typically focus on areas such as community events and place-making. They provide a structured and effective way for community members to participate in meaningful local action.

Acting as a bridge between the community and Council, Action Committees ensure that local needs, concerns, and ideas are heard. Through their involvement, they help inform Council's decisions by offering practical insights and suggestions relevant to their area of focus.

6. Committee's Terms of Reference

Each Committee operates under a Terms of Reference (ToR), which sets out what it can and cannot do. Council reviews these regularly, including after elections or if requested by the Committee or General Manager.

7. What Section 355 Committees cannot do

Some responsibilities remain strictly with Council. Committees **may not** make decisions about:

- fixing of charges or fees (noting the Committee may submit recommendations to Council about the fixing of charges and fees for the use of the facility under its control),
- waiving fees or charges. Committee **cannot** waive fees or charges, only Council has the authority to waive a fee or charge.
- borrowing any monies without the prior written consent of Council on each such occasion,
- the sale, lease or surrender of any land or other property vested in its care,
- the acceptance of tenders, which are required to be called by Council,
- a decision under section 356 of the Act to contribute or donate money to individuals or organisations unless prior approval has been granted from Council,

- making submissions to government on policies or their implementation, without the prior written consent of Council,
- the carrying out of any work on or to the facility including alterations, reconstruction or construction, without the prior written consent of Council (this does not include minor maintenance work). Council will not reimburse the Committee without prior written consent,
- unreasonably withholding consent for the hiring of the facility to any group that agreed to comply with and adhere to the rules adopted for the use of the facility, providing the acceptable hiring period is available,
- no payment is to be made to Committee members or volunteers without prior written approval from Council.

The Committee must observe any rules and regulations determined by Council about the facility/function under its management and control.

If a Committee (including Action and Advisory Committees) operates outside its authority or delegated functions, Council may disband the Committee.

8. Membership

Council aims for Committees to reflect the diversity of the Leeton Shire. Membership should be fair, inclusive, and based on merit.

Recruitment

At the start of each Council term and when required, committee membership opportunities are publicly advertised via an Expression of Interest process. Applicants must meet the published eligibility criteria.

In some cases, Council officers may directly invite or nominate specific community members to participate on a Committee.

Applications are assessed on knowledge, skills, lived experience, and commitment to the Committee's focus area (e.g. heritage, events, facilities). This process ensures a balance of perspectives and broad community representation.

Selection and Appointment

Council staff review applications and provide recommendations. Final appointments are confirmed by Council resolution. Members normally serve for the full Council term (4 years) unless otherwise determined.

Filling Vacancies

If a vacancy occurs mid-term, Council may either directly appoint a replacement or reopen the recruitment process, depending on the circumstances.

This approach ensures Committees remain representative, engaged, and effective.

9. Committee's Role

Committees are advisory and administrative in nature — all final decision-making authority remains with Council.

Working in partnership with Council, Committee members are expected to:

- Act in the best interests of the community.
- Work cooperatively and respect diverse views.
- Support Council's strategic goals and policies.
- Contribute their time, skills, and experience to the Committee's work.

10. Code of Conduct

Committee members must follow Council's **Code of Conduct**, which sets standards for ethical and respectful behaviour.

Members are expected to:

- Act honestly and in good faith.
- Treat others with respect and courtesy.
- Avoid conflicts of interest.
- Maintain confidentiality where required.
- Use Council resources responsibly.

Breaches of the Code may result in removal from the Committee.

11. Training and Development

Council provides training and resources to help Committee members carry out their roles effectively.

This includes:

- Induction sessions for new members.
- Guidance on governance, meeting procedures, and recordkeeping.
- Training on WHS, Risk Management, and financial responsibilities (if applicable).

Participation in training is **compulsory**, as it supports good governance and strengthens the Committee's ability to deliver for the community.

12. Committee Structure

Committees are usually made up of **Executive Members** and **General Members**. Executive Members are chosen at the first meeting of the Committee's new term and re-elected each year at the Annual General Meeting (AGM).

Executive positions usually include a **Chairperson**, **Deputy Chairperson**, and **Secretary**, with a **Treasurer** added for Section 355 Committees. Executive roles are held for twelve (12) months. General Members are appointed for the full four (4) year Council term, either through the Expressions of Interest process or nomination by a Council Officer.

To take on Executive roles (Chairperson, Deputy Chairperson, Secretary, or Treasurer), members should have access to a computer or smart device, be comfortable with email, and have basic computer skills.

To maintain fairness and avoid conflicts of interest, no more than two (2) immediate family members may serve on the Executive at the same time. In Section 355 Committees, Executive Members may also be responsible for financial management.

Voting Rights

Each appointed community member and nominated Councillor representative holds one (1) vote on matters considered by the Committee. In the event of a tied vote, the Chairperson exercises a casting vote.

Council staff (unless specifically appointed as a member) including the Committee Liaison Officer, **do not** hold voting rights.

Although the Chairperson provides leadership, all Committee Members have equal decision-making rights. The Chairperson only uses a casting vote when necessary.

Chairperson

The Chairperson provides leadership, encourages collaboration, and ensures meetings are effective and compliant with Council procedures.

Key Responsibilities include:

- Following Council's Code of Meeting Practice at all times.
- Chairing meetings and representing the Committee in formal or public settings.
- Supporting long-term planning and direction.
- Ensuring all members and volunteers sign the Volunteer Sign On/Sign Off (**Appendix 6**) sheet for meetings and activities.
- Ensuring Committee adheres to Council's policies and procedures, including WHS and Risk Management.

Meeting-specific responsibilities:

- Before a meeting: Prepare the agenda with the Secretary and ensure the meeting is properly convened (quorum present).
- During a meeting: Chair the meeting, welcome members and guests, maintain focus, encourage participation, ensure procedures are followed, and confirm all recommendations are recorded for Council.
- Closure of the meeting: Formally close the meeting and confirm the date/time of the next meeting.

Deputy Chairperson

The Deputy Chairperson steps in whenever the Chairperson is unavailable and performs all responsibilities of the Chairperson during that time.

Secretary

The Secretary coordinates all administrative aspects of the Committee.

Key responsibilities include:

- Managing correspondence and distributing meeting notices and agendas (**Appendix 1**).
- Taking and distributing minutes (**Appendix 3**).
- Maintaining records and providing them to the Council Liaison Officer.
- Assisting with bookings, forms, payments, and bond refunds (if applicable).
- Supporting the Chairperson with administrative tasks.

Meeting-specific responsibilities:

- Before a meeting: Prepare and distribute the agenda at least seven (7) business days in advance.
- During a meeting: Take minutes, accurately record motions, amendments, and recommendations for Council.
- After a meeting: Type and distribute minutes within ten (10) days after the meeting, complete any assigned actions, and provide all records to the Council Liaison Officer.

Treasurer (Section 355 Committee's Only)

The Treasurer manages financial transactions and ensures compliance with Council procedures.

Key responsibilities include:

- Managing income and expenditure (**Appendix 2**).
- Keeping accurate financial records, including receipts and invoices.
- Preparing and submitting financial reports for AGMs or audits.
- Ensuring all financial activity aligns with Council's Procurement Policy.
- Providing financial documentation to Council or the Committee as requested.

Councillors

Appointed Councillor representative/s are required to attend Committee meetings, preferably in person.

An alternative Councillor may be nominated to attend if required. The Mayor and other Councillors have a standing invitation to attend Committee meetings in a non-voting, observer-only capacity.

Council Liaison Officer

Committee is supported by a dedicated Council Liaison Officer, appointed by the General Manager.

Key responsibilities include:

- Governance and Compliance: Review and maintain Terms of Reference, ensure compliance with Council policies, Code of Conduct, and Code of Meeting Practice.
- Training and Induction: Coordinate member induction, including WHS, risk management, insurance, and WWCC compliance.
- Administration and Records: Maintain records (attendance, correspondence, minutes, financials), support meeting administration, prepare agendas and minutes if Secretary is unavailable.
- Reporting: Prepare at least quarterly reports for the Ordinary Council Meeting, including minutes, financial statements, and general updates. Time-sensitive matters may be reported earlier to Council.

13. Meeting and Reporting Requirements

Committees must follow clear processes for meetings and reporting to ensure transparency, accountability, and efficiency. Meetings are conducted according to Council's adopted **Code of Meeting Practice**.

General Meeting Rules

Meetings require a quorum, proper notice, an agenda, and accurate recordkeeping. Committees should schedule meetings at convenient times, ideally at the facility itself or at another suitable community venue (e.g., library, community hall). Meetings must not be held at private residences.

Attendance

Members are expected to attend all scheduled meetings and contribute actively. Missing three (3) consecutive meetings without an approved apology may result in removal from the Committee.

Councillors unable to attend must arrange a substitute. Remote participation may be approved in special circumstances (illness, travel, accessibility) if requested in advance.

Quorum

A valid meeting must include at least one (1) Councillor and a majority of appointed community members. If a quorum is not present, informal discussions may proceed, but decisions must be ratified at the next meeting.

Annual General Meeting (AGM)

Section 355 Committees must hold an AGM each year. The date is set at an ordinary meeting and publicly advertised at least fourteen (14) days in advance.

At the AGM:

- The Chairperson presents an annual report of activities.
- The Treasurer presents the annual financial report for adoption (submitted to Council for audit).
- Members elect office bearers for the next financial year. Only existing members may vote.
- New members may join after the election but cannot vote.

An ordinary meeting may follow immediately after the AGM.

14. Conflicts of Interest

Committee members must always act in the public interest. Decisions should never be influenced by personal or financial gain.

A **conflict of interest** arises when your private interests could affect, or be seen to affect, your role on the Committee.

This includes:

- Pecuniary conflicts: where there is a reasonable chance of financial gain or loss (e.g. your business could benefit from a decision).
- Non-pecuniary conflicts: where personal relationships, affiliations, or loyalties may affect impartiality (e.g. family or close friends could benefit).

Declaring a Conflict

Conflicts of interest must be declared at the start of the meeting, recorded in the minutes, and documented using the Conflict of Interest Declaration Form (**Appendix 4**). The completed form is included with the meeting records.

What Happens Next

- Members with a **pecuniary interest** must leave the room while the matter is discussed.
- For **significant non-pecuniary interests**, the same rule applies.
- For **minor non-pecuniary interests**, members may stay and participate if it is considered appropriate.

Declaring interests protects both the Committee's integrity and the reputation of individual members.

15. Financial Management (Section 355 Committees and some Action Committees)

General Responsibilities

Committees must follow the same financial standards as Council. All funds and assets belong to Council, even if they are held in a separate Committee bank account. Money received or spent must relate only to the functions that Council has delegated to the Terms of Reference for each Committee.

Rules for Managing Money

- Bank Accounts: Must have two (2) signatories — the Treasurer and one other executive member. Council must be notified of account details and signatories. Note: Signatories can not be from the same family.
- Record Keeping: Keep clear and accurate records of all income, expenses, and reconciliations, with receipts.
- Large Purchases: Any purchase over \$5K requires written approval from the relevant Council Director via the Committee's Liaison Officer.
- Reporting: All funds received or spent must be disclosed at Committee meetings. Financial statements, , and end-of-year accounts must be included in quarterly reports to Council.
- Council Policies: Committees must follow Council's Procurement Policy (including obtaining quotes) and Revenue Policy (including fees and charges).
- Restrictions: Committees cannot issue donations, enter contracts, or change fees without Council's approval. (Exception: Leeton SunRice Festival Ambassador fundraising — see Committee's Terms of Reference.)
- Use of Funds: All money raised must directly support the Committee's agreed purpose and activities.
- Audited Financial Statements: Committees **are not** required to submit audited financial statements to Council.

The Treasurer is responsible for bookkeeping (**Appendix 2**). Records can be kept electronically (preferred) or in hard copy, using spreadsheets, accounting software, or proper record books.

Receiving Money

- Prefer direct deposit into the Committee bank account.
- Never deposit into a personal account.
- When receiving cash or cheques, issue a Committee receipt and keep a duplicate for audit purposes.

Spending Money

- Pay bills by cheque, online banking, or direct deposit, keeping receipts for all payments.
- Cheques must:
 - Be signed by two (2) authorised signatories.
 - Be crossed and marked *Not Negotiable*.
 - Be made out to a person or organisation (not "Cash" unless for petty cash).
 - Never be pre-signed in blank.
- Committees cannot spend more than \$5K without written Council approval.

Donations and Contributions

Any funds or items donated to a Committee become Council property. These will normally be used to improve the facility or event for which they were given.

Community groups (such as charities or sporting clubs) may donate items to improve a facility, but they must be told that these items will belong to Council and not remain for their exclusive use.

16. Recordkeeping

Committees must keep accurate records to ensure accountability and transparency. Records include:

- Meeting minutes and decisions
- Financial transactions
- Volunteer agreements
- Correspondence
- Insurance documents

Records must be stored securely, either digitally or on paper, and kept for at least seven (7) years.

The Council Liaison Officer will upload all official records into Council's electronic system (HP Content Manager/Trim). Good recordkeeping makes reporting, auditing, and handing over between Committee terms much easier.

17. Hiring Council Facilities

Funds raised through facility hire help cover running costs, maintenance, and improvements.

Booking Process

- All hirers must complete the facility hire agreement form (**Appendix 5**) and pay in full before using the venue.
- Each Committee is responsible for its own bookings. A designated Secretary manages bookings using a Committee email (published on Council's website).
- The Secretary provides fee details, bonds, deposits, and forms, then records the booking in the Committee's calendar or diary.
- Fees may change each financial year. The fee at the time of the event applies, not the fee at the time of booking.
- A summary of all bookings is reported at the next Committee meeting (**Appendix 2**).

Bonds and Deposits

Committees must collect a bond to cover damage, cleaning, or equipment issues. Hirers should be told upfront that the bond may not be refunded if conditions of hire are breached.

Alcohol Rules

Committees must advise hirers of alcohol conditions:

- Alcohol cannot be consumed by anyone under 18.
- Bulk alcohol (e.g., kegs) is not allowed.
- Alcohol cannot be sold without a valid Function Licence.
- Anyone serving alcohol must hold a Responsible Service of Alcohol (RSA) Certificate, checked by a Committee member.

Copies of all alcohol-related licences must be provided to Council (council@leeton.nsw.gov.au) before the event. No exemptions apply.

18. Maintenance on Council Asset / Facility

Council is responsible for major maintenance and repairs, as well as managing insurance, fees, and charges.

Committees are responsible for the overall cleanliness and maintenance of the facilities under their control. They must provide Council with details of any maintenance work completed in each financial year, including reporting this in their quarterly reports.

If Committees engage contractors for improvement works, a report on the nature and outcome of the work must be included in the next available meeting minutes.

Duty of Care for Community Assets/Facilities

Committee members have a duty of care to:

- Ensure the health, safety, and welfare of people using the facility or attending Committee events.
- Inspect buildings and recreation reserves every six months.
- Carry out minor maintenance and repairs (e.g., replacing consumables, fixing small breakages) without Council approval.

- Refer maintenance or repair work that exceeds the Committee's funding or delegation to council@leeton.nsw.gov.au .
- Follow Council's Asset Management Plans when carrying out maintenance.
- Test and tag electrical equipment as required.
- Ensure the facility is secure and that adequate security systems are in place.
- Advise Council of substantial repair or upgrade works, potential insurance risks, or any graffiti. Photos of graffiti tags should be forwarded to Council.
- Ensure sufficient funds are available to maintain the facility.
- Provide equitable access to the facility for the community.
- Make sure all users comply with insurance requirements outlined in this document.

Major Improvements

Council funds and installs significant improvement works in line with the adopted Annual Operational Plan and available funds. Committees should advise Council of their improvement goals.

Council provides funds for:

- Urgent repairs due to damage, wear, or safety/security issues
- Licensing or statutory requirements
- Periodic maintenance

Committees can submit written requests council@leeton.nsw.gov.au for upgrades or improvements each November for consideration in the next year's budget. Approved projects may only commence in July of the following year.

General Repairs and Minor Maintenance

Committees are responsible for ensuring that the facility is maintained in a state of reasonable repair and does not present hazards. This may include regular cleaning, replacing consumables, mowing, watering, and minor repairs.

Minor maintenance is defined as non-structural repairs or cleaning of existing works, structures, or buildings.

Council's WHS and Building Services staff will inspect facilities occasionally, but Committees are expected to keep Council informed (council@leeton.nsw.gov.au) of any substantial repairs or upgrades needed. Work exceeding the Committee's financial delegation (\$5K) must be referred to Council and will be delivered depending on fund availability and urgency.

19. Workplace Health and Safety (WHS)

Council will provide Committees with training and guidance on WHS laws and responsibilities. Volunteers have a legal duty of care to ensure their activities are carried out safely.

Council will explain how WHS is managed, provide training on hazard identification, safe use of equipment and PPE, and show volunteers how to report incidents or near misses.

Committee members are expected to:

- Follow WHS procedures and reasonable requests from Council staff.
- Work cooperatively to ensure compliance.
- Carry out risk assessments for activities.
- Wear appropriate protective equipment.
- Sign on and off when undertaking Committee work.
- Report all near misses, accidents, or injuries immediately to council@leeton.nsw.gov.au

20. Risk Management

Risk management is about preventing injury, loss, or damage to people and property. Committees have a duty of care to keep facilities safe and to protect those attending meetings, events, or activities.

This involves regular maintenance and inspections (**Appendix 7 and 8**) to identify hazards early. Inspection reports must be emailed to Council (council@leeton.nsw.gov.au) so action can be taken if needed.

Council has policies and procedures to ensure compliance with legal requirements. Committees are responsible for following these procedures and keeping accurate records. In practice, this may include simple steps such as stacking chairs safely, cleaning spills, and removing rubbish.

During planning, Committees must always consider safety, identify risks, and apply control measures. This is particularly important for public events and volunteer activities.

Any damage to facilities (such as vandalism, storm damage, or accidental breakages) must be reported immediately to Council at council@leeton.nsw.gov.au.

Events, Festivals, and Markets

Each event requires its own risk assessment (**Appendix 8**). Committees should contact Council for guidance and prepare a draft risk assessment in consultation with staff. At least two (2) Committee members must review and sign off the final assessment.

Adequate time must be allowed to prepare and lodge the risk assessment within Council's required timeframes.

User Groups and Hirers

Groups or individuals who use facilities are responsible for checking that the site is safe before and during use (**Appendix 8**). Committees remain responsible for overall WHS compliance.

Facility Inspections

Routine Inspections

Committees should regularly walk through their sites or facilities, looking for hazards and recording findings (**Appendix 7**).

Formal Inspections

Section 355 Committees managing Council facilities must also carry out formal inspections every three (3) months.

These inspections must:

- Use Council's Facility Hazard and Risk Inspection Checklist (**Appendix 7**).
- Be signed by at least one (1) Committee member present.
- Be submitted to the Council Liaison Officer within one (1) week.

Failure to do so may affect insurance cover and Committee operations.

21. Insurance

Council insures all Council-owned buildings, fixtures, and fittings, and provides public liability, professional indemnity, and volunteer insurance cover for Committees. However, contents or equipment not owned by Council are not covered.

Key Points

- **Volunteer Insurance:** Covers recognised volunteers inducted by Council. Volunteers under 10 or over 90 years of age are not covered.
- **Incident Reporting:** All incidents must be reported to Council within 24 hours using the official incident form. Potential claims must be reported immediately to allow Council to notify insurers.
- **Volunteer Projects:** Committees must provide Council with written details of any volunteer projects at least fourteen (14) days before commencement. A volunteer sign-on/sign-off sheet must be completed and kept on record.

Types of Insurance

- **Public Liability:** Covers Council and Committees for property damage or personal injury caused by negligence. Incorporated bodies and sporting clubs must have their own cover.
- **Workers Compensation:** Only applies to Council employees. Contractors must provide evidence of their own policy.
- **Property Insurance:** Covers Council-owned facilities only. Community groups storing equipment must arrange their own insurance.
- **Personal Accident:** Covers Committee members and volunteers while undertaking approved Council-related activities (sign-on/sign-off sheets ensure coverage).
- **Casual Hirer Insurance:** Covers non-commercial private hirers of Council facilities, excluding clubs, associations, or incorporated bodies.

22. Public Statements / Media

Only the Committee Chairperson or a Council-appointed spokesperson can make official statements on behalf of the Committee.

Committee members are welcome to speak positively about activities in the community but:

- Personal opinions must not be presented as official Council or Committee views.
- Confidential matters must never be shared.
- All media enquiries must be directed to the Chairperson or Council's Communications Coordinator (council@leeton.nsw.gov.au).

23. Committee Review

Each Committee will be reviewed at least once (1) per Council term. The review assesses performance, governance compliance, community value, and alignment with Council priorities.

Based on the findings, Council may choose to continue, restructure, or retire the Committee. Reviews help ensure Committees remain fit for purpose and contribute meaningfully to Council's work.

24. Disbanding or Realigning the Committee

Council may disband or realign a Committee where it is no longer viable or required. This may happen due to changes in Council priorities, sustained non-compliance, failure to meet regularly, or when the Committee's purpose is no longer relevant.

If community membership falls below the required minimum, the Committee will have three (3) months to rebuild. During this period, the Committee should attract new members through outreach, Expressions of Interest, or targeted engagement.

If rebuilding is unsuccessful or strategic considerations require it, the Committee may be:

- **Dissolved**, with all assets, records, and unspent funds (Section 355 Committees) returned to Council, or
- **Realigned** into an Advisory or Working Group with a modified scope or function.

Committees may also initiate this process by formally recommending voluntary disbandment or restructuring to better reflect operational needs.

25. Legislative and Policy Compliance

Committees must operate in line with the *Local Government Act 1993*, including:

- Section 355 (Establishment of Committees)
- Section 377 (Delegation of Functions)
- Sections 441–443 (Pecuniary Interests)

All Section 355 Committee members must hold a valid Working with Children Check (WWCC). Any Action Committees whose work may involve the attendance of children must hold a valid Working with Children Check (WWCC).

Key Supporting Documents

Committee members are expected to be familiar with Council's key governance and operational documents, that are relevant to their functions and which provide the foundation for their work.

These may include, but are not limited to:

- Alcohol Other Drugs Policy
- Anti-Discrimination Equal Opportunity Harassment and Bullying Policy
- Cash Handling Policy
- Child Safe Policy
- Code of Conduct
- Code of Meeting Practice
- Community Engagement Strategy
- Community Strategic Plan – Leeton on the Go 2035
- Delivery and Operational Plans
- Extreme Weather Policy
- Integrated Risk Management Policy, Procedure and Plan
- Local Preference Policy
- Media Policy (including Social Media)
- No Smoking Policy
- Private Use of Council Tools, Plant, Property and Equipment Policy
- Procedures for the Administration for the Code of Conduct
- Procurement Policy and Procedures
- Protective Clothing and Equipment Policy
- Public Interest Disclosure Policy
- Revenue Policy (including Fees and Charges)
- Risk Appetite Statement
- Strategic Asset Management Plans
- Tree Management Policy
- Tree Planting Strategy
- Volunteer Handbook
- Volunteer Policy
- Whitton Town Improvement Action Plans
- WHS Commitment Statement
- Yanco Town Improvement Action Plans

These documents are available via the Council website (www.leeton.nsw.gov.au) or by contacting council@leeton.nsw.gov.au.

26. Public Interest Disclosures

Council encourages Committee members to report serious wrongdoing in a confidential and protected manner under the *Public Interest Disclosures Act 2022*.

Disclosures may be:

- Written or verbal
- Submitted anonymously

Reports are handled by authorised officers. Disclosures can be lodged via:

- **Email:** speakup@leeton.nsw.gov.au
- **Phone:** 02 6953 0911
- **Post:** Attn. Speak Up Team, 23–25 Chelmsford Place, Leeton NSW 2705

All reports are treated with confidentiality and legal protection.

27. Reporting General Council Operational Concerns

Committee members may notice general Council operational issues, such as damaged infrastructure, maintenance needs, or safety concerns. These should not be raised in Committee meetings unless they relate directly to strategic planning or Committee events.

Instead, these matters should be reported directly to Council via email (council@leeton.nsw.gov.au) or by phone (02 6953 0911). This ensures timely responses while keeping Committee meetings focused.

28. Definitions

Term	Meaning
Act	The Local Government Act 1993 (NSW).
Operational Plan	A one-year plan that sets out the detailed actions of Council's Delivery Program. The Operational Plan: <ul style="list-style-type: none">a. identifies the individual projects and activities that will be undertaken in a financial year to achieve the commitments made in the four-year Delivery Programb. ii. includes Council's detailed annual budget and rates, fees and charges.
Asset	An item that has a useful life and provides potential service or future economic benefit. Examples include plant, equipment, furniture, fittings and improvements.
Committee	A section 355 Committee established under sections 355 and 377 of the Local Government Act 1993 (NSW).
Community Asset	The building and/or open space that a Committee manages on behalf of Council.
Council	Leeton Shire Council.
Councillor	Elected member of Leeton Shire Council.
Council Liaison Officer	Council staff member nominated by General Manager

Delivery Program	The four-year strategic plan that turns the strategic goals in Council's Community Strategic Plan (CSP) into actions. It sets out the key activities the Council has committed to undertake over its four-year term. All plans, projects, activities and funding allocations must be directly linked to the Delivery Program.
Facility	Inspection of the facility completed by the Committee every six (6) months and documented in a checklist.
Formal inspections	Inspection of the facility completed by the Committee every six (6) months and documented in a checklist.
Informal inspections	Incidental in the course of Committee business. Any defect or problem discovered must be dealt with in accordance with the Committees responsibilities for maintaining assets/facilities.
Minor maintenance/cleaning	The NSW Department of Fair Trading defines minor maintenance/cleaning as nonstructural maintenance (including minor repairs) or cleaning of existing works/structures/buildings.
Non-pecuniary conflict of interest	A private or personal interest resulting from relationships or associations with sporting or social clubs. The closeness of the relationship would determine whether it is a significant or non-significant non-pecuniary conflict of interest. To determine the level of an interest, refer to Council's Code of Conduct Policy.
Pecuniary conflict of interest	A pecuniary interest has the same meaning given to that term in section 442 of the Local Government Act 1993 (NSW). A pecuniary conflict of interest involves a financial gain or loss by an individual, or their close friend or relative.
Record	Includes: <ul style="list-style-type: none"> a. An audio, visual or audio-visual record b. Any soft or hard copy documentation is considered a record i.e. emails, documents, reports, post, letter, bank statement, financial transactions, contractor quotes, receipts, completed forms or templates etc. c. A documentary record prepared from a record referred to in a. and b.
Record Management System	HP Content Manager (Trim)

Section 355

Committees – Terms of Reference

Leeton SunRice Festival Committee Terms of Reference

Purpose of the Committee

Held biennially at Easter, the Leeton SunRice Festival is a signature event for the region, celebrating the heritage and economic significance of the rice industry. The event brings together the community through a wide range of attractions including the iconic Balloon Glow, the vibrant Festival Street Parade, the family-friendly Festival on Mountford, the Riverina Skate Championships, and the Festival Ambassador competition. In the off years, the Committee delivers the Balloon Glow.

Function and Responsibilities

The Committee will:

- Support planning, promotion, and delivery of the Festival and Balloon Glow.
- Engage, coordinate, and support volunteers for event activities.
- Liaise with sponsors, performers, and external stakeholders.
- Ensure compliance with Council policies, WHS, risk management, and insurance requirements.
- Monitor and manage financial activities in accordance with Council's financial delegations.
- Provide practical support during events, including setup, operations, and pack-up.

Expected Outcomes

The Committee aims to deliver:

- **Event Delivery within Budget** – High-quality festival experiences that remain within the Council budget and attract external sponsorship.
- **Tourism Growth** – Increased visitation to Leeton Shire and promotion of the region as a tourism destination.
- **Community Engagement** – Inclusive volunteer opportunities and event participation that build community pride.
- **Economic Stimulation** – Positive economic benefits for local businesses through increased visitation and event-related spending.
- **Cultural Celebration** – Showcasing Leeton's rice industry heritage and multicultural identity through activities and themes.
- **Volunteer Development** – Opportunities for local volunteers to develop skills, leadership, and community involvement.
- **Safety and Accessibility** – Ensuring the Festival is family-friendly, safe, and accessible to all attendees.

Membership and Appointment

- **Community Members:** Minimum of eight (8), maximum of twelve (12).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Events Officer.

Members are appointed by Council and expected to actively contribute to planning, meetings, and event delivery.

Meetings

Meetings are held monthly, beginning in May of the year before the Festival, and take place in person at the McGrath Office on the third Thursday of each month at 7:00 pm. Additional meetings or site visits may occur as required, and members are required to assist with event activities beyond formal meetings.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegations

The Leeton SunRice Festival Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to hold a separate Committee bank account outside Council.
- Authorised to hold to distribute funds raised by the Festival Ambassadors to community groups at the Committee's discretion. Allocations must be reported to Council.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Light Up Leeton Terms of Reference

Purpose of the Committee

The Light Up Leeton Committee is responsible for planning, coordinating, and delivering the annual Light Up Leeton event, a Christmas extravaganza held at Mountford Park. Typically held on the first Sunday in December, the event officially launches the festive season in Leeton, featuring a community Christmas carnival, live music, amusements, food vendors, and a Christmas lights trail that showcases local creativity.

Function and Responsibilities

The Committee will:

- Support planning, promotion, and delivery of the Light Up Leeton Event.
- Engage, coordinate, and support volunteers for event activities.
- Liaise with sponsors, performers, and external stakeholders.
- Ensure compliance with Council policies, WHS, risk management, and insurance requirements.
- Monitor and manage financial activities in accordance with Council's financial delegations.
- Provide practical support during events, including setup, operations, and pack-up.

Expected Outcomes

The Committee aims to deliver:

- **High-Quality Event Delivery** – A memorable, family-friendly event that remains within the Council budget and attracts external sponsorship where possible.
- **Community Participation** – Encouraging strong attendance and engagement from the Leeton community.
- **Community Pride and Engagement** – Inclusive activities and volunteer involvement that foster civic pride and social cohesion.
- **Volunteer Development** – Opportunities for volunteers to develop skills, leadership, and community involvement.
- **Safety and Accessibility** – Ensuring the event is delivered safely, inclusively, and accessibly for all attendees.

Membership and Appointment

- **Community Members:** Minimum of six (6), maximum of ten (10).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Nominated as the Events Officer.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and event delivery.

Meetings

Meetings are held monthly on the third Thursday at 6:00 pm at the Leeton Soldiers Club, starting several months before the event. Additional meetings, site visits, or hands-on assistance during the event may be scheduled as required.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegations

The Light Up Leeton Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to hold a separate Committee bank account outside Council.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Whitton Courthouse and Historical Museum Committee Terms of Reference

Purpose of the Committee

The Whitton Courthouse and Historical Museum Committee operates and promotes this important local cultural facility. The Committee serves as a key link between Council and the Whitton community to ensure that the museum and its collection are well cared for, promoted, and accessible to the public.

Committee's Function and Responsibilities

The Committee will:

- Oversee the day-to-day operation of the museum and care for its collections.
- Provide guidance on the strategic direction of the museum by making recommendations to Council.
- Promote the museum to increase visitation and encourage broader community engagement.
- Ensure the building, grounds, and exhibits are safe, well-maintained, and accessible.
- Support volunteer coordination and encourage participation in heritage-related initiatives.

Expected Outcomes

The Committee aims to deliver:

- **Preservation of Local Heritage** – Maintain the museum and its collection to a high standard, preserving cultural, historical, and architectural significance.
- **Enhanced Community Engagement** – Foster community pride through volunteer involvement, heritage programs, and events that celebrate Whitton's history.
- **Increased Visitation** – Promote the museum locally and regionally to raise awareness and contribute to tourism and economic activity.
- **Sustainable Operation** – Ensure effective day-to-day management, including volunteer coordination and minor maintenance.
- **Safe and Accessible Facility** – Maintain a secure and accessible environment for all visitors.
- **Informed Strategic Direction** – Provide Council with advice and recommendations to ensure the museum remains relevant and aligned with community expectations and Council priorities.

Membership and Appointment

- **Community Members:** Minimum of six (6), maximum of ten (10).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Museum, Gallery & Heritage Coordinator.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and ongoing operations of the museum.

Meetings

Meetings are held in person on the third Wednesday of the month at 6:00 pm at the Whitton Museum. Additional meetings or volunteer activities may be scheduled as required.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegations

The Whitton Courthouse and Historical Museum Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to hold a separate Committee bank account outside Council.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Whitton Town Hall Committee Terms of Reference

Purpose of the Committee

The Whitton Town Hall Committee oversees the care, management, and community use of the Whitton Community Hall. The Committee ensures the Hall is maintained and operated sustainably, meeting the needs and aspirations of the Whitton community.

Function and Responsibilities

The Committee will:

- Manage the care, control, cleaning, and day-to-day operations of the Hall.
- Promote the Hall to encourage community use and participation.
- Organise and oversee bookings, maintenance, and basic operational matters.
- Ensure a safe, welcoming, and accessible environment for all patrons.
- Manage finances responsibly, including the collection of hall hire fees in line with Council's Revenue Policy.

Expected Outcomes

The Committee aims to deliver:

- **Optimal Use of the Hall** – Encourage broad community use for events, celebrations, and civic activities.
- **Well-Maintained Facility** – Ensure proactive maintenance and minor repairs are undertaken.
- **Enhanced Civic Pride** – Foster community involvement through volunteer participation.
- **Transparent Financial Management** – Collect fees and report on financial activity to Council accurately.
- **Advice to Council** – Provide informed recommendations regarding the Hall's use, maintenance, and improvements

Membership and Appointment

- **Community Members:** Minimum of six (6), maximum of ten (10).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Business Services.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and operations of the Hall.

Meetings

Meetings are generally held in person at the Whitton Community Hall, a minimum of twice a year, after business hours. Additional meetings or activities may be scheduled as required

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegations

The Whitton Town Hall Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to hold a separate Committee bank account outside Council.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Yanco Hall and Market Committee Terms of Reference

Purpose of the Committee

The Yanco Hall and Market Committee oversees the care, management, and community use of the Yanco Hall, a valued facility for local events, celebrations, and civic activities. The Committee ensures the Hall is managed sustainably to meet the needs and aspirations of the Yanco community.

The Hall is also the hub for the **Yanco Markets**, held on the last Sunday of every month from 9:00 am to 1:00 pm. The Markets feature fresh produce, handmade goods, books, gifts, and food stalls, providing an outlet for local enterprise and enriching community life.

Function and Responsibilities

The Committee will:

- Manage the care, control, cleaning, and day-to-day operations of the Hall.
- Promote the Hall and the Yanco Markets to encourage community use and participation.
- Organise and oversee bookings, maintenance, and basic operational matters.
- Ensure a safe, welcoming, and accessible environment for all patrons.
- Manage finances responsibly, including the collection of hall hire fees in line with Council's Revenue Policy.

Expected Outcomes

The Committee aims to deliver:

- **Optimal Use of the Hall and Markets** – Encourage broad community use and vibrant market participation.
- **Well-Maintained Facility** – Ensure proactive maintenance and minor repairs are undertaken.
- **Enhanced Civic Pride** – Foster community involvement through volunteer participation.
- **Transparent Financial Management** – Collect fees and report on financial activity to Council accurately.
- **Advice to Council** – Provide informed recommendations regarding the Hall, Markets, and facility operations.

Membership and Appointment

- **Community Members:** Minimum of six (6), maximum of ten (10).
- **Councillor:** One (1) elected Councillor.
- **Council Liaison Officer:** Manager Business Services.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and operations of the Hall and Markets.

Meetings

Meetings are held in person bi-monthly on the second Monday of the month at 1:30 pm at the Yanco Community Hall. Additional meetings or site visits may occur as required.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegations

The Yanco Hall and Market Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to hold a separate Committee bank account outside Council.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Advisory Committees / Working Groups Terms of Reference

Financial Sustainability Advisory Committee Terms of Reference

Purpose of the Committee

The Financial Sustainability Advisory Committee (FSAC) is established to support robust and transparent decision-making regarding the long-term financial health of Leeton Shire Council. The Committee provides expert and community-informed advice to strengthen Council's capacity for strategic financial decisions, ensure sustainability, and deliver efficient services aligned with the Community Strategic Plan - *Leeton On The Go – Towards 2035*.

Function and Responsibilities

The Committee will:

- Review Council's Long-Term Financial Plan (LTFP), Delivery Program, and Operational Plans and Asset Management Plans providing advice on fiscal sustainability.
- Assess key financial sustainability indicators, risks, and performance benchmarks.
- Provide feedback on major financial strategies, including rates, reserves, infrastructure investment, and debt management.
- Monitor emerging trends, legislative changes, and funding opportunities.
- Promote accountability and continuous improvement in Council's financial planning and reporting frameworks.

Expected Outcomes

The Committee will:

- Create a Plan of Action for achieving long-term financial sustainability.
- Increase transparency and community trust in Council's financial management.
- Strengthen financial literacy and awareness across Councillors, Council staff and the community.

Community Membership and Appointment

- **Chairperson:** Professor Jospeh Drew. In the absence of Professor Drew, a nominated Councillor may act at the Chair for the meeting.
- **Community Members:** Five (5) suitably qualified community representatives.
- **Councillors:** Two (2) elected Councillors.
- **Council Staff:** Two (2) Council staff via EOI (one indoor and one outdoor).
- **Council Liaison Officer / Secretariat:** Manager Governance, Corporate & Customer Service

Meetings

The Committee is expected to meet fortnightly or as required in the Council Chambers, generally after hours at Council Chambers or online. Additional meetings may be convened as required by the Chairperson or Council Liaison Officer.

Financial Delegation

Nil

Gogeldrie Riverside Park Advisory Committee Terms of Reference

Purpose of the Committee

The Gogeldrie Riverside Park Advisory Committee provides community-based advice to Leeton Shire Council on the management and future direction of Gogeldrie Riverside Park, located at the Gogeldrie Weir site.

Council acquired the site in 2015 from Government Property NSW, and it is classified as Community Land, ensuring it remains for community use. If the classification is ever removed, the land must revert to State Government ownership.

Council manages the site through caretakers, providing facilities including 36 powered and unpowered camping sites, BBQ areas, a kiosk, laundry, toilets and showers, a large function shed, and a boat ramp. Future development is guided by the Gogeldrie Weir Public Recreation Area Master Plan (adopted September 2021).

Function and Responsibilities

The Committee will:

- Safeguard community interests in the management of Gogeldrie Weir and its facilities.
- Provide advice and feedback on day-to-day management of camping and visitor facilities within Council's scope of responsibility.
- Contribute to strategic planning, including operational needs, development priorities, and the long-term vision for the Park.

Expected Outcomes

The Committee aims to deliver:

- **Sustainable Operations** – Support financially viable and environmentally responsible management that provides enjoyable visitor experiences.
- **Marketing and Promotion** – Advise on campaigns and strategies to increase guest bookings and encourage repeat visitation.
- **High-Quality Facilities and Services** – Maintain clean, functional, and well-presented facilities while promoting excellent customer service.
- **Compliance and Risk Management** – Ensure operations meet relevant laws, environmental standards, and health and safety requirements to reduce risks for Council and park users.

Community Membership and Appointment

- **Community Members:** Minimum of two (2), maximum of four (4).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Business Services.

Members are appointed by Council and expected to contribute actively to meetings and provide input on Park management and strategic planning.

Meetings

Meetings are held at least twice a year in person, after business hours. Additional meetings or site visits may occur as required.

Financial Delegation

Nil

Leeton Flood Plain Management Advisory Committee Terms of Reference

Purpose of the Committee

The Leeton Flood Plain Management Advisory Committee assists Council in developing and implementing effective **floodplain risk management strategies**. These strategies aim to reduce social, environmental, and economic impacts from flooding, using technical expertise, local knowledge, and community input to guide decision-making.

Function and Responsibilities

The Committee will:

- Support the development and implementation of a Flood Study, Floodplain Risk Management Study, and Floodplain Risk Management Plan for identified areas of Leeton Shire.
- Promote ecologically sustainable flood mitigation approaches.
- Facilitate informed community input on flood-related infrastructure and planning decisions.
- Act as a bridge between Council and the community, ensuring local knowledge and concerns are reflected in planning.
- Assist in reviewing and designing risk mitigation measures, including land use planning, flood infrastructure, and warning systems.
- Support collaboration between Council, residents, technical consultants, and relevant agencies.
- Provide observations and historic flood behaviour insights to inform studies and planning.
- Assist in monitoring and reviewing the performance of flood management plans after implementation.
- Lead community engagement and consultation, liaising with local groups and residents affected by flood risks.

Expected Outcomes

The Committee aims to support Council in achieving:

- **Evidence-based planning** – Flood studies and risk management plans tailored to Leeton's conditions.
- **Improved flood resilience** – Reduced impacts on people, property, and the environment.
- **Transparent communication** – Clear, proactive engagement between Council, the community, and technical stakeholders.
- **Community preparedness** – Increased awareness and readiness for flood events.

Membership and Appointment

- **Community Members:** Minimum of four (4), maximum of six (6).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Roads and Drainage.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and community engagement activities.

Meetings

Meetings are held quarterly in person during business hours, usually at the Council Chambers. Additional meetings or site visits may occur as required.

Financial Delegation

Nil

Leeton Local Transport Forum (LTF) Terms of Reference

Purpose of the Committee

The Leeton Local Transport Forum (LTF) replaces the former Local Area Traffic Committee (LATC) and acts as an advisory body to Council on transport matters. It provides technical expertise, advice, and coordination on road and street management within Leeton Shire. The LTF does not make decisions; Council retains full responsibility for all roads and traffic-related actions.

Function and Responsibilities

The Committee will:

- Support collaboration between agencies involved in transport management.
- Provide advice on street design, infrastructure, and traffic control facilities.
- Coordinate planned events and activities affecting roads or streets.
- Share information and provide advice on transport plans, policies, and management.
- Ensure a public record is maintained of advice and discussions relating to roads and streets.

The Committee will provide advice in good faith, but Council alone exercises decision-making authority. Advice from the LTF does not need to be unanimous, and members do not vote.

Committee Focus

The LTF ensures:

- Advice and coordination between agencies involved in transport management.
- Public safety, efficient traffic operation, and compliance with relevant legislation.
- Consideration of community interests, including residents, businesses, and road users.
- Maintenance of clear records of advice, discussions, and recommendations.

Membership

The LTF is convened by Council, which acts as both proponent and decision-maker. Membership includes:

- **Council Representatives** – representing all community and road user interests.
- **Transport for NSW** – providing advice on state road network operations, safety, and standards.
- **NSW Police Force** – providing advice on public safety, event management, and enforcement.
- **Local Member(s) of NSW Parliament** – providing advice on community interests.

Additionally, operators of public passenger services affected by proposals must be invited when relevant (commonly local bus operators).

Meeting Process

- Members provide advice but do not vote.
- Council must consider all advice provided.
- If significant concerns cannot be resolved, Transport for NSW may file a Statement of Concern, and Council must respond in writing within seven days before proceeding.
- Proposals that must be referred to the LTF include:
 - Temporary or long-term restrictions on roads, turns, or access affecting public transport.
 - Any change affecting the safe operation of public passenger services for longer than 24 hours

Administration

- Meetings are administered by Council's Road Safety Officer.
- Agendas must be provided at least seven (7) calendar days in advance, unless otherwise agreed.
- Attendees must have the opportunity to review minutes before finalisation and be provided a copy once finalised.
- Minutes must record: attendance, items discussed, key advice provided, and any for-information-only reports.
- Agendas and minutes must clearly differentiate items referred for advice, tabled for information, and raised for general discussion.
- Proceedings must be recorded and made publicly available as soon as practicable.

Delegation

Council's powers under the *Road Transport Act 2013* (s122) and *Roads Act 1993* (s115) are delegated by Transport for NSW via the 2025 Authorisation and Delegation Instrument. The LTF provides advice within this framework; all regulatory or operational decisions remain Council's responsibility.

Financial Delegation

Nil

Leeton Shire Heritage Advisory Committee Terms of Reference

Purpose of the Committee

The Leeton Shire Heritage Advisory Committee provides advice to Council on local cultural and natural heritage. It supports Council's commitment to protecting, conserving, and activating heritage assets, including both built heritage and movable collections.

Function and Responsibilities

The Committee will:

- Review and provide advice on Council and NSW Government heritage policies, strategies, and planning documents.
- Recommend conservation objectives and priorities for heritage items and places, including those listed in the Leeton Local Environmental Plan 2014 and the State Heritage Inventory.
- Assist Council in fostering community awareness, engagement, and appreciation of local heritage.
- Act as a liaison between Council and the community on heritage matters.
- Provide peer review and input on heritage surveys, conservation reports, planning studies, and related projects.
- Advise on the management of Council's heritage collections, including those at the Leeton Museum and Gallery and Whitton Courthouse and Historical Museum.
- Support Council in securing external heritage funding from organisations such as the Heritage Council of NSW.
- Review and provide recommendations on Heritage Grant applications

Expected Outcomes

The Committee aims to:

- Serve as a trusted forum for community input on heritage matters.
- Promote understanding and appreciation of Leeton Shire's cultural and natural heritage.
- Advocate for the role of heritage in shaping local identity and character.
- Support the objectives of the Leeton Heritage Strategy 2025–2027.
- Contribute to heritage-related policies, strategies, and programs.
- Help activate Council-managed heritage sites for public use and enjoyment.
- Provide input on exhibitions, programming, education, and public events highlighting heritage.
- Support the preservation and promotion of the Shire's movable heritage collections and items.

Membership and Appointment

- **Community Members:** Minimum of two (2), maximum of four (4).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Building, Planning & Health.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and advisory activities.

Meetings

The Committee meets at least quarterly, in person, typically on the third Thursday of the month during business hours.

Financial Delegation

Nil

Leeton Sports Precinct Advisory Committee Terms of Reference

Purpose of the Committee

The Leeton Sports Precinct Advisory Committee provides strategic, community-informed advice to Council on the development of a Masterplan for the Leeton Sports Precinct. The Masterplan will identify and prioritise improvements across the Precinct and provide Council with a clear, actionable plan for implementation.

The Committee aims for the Masterplan is to create a vibrant, inclusive, and sustainable sport and recreation environment that encourages healthy, active lifestyles for all Shire residents.

The Committee is advisory only and does not manage the day-to-day operations of individual sporting assets. Its purpose primarily covers the Masterplan development, though Council may seek further advice during the implementation phase.

Function and Responsibilities

The Committee will:

- Provide independent advice to Council in line with its expected outcomes, including recommendations on the Masterplan's alignment with Council's Disability Inclusion Action Plan.
- Promote collaboration among Council, community organisations, and other stakeholders to strengthen sport and recreation infrastructure and services.
- Advocate for the benefits of all sport and recreation activities, including physical health, mental wellbeing, and social cohesion, while raising awareness of available opportunities and resources.

Expected Outcomes

The Committee aims to deliver:

- **Masterplan Scope:** Clearly defined scope for engaging qualified consultants, including inclusions and exclusions.
- **Strategic Alignment:** Ensure the Masterplan aligns with *Leeton On The Go – Towards 2035*.
- **Community Engagement:** Strong consultation and community buy-in that identifies local needs and priorities.
- **Long-Term Vision:** A strategic framework for the ongoing development and use of the Sporting Precinct.
- **Completed Masterplan:** A comprehensive plan to guide future development.
- **Cost Estimates:** Detailed estimates for each stage of the Masterplan.
- **Implementation and Phasing Plan:** Short-, medium, and long-term staged project plans aligned with Council's fiscal capacity.
- **Funding Strategy:** Identification of potential funding options to support Masterplan delivery.

Community Membership and Appointment

- **Leeton Sporting Associations / Groups:** One (1) representative each from:
 - Leeton and District Cricket Association
 - Leeton Basketball Association
 - Leeton Greenies Rugby League Football Club
 - Leeton Junior & Senior Futsal Club
 - Leeton Little Athletic Club
 - Leeton Netball Association
 - Leeton Parkrun
 - Leeton Phantoms Rugby Union Club
 - Leeton Touch Association
 - Leeton United Football Club

- Leeton Volleyball Association
 - Leeton Whitton Crows Football Club
 - Leeton Whitton Crows Netball Club
 - Leeton/Yanco Swimming Club Inc.
 - Tennis Representative
 - Yanco Wamoon Hawks Rugby League Football Club
- **Community Members:** Two (2) community representatives via EOI process.
 - **Councillors:** Two (2) elected Councillors.
 - **Council Liaison Officer:** Manager Open Spaces & Recreation.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and advisory activities.

Meetings

The Committee is expected to meet in person at the Council Chambers at least quarterly, after business hours. Additional meetings may be scheduled as required to support timely input on Masterplan development or other Committee matters.

Financial Delegation

Nil

Leeton Tree Advisory Committee Terms of Reference

Purpose of the Committee

The Leeton Tree Advisory Committee provides strategic, community-informed advice to Council on the care, preservation, and sustainable management of trees throughout Leeton Shire. This includes trees along streets, in parks and gardens, on rural roadsides, and in other Council-managed reserves.

The Committee supports the Tree Management Policy and Tree Planting Strategy, contributing to broader environmental objectives and embedding the value of trees in Council decision-making.

Function and Responsibilities

The Committee will:

- Guide the strategic direction of Council's tree management initiatives.
- Promote community awareness and appreciation of trees.
- Encourage community participation in tree planting, care, and protection.
- Advise on policies that enhance canopy cover, biodiversity, and climate resilience.

Key responsibilities include:

- Reviewing and providing feedback on tree removal and planting requests, with reference to arborist assessments, risk evaluations, and Council policy.
- Advising on species selection, planting locations, and integration of trees in urban design.
- Recommending improvements to tree-related strategies and programs.
- Promoting education about the environmental, social, and cultural value of trees.
- Identifying grant or funding opportunities for tree initiatives.
- Monitoring progress of tree planting and maintenance programs and suggesting refinements.

Expected Outcomes

The Committee aims to:

- Improve urban amenity, reduce heat, enhance air and water quality, and grow for wildlife habitats.
- Promote collaborative management and protection of Leeton's tree canopy.
- Ensure tree-related decisions that reflect both environmental best practice and community values.
- Contribute to long-term planning to address climate, water, and ecological challenges.

Community Membership and Appointment

- **Community Members:** Minimum of two (2), maximum of four (4).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Open Spaces & Recreation.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and advisory activities.

Meetings

The Committee meets at least twice per year, in person, after business hours, or as required.

Financial Delegation

Nil

Leeton Weeds Advisory Committee Terms of Reference

Purpose of the Committee

The Leeton Weeds Advisory Committee provides strategic advice and community-informed recommendations to Council on weed management and broader biosecurity matters across the Leeton Local Government Area (LGA). The Committee supports Council in meeting its obligations under the *NSW Biosecurity Act 2015*, with a focus on prevention, education, collaboration, and effective on-ground action.

Function and Responsibilities

The Committee will:

- Advise on the implementation of the Leeton Weed Action Program 2023–2025.
- Support awareness and understanding of weed risks and control responsibilities among landholders and the wider community.
- Provide a community forum for discussing weed and biosecurity issues.
- Promote integrated weed management practices.
- Consider collaboration with neighbouring Councils, agencies, and industry stakeholders.
- Assist with reviewing relevant state, regional, and local weed strategies.
- Recommend support for external funding and grant opportunities that benefit local weed control efforts.

Expected Outcomes

The Committee aims to:

- Strengthen Council's strategic focus on weed control through informed, locally relevant advice.
- Encourage collaboration between Council and landholders to meet biosecurity obligations.
- Support education campaigns that raise community awareness about identifying, preventing, and controlling invasive plants.
- Build partnerships that increase access to funding and resources for weed control projects.
- Promote integrated approaches to managing weeds in urban, rural, and natural landscapes.
- Ensure that weed management practices are compliant with legislation and aligned with community values and priorities.

Community Membership and Appointment

- **Community Members:** Minimum of two (2), maximum of four (4).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Building, Planning & Health.

Members are appointed by Council and are expected to actively contribute to planning, meetings, and advisory activities.

Meetings

Meetings are held at least twice per year in person, during business hours, or as required.

Financial Delegation

Nil

Roxy Advisory Committee (RAC) Terms of Reference

Previously known as Roxy Redevelopment Committee

Purpose of the Committee

The Roxy Advisory Committee (RAC), previously known as the Roxy Redevelopment Committee, provides advice to Council on the redevelopment and ongoing operations of the Roxy Community Theatre. The Theatre is a state heritage-listed, multi-functional venue that serves as a theatre, cinema, town hall, conference venue, tourist attraction, and evacuation centre. The Committee supports Council in optimising the use of the facility, developing income streams, fostering partnerships, and guiding future governance arrangements, including potential charitable trust involvement.

Function and Responsibilities

The Committee will:

- Provide strategic advice to Council on the future governance and operations of the Roxy Community Theatre.
- Give feedback on day-to-day operations, including functionality, safety, and accessibility of the facility.
- Engage with the arts, cultural, community, and business sectors to raise awareness of the Theatre's potential and programming.
- Offer ideas for raising one-off and ongoing income to support capital works and operations.
- Promote volunteering through the Roxy "Dream Team."
- Support arts and cultural programming that strengthens community engagement and social outcomes.
- Facilitate communication between the community and Council throughout the Stage 2 redevelopment project.
- Provide opinions and advice to the Stage 2 Build Project Management Office, as required.
- Undertake fundraising activities on behalf of Council, including for specific projects like the dress circle seats.

Expected Outcomes

The Committee aims to:

- Achieve a revitalised, contemporary Roxy that honours its heritage while optimising versatility.
- Ensure the Theatre hosts a wide range of programming and attracts diverse user groups.
- Build a strong sense of community ownership and support for the Roxy.
- Develop sustainable local, regional, and national partnerships and funding streams.
- Establish an enduring governance and management model that meets cultural, civic, and emergency needs while remaining affordable for Leeton ratepayers and patrons.
- across Leeton Shire.

Membership and Appointment

- **Councillors:** Two (2), with a maximum of four (4).
- **Community Representatives:** Two (2) (appointed via EOI and recommendation by the existing RAC).
- **Performing Arts Specialists:** Two (2) (appointed via EOI and recommendation by the existing RAC).
- **Local Sector Representatives:** Invited nominations and recommendations, endorsed by Council, including:
 - Leeton Eisteddfod
 - Leeton Town Band

- Leeton Business Chamber
- Leeton & District Lands Council
- One (1) Leeton school representative (endorsed by three high schools)
- Roxy Dream Team
- Roxy Project Management Office
- Western Riverina Arts (WRA)

Council Liaison Officers

- Manager Roxy Community Theatre (Lead)
- General Manager
- Special Project Manager (Stage 2 build only)

Committee Structure

- Chairperson: Initially the Roxy Project Management Office representative; after Stage 2 completion, elected by Committee members.
- Secretary: To be determined by the Committee.
- Facilitator: Fundraising Committee: To be determined by the Committee.

Meetings

The Committee is expected to meet at least six (6) times per year, usually on Mondays after business hours, preferably in person at the Council Chambers. Meetings may be held online if required. Additional meetings may occur during business hours or on weekends as needed for events or redevelopment activities.

Financial Delegation

Nil

Action Committees Terms of Reference

Henry Lawson Cottage Committee Terms of Reference

Purpose of the Committee

The Henry Lawson Cottage Action Committee has been established to support Leeton Shire Council in the conservation, activation, and strategic use of the historic Henry Lawson Cottage. This includes recognising its heritage value, overseeing planned upgrades, and exploring its potential as a tourism asset.

Function and Responsibilities

The Committee will:

- Reinforce the recognition of the cultural and historical significance of the Henry Lawson Cottage, including hosting open days at least once per year.
- Oversee and advise on necessary works to upgrade the Cottage in line with its classification as a Class 8 building in Council's Building Asset Management Plan (currently under development).
- Safeguard the heritage integrity of the building for current and future generations.
- Provide oversight and input on the application of allocated funds for heritage registration processes, interpretive signage installation, and preservation and improvement works.
- Source, recommend, and advocate for additional funding opportunities, such as grant programs, aligned with asset renewal needs outlined in Council's Building Asset Management Plan.

Expected Outcomes

The Committee aims to:

- Ensure the heritage significance of the Henry Lawson Cottage is formally recognised and preserved.
- Promote the Cottage as a tourism icon for Leeton.
- Oversee that planned upgrades and improvements are implemented in accordance with heritage and asset management priorities.

Membership and Appointment

- **Community Members:** Minimum of three (3) and a maximum of five (5).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager, Business Services.

Members are appointed by Council and expected to actively contribute to planning, meetings, and heritage initiatives.

Meetings

Meetings are held at least twice per year in person, during business hours, or as required.

Financial Delegation

Nil

Leeton Shire Australia Day Committee Terms of Reference

Purpose of the Committee

The Leeton Shire Australia Day Committee delivers inclusive, safe, and enjoyable Australia Day events for Leeton and its surrounding villages. The Committee celebrates community spirit, acknowledges diverse histories, reflects on what it means to be Australian, and hosts the Australia Day Ambassador program.

Function and Responsibilities

The Committee will:

- Provide advice and local insight to help shape Australia Day celebrations.
- Promote and encourage inclusive community participation.
- Support the coordination of events and award ceremonies in Leeton, Whitton, Yanco, and Murrumbidgee.
- Recommend nominees for Citizen of the Year awards to Council.
- Coordinate the citizenship ceremony.
- Collaborate with volunteer groups and stakeholders to deliver localised events.
- Guide strategic and logistical planning for activities across all sites.
- Assist with the development and implementation of promotional campaigns.
- Assess nominations and make recommendations to Council for Australia Day Awards.
- Promote civic pride and respectful observance of Australia Day.

The Committee holds no delegated authority and may only make recommendations to Council for formal adoption.

Expected Outcomes

The Committee aims to:

- Deliver well-attended Australia Day events in Leeton, Whitton, Yanco, and Murrumbidgee.
- Foster civic pride and social cohesion.
- Celebrate volunteers and individuals who have delivered outstanding service to the community.

Membership and Appointment

- **Councillors:** Three (3) elected Councillors.
- **Community Members:** There are no permanent community members, though judges are organised to confidentially oversee the annual award nominations.
- **Council Liaison Officer:** Events Officer.

Members are expected to actively contribute to planning, meetings, and event delivery.

Meetings

Meetings are held in person as required from September to February. Committee members are also expected to assist with Australia Day events on the day.

Financial Delegation

The Committee receives an annual event operating budget. All event-related expenses must be within the approved budget and require approval from the Council Liaison Officer or Director, if over \$5K before being incurred.

Whitton Town Improvement Committee Terms of Reference

Purpose of the Committee

The Whitton Town Improvement Committee leads the development and implementation of the Whitton Town Improvement Plan. It provides a formal channel for residents to raise local issues, ideas, and aspirations with Leeton Shire Council. The Committee plays a key role in promoting civic participation, enhancing local amenity, and supporting economic development within Whitton.

Function and Responsibilities

The Committee operates in both an advisory and participatory capacity. Its core responsibilities include:

- **Community Advocacy:** Representing the voice of Whitton residents in matters relating to town improvement and development.
- **Strategic Input:** Contributing local insights and recommendations to Council's broader strategic planning and decision-making processes.
- **Issue Identification:** Raising and discussing emerging local needs, opportunities, and challenges.
- **Prioritisation of Improvements:** Assisting Council in identifying and prioritising projects and initiatives within Whitton, ensuring resource allocation aligns with community needs.
- **Promotion of Engagement:** Supporting broader community participation in consultation processes and local initiatives.

The Committee will also:

- Assist Council with creating the four-year Whitton Town Improvement Plan.
- Facilitate constructive dialogue between the Whitton community and Council.
- Support the identification of local projects and priorities for inclusion in Council's planning frameworks (e.g., Delivery Program, Operational Plan).
- Promote transparent communication and civic pride.
- Assist Council in ensuring Whitton remains a vibrant, inclusive, and sustainable township

Expected Outcomes

The Committee aims to:

- Achieve steady progress on Whitton community priorities.
- Provide a reliable engagement conduit between Council and the Whitton community.

Membership and Appointment

- **Community Members:** Minimum of four (4) and maximum of eight (8).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Business Services.

Members are expected to actively contribute to planning, meetings, and town improvement initiatives.

Meetings

Meetings are held in person, generally quarterly, on the third Monday of the month at 6:00 pm at the Whitton Community Hall.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

Financial Delegation

The Whitton Town Improvement Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Yanco Town Improvement Committee Terms of Reference

Purpose of the Committee

The Yanco Town Improvement Committee leads the development and implementation of the Yanco Town Improvement Plan. It provides a formal channel for residents to raise local issues, ideas, and aspirations with Leeton Shire Council. The Committee plays a key role in promoting civic participation, enhancing local amenities, and supporting economic development within Yanco.

Function and Responsibilities

The Committee operates in an advisory capacity. Its core responsibilities include:

- **Community Advocacy:** Representing the voice of Yanco residents in matters relating to town improvement and development.
- **Strategic Input:** Contributing local insights and recommendations to Council's broader strategic planning and decision-making processes.
- **Issue Identification:** Raising and discussing emerging local needs, opportunities, and challenges.
- **Prioritisation of Improvements:** Assisting Council in identifying and prioritising projects and initiatives within Yanco, ensuring resource allocation aligns with community needs.
- **Promotion of Engagement:** Supporting broader community participation in consultation processes and local initiatives.

The Committee will also:

- Assist Council with creating the four (4) year Yanco Town Improvement Plan.
- Facilitate constructive dialogue between the Yanco community and Council.
- Support the identification of local projects and priorities for inclusion in Council's planning frameworks (e.g., Delivery Program, Operational Plan).
- Promote transparent communication and civic pride.
- Assist Council in ensuring Yanco remains a vibrant, inclusive, and sustainable township.

Expected Outcomes

The Committee aims to:

- Achieve steady progress on Yanco community priorities.
- Provide a reliable engagement conduit between Council and the Yanco community.

Community Membership and Appointment

- **Community Members:** Minimum of four (4) and maximum of eight (8).
- **Councillors:** Two (2) elected Councillors.
- **Council Liaison Officer:** Manager Business Services.

Members are expected to actively contribute to planning, meetings, and town improvement initiatives.

Meeting Schedule

Meetings are held in person, generally monthly on the first Monday of the month at 6:00 pm at the Yanco All Servicemen's Club.

General Committee Financial Responsibilities

The Committee must adhere to the same financial standards as Council. All funds and assets belong to Council, even if held in a separate Committee bank account. Any money received or spent must relate only to the functions delegated to the Committee by Council.

For detailed guidance on financial processes and responsibilities, refer to **Section 15** – Financial Management in this document.

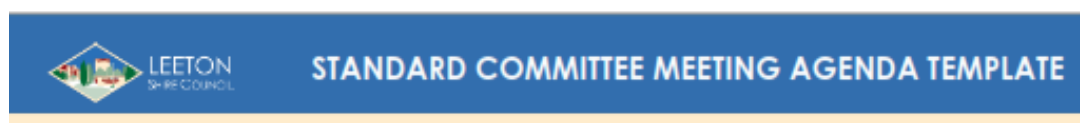
Financial Delegation

The Yanco Town Improvement Committee have been:

- Authorised to spend the committee's own funds in accordance with **Section 15** – Financial Management of this document.
- Authorised to spend Council's allocation (if applicable) only if approved by the Council Liaison Officer or Director if above \$5K.

Templates

APPENDIX 1 – Standard Committee Meeting Agenda Template



Committee:	
Meeting Time:	
Location:	

Item	Agenda Item	Responsible	Description
1	Acknowledgement of Country	Chairperson	Pay respect to the Traditional Custodians of the land and acknowledge Elders past, present, and emerging.
2	Welcome	Chairperson	Officially open the meeting and welcome members and guests.
3	Present & Apologies	Secretary	Record all attendees and note apologies. Confirm quorum is met.
4	Conflict of Interest Declaration	Chairperson	Members declare any conflicts of interest regarding agenda items. Conflict of Interest Declaration Forms should be completed, if required.
5	Acceptance of Previous Minutes	Chairperson	Confirm and adopt the minutes from the previous meeting as a true and accurate record
6	Business Arising and Action Register (attached)	Chairperson	Review progress on actions from the previous meeting and discuss any unresolved matters.
7	Correspondence In / Out	Chairperson	Table relevant correspondence received or sent since the last meeting.
8	Treasurer's report (if applicable)	Treasurer / Council Liaison Officer	Present a summary using Council's financial templates, including current income, expenditure, account balances and purchase requests. Receipts to be attached.
9	Council Liaison Officer Update Report	Council Liaison Officer	Provide updates from Council relevant to committee operations, decisions, or governance matters.
10	WHS / Risk Management	Chairperson	<ul style="list-style-type: none"> • Facility Inspection Report/s (to be attached) • Risk Management / Event Reports (to be attached) • WHS Incident Reports (to be attached, if applicable) • Maintenance concerns and progress status update on previous items raised
11	General Committee Update	Chairperson	Discuss committee activities including: <ul style="list-style-type: none"> • current user groups and bookings • event workplan progress • other project/operational updates • any new items or concerns to be raised for discussion.
12	Next meeting	Chairperson	Confirm the date, time, and venue for the next scheduled meeting.
13	Meeting close	Chairperson	Officially close the meeting and thank attendees for their contributions.

APPENDIX 2 – Committee Financial Summary Template

 LEETON SHIRE COUNCIL	COMMITTEE FINANCIAL SUMMARY TEMPLATE
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Committee:	
Date:	
Treasurer:	

Current Income

Date	Source	Amount (\$)	GST Included (Yes/No)	Receipts Attached (Yes/No)	Notes
Total Income (\$)		[Enter Total]			

Current Expenditure

Date	Item/Service	Amount (\$)	GST Included (Yes/No)	Receipts Attached (Yes/No)	Notes
Total Expenditure (\$)		[Enter Total]			

Account Balances

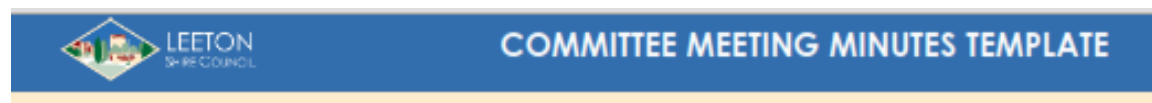
Account Name	Account Number	Balance (\$)	Notes
Total Balance (\$)			

Committee Seeks Council Approval for Proposed Purchases, Maintenance or Works

Date	Item/Service Description	Estimated Cost (\$)	Reason for Purchase	Quotes Attached (Yes/No)	Notes

Note: The Committee confirms that all income and expenditure listed above has been managed in accordance with Council's procurement policies and procedures. For any expense exceeding \$2K appropriate documentation and approvals have been obtained in line with Council requirements.

APPENDIX 3 – Committee Meeting Minutes Template



Committee:	[Insert name]
Date:	[Insert date]
Time Start:	[Insert start]
Time Finish:	[Insert end time]
Venue:	[Insert location or "Via Videoconference"]
Meeting Chairperson:	[Insert name]
Council Liaison Officer:	[Insert name]

ITEM 1 ACKNOWLEDGEMENT OF COUNTRY

Responsible: Chairperson

Description: Pay respect to the Traditional Custodians of the land and acknowledge Elders past, present, and emerging.

ITEM 2 WELCOME BY CHAIRPERSON

Responsible: Chairperson

Description: Officially open the meeting and welcome members and guests.

ITEM 3 PRESENT & APOLOGIES

Responsible: Secretary

Description: Record all attendees and note apologies. Confirm quorum is met.

Attendance: [List all members present]

Apologies: [List members who sent apologies]

ITEM 4 CONFLICT OF INTEREST DECLARATION

Responsible: Chairperson

Description: Include names, agenda item, and nature of the conflict declared. Attach Conflict of Interest forms as needed.

ITEM 5 ACCEPTANCE OF PREVIOUS MINUTES

Responsible: Chairperson

Description: Confirm and adopt the minutes from the previous meeting as a true and accurate record.

Resolution: That the minutes of the [insert date] meeting be confirmed as a true and accurate record.

Moved: [Name]

Seconded: [Name]

Carried: ☐ Yes ☐ No

ITEM 6 **BUSINESS ARISING AND ACTION REGISTER**

Responsible: Chairperson

Description: Review progress on actions from the previous meeting and discuss any unresolved matters.

Actions Summary

Item	Action	Responsible	Due Date	Update/ Notes
1				
2				

ITEM 7 **CORRESPONDENCE IN / OUT**

Responsible: Chairperson

Description: Table relevant correspondence received or sent since the last meeting.

ITEM 8 **TREASURERS REPORT** (if applicable)

Responsible: Treasurer / Council Liaison Officer

Description: Present a summary using Council's financial templates, including current income, expenditure, account balances and purchase requests.
Receipts to be attached.

ITEM 9 **COUNCIL LIAISON OFFICER UPDATE REPORT**

Responsible: Council Liaison Officer

Description: Provide updates from Council relevant to committee operations, decisions, or governance matters.

ITEM 10 **WHS / RISK MANAGEMENT**

Responsible: Chairperson

Description: Facility Inspection Report/s (to be attached)
Risk Management / Event Reports (to be attached)
WHS Incident Reports (to be attached, if applicable)
Maintenance concerns and progress status update on previous items raised

ITEM 11 **GENERAL COMMITTEE UPDATE**

Responsible: Chairperson

Description: Discuss general committee matters, examples below:

- current user groups and bookings
- event workplan progress
- other project/operational updates
- any new items or concerns to be raised for discussion.

Note: Each committee item are to be individually listed in minutes.

ITEM 12 **NEXT MEETING**

Responsible: Chairperson

Description: Confirm the date, time, and venue for the next scheduled meeting.

ITEM 13 **MEETING CLOSE**

Responsible: Chairperson

Description: Officially close the meeting and thank attendees for their contributions.

APPENDIX 4 – Conflict of Interest Declaration Form

CONFLICT OF INTEREST DECLARATION

Name:

Meeting:

MATTER BEING CONSIDERED IN WHICH YOU WISH TO DECLARE AN INTEREST

Date:

Agenda Item:

TYPE OF CONFLICT

- ☐ **Less than significant non-pecuniary conflict of interest.**
Required Action: Make a declaration, stay in the meeting, participate in the debate and vote on the item after describing why the conflict is less than significant and why they are choosing to remain in the Chamber
- ☐ **Significant non-pecuniary conflict of interest**
Required Action: Immediately make a declaration, do not participate in the item, leave the meeting during discussion and/or consideration of the matter. Not return until the matter is resolved after describing why the conflict is significant.
- ☐ **Pecuniary conflict of interest.**
Required Action: Immediately make a declaration, do not participate in the item, leave the meeting during discussion and/or consideration of the matter. Not return until the matter is resolved after describing the conflict.

DESCRIPTION OF CONFLICT OF INTEREST (Description wording to be included in meeting minutes)

.....
.....
.....
.....
.....

DECLARATION

I HEREBY DECLARE THAT THE ABOVE DETAILS ARE CORRECT TO THE BEST OF MY KNOWLEDGE AND I MAKE THIS CONFLICT OF INTERESTS DISCLOSURE IN GOOD FAITH

SIGNATURE: : DATE:.....

PLEASE NOTE: In accordance with the Local Government (General) Regulation 2021, if a Councillor or Committee Member has declared a conflict of interest, remains in the meeting although does not vote, it will be taken that they have voted against the motion.

APPENDIX 5 – Standard Council Facility Booking Hire Form

	LEETON SHIRE COUNCIL	STANDARD COUNCIL FACILITY BOOKING HIRE FORM
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Hirer / Applicant Details (must be 18 years or older)

Name:		
Email:		
Mobile:		
Address:		
Venue:		
Hire Date:		
Time:	Start Time AM/PM to	End Time AM/PM
Type of event:	e.g. birthday, religious gathering, baptism, christening etc	
Attendees:	The maximum number of people attending the venue shall not exceed [XX] at any one time.	
Hire Fee:	Total <u>fee</u> amount payable by applicant	
Bond:	\$ <u>bond amount</u> Bond	
Payment:	Date of payment and method, receipt to be attached.	

Fees (refer to Revenue Policy for venue hire charges):

Fees / Charges	\$	
Bond	\$	
Total	\$	
Receipt No:		

Name Applicant: _____
 Date: _____
 Signature: _____

Committee Member: _____
 Date: _____
 Signature: _____

Booking Conditions

The applicant must be at least 18 years of age and will be responsible for the conduct of all attendees, the activities held during the hire period, and ensuring the venue is secured after use.

Photo identification must be provided when signing the agreement.

Hire Period

Your booking is valid only for the times stated in this agreement. Access to the venue before or after the agreed times is not permitted unless approved by the Committee. All setup, pack-up and cleaning must occur within the hire period, and extra charges may apply for late departure.

Bond

The bond will be refunded only if all booking conditions are met and there is no damage or excessive cleaning required. If the cost of any damage or cleaning exceeds the bond, the hirer will be liable for the difference.

Payment of fees

Full payment of the hire fee and bond is required before the booking date.

Event Cancellation

The Committee reserves the right to cancel a booking immediately for breach of conditions. If the hirer cancels, notice must be provided by email. Cancellations with less than two weeks' notice will forfeit 50% of the hire fee.

Insurance / Liability

Low-risk and non-commercial events such as birthday parties are covered by Council's insurance for incidents directly related to the hire. High-risk or commercial events require the hirer to arrange their own insurance. The Committee accepts no responsibility for loss or damage to personal property.

No Smoking / Vaping

Smoking and vaping are not permitted at any Council facility.

Emergency and Evacuation Procedure

Hirers must comply with the emergency instructions displayed at the venue. If the fire alarm is activated, do not attempt to switch it off — the fire department will respond. Two (2) nominated persons should coordinate the evacuation by directing attendees to the nearest emergency exits, checking all rooms (only if safe to do so), and ensuring everyone assembles at the designated meeting point. All access areas for emergency vehicles must remain clear at all times.

Emergency exits and lighting must remain visible and unobstructed. Passageways, exits and walkways must be kept free of furniture and other obstacles. Council will ensure exits and evacuation procedures are clearly marked.

Patron Behaviour

The number of people attending must not exceed the capacity listed in this agreement. Attendees are expected to behave respectfully and in accordance with the law. Responsible adults must be present for the duration of the hire.

Maximum occupancy

The number of persons attending does not exceed the limit set in the venue hire agreement, as outlined in the special conditions section.

Cleanliness

The venue must be left clean and in the same condition as it was found.

Decorations

Decorations must not be fixed to walls, floors or other surfaces without consent from the Committee, and all decorations must be removed within the hire period.


Keys

Keys are to be returned as arranged; lost keys will incur a \$100 replacement fee.

Schedule of fees

Fees and charges are set under Council's adopted Revenue Policy. The Committee **cannot** waive or reduce fees—only Council has that authority.

APPENDIX 6 – Volunteer / Contractor Sign On/ Off Register Sheet



VOLUNTEER / CONTRACTOR SIGN ON/OFF REGISTER SHEET

NAME OF COMMITTEE:
LOCATION:

Date	Name of volunteer / committee member / contractor	Activity being undertaken	Time started (sign on)	Time ended (sign off)	Signature

LEETON SHIRE COUNCIL T. (02) 6953 0911 F. (02) 6953 0977 23-25 Chelmsford Place Leeton NSW 2705
council@leeton.nsw.gov.au www.leeton.nsw.gov.au

APPENDIX 7 – Facility / Hall / Event Hazard Inspection Checklist

 LEETON SHIRE COUNCIL	FACILITY / HALL / EVENT HAZARD INSPECTION CHECKLIST
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Date:	
Time:	
Location:	
Inspected by (1) Committee Member:	Inspected by (2) Committee Member:
Signature:	Signature:

TO COMPLETE THE INSPECTION:

1. Use the checklist as a guide to inspect the area and identify and control hazards.
2. All questions should be answered by marking the appropriate column. (Y) = Yes, (N) = No, (NA) = Not Applicable.
3. Check each item on the form. If you tick 'N' for an item, determine the **risk level** by using the 'Risk Assessment Matrix' and write down the risk level on the checklist.
4. A risk level of High or Extreme must be immediately reported to the Supervisor and a formal, documented risk assessment conducted.
5. When completed, transfer all hazards that can't be rectified immediately to the 'Risk Management Action Plan' (RMAP).
6. Ensure that appropriate control measures are identified that follow the "Hierarchy of Controls".
7. Forward the checklist and RMAP to the appropriate Manager and the WHS Officer for further action (if required) and sign-off as per Council Policy / Procedures.
8. Monitor control measures to ensure that they have been properly implemented and that the risk has been reduced to an acceptable level.

Risk Assessment Matrix		Consequences				
		Negligible <small>No injuries or not requiring first aid</small>	Minor <small>First aid needed</small>	Moderate <small>Medical treatment</small>	Major <small>Serious injury</small>	Severe <small>Death or permanent disability</small>
Likelihood	Certain to occur <small>Expected to occur in most circumstances</small>	Medium	High	High	Extreme	Extreme
	Very Likely <small>Will probably occur in most circumstances</small>	Medium	Medium	High	Extreme	Extreme
	Possible <small>May occur occasionally</small>	Low	Medium	Medium	Extreme	Extreme
	Unlikely <small>Could happen at some time</small>	Low	Low	Medium	High	High
	Rare <small>May happen only in <u>exceptional</u> circumstances</small>	Low	Low	Medium	Medium	Medium
Risk Level		Recommended Actions				
Extreme		Immediate action required – Activity must not proceed until steps are taken to reduce risk to as low as reasonably practicable using the hierarchy of controls				
High		Risk control measures required to reduce risks to as low as reasonably practicable using the hierarchy of controls				
Medium		Review risk assessment and ensure control measures to reduce risk to as low as reasonably practicable using the hierarchy of controls				
Low		Manage risks by routine procedures and monitor				

No	Item to check	Y	N	NA	Risk (H/M/L)	Comments
1	Fire Protection					
a	Are inspection tests up to date for: (every 6 months) Inspected fire extinguishers? <input type="checkbox"/> Fire extinguishers? Date of last test/20..... <input type="checkbox"/> Hose Reels? Date of last test/20.....					
b	Is fire equipment marked with a location marker (above the fire extinguisher)?					
c	Are all fire extinguishers accessible and clear from obstruction?					
2	Emergency Evacuation					
a	Are written procedures / plans in place and current?					
b	Are assembly areas allocated and understood?					
c	Does a minimum of 1 practice drill occur per year?					
d	Are warning systems clear (audible) in all areas?					
e	Are all exits kept clear?					
f	Are signs operating correctly?					
g	Are instructions given to people who use / hire?					
3	First Aid					
a	Are there sufficient first aid kits at the workplace?					
b	Are first aid kits checked on a regular basis? Date of last check/20.....					
c	Is all content in date? (Check expiry dates).					
d	Do the contents of kits agree with contents list?					
e	Are first aid officer's identities displayed?					
f	Are emergency telephone numbers displayed?					
g	Are all injuries reported and recorded? (View book or form).					
h	When first aid equipment is used, is it recorded?					
i	Is a sharps kit available?					
j	Is a first aid sign displayed above the kit?					
4	Electrical					
a	Is electrical equipment tested and tagged on a regular basis? (Check some tags) Date of test/20.....					
b	Is the stage and kitchen areas protected by RCDs?					
c	Are RCDs manually tested to ensure correct operation? Date of test/20.....					
d	Are the correct power boards used (no double adaptors or piggy back plugs)?					
e	Is clear access provided to switchboards (1 m)?					
f	Are switchboards in good condition? <input type="checkbox"/> No holes on covers. <input type="checkbox"/> Marking of circuit breakers (legend).					

No	Item to check	Y	N	NA	Risk (H/M/L)	Comments
g	Are light switches, light fittings or power points free from damage?					
h	Are any hire electrical equipment (urns, stage lighting, ovens) tested and tagged before each hire?					
i	Is there sufficient lighting throughout the premises?					
j	Are all stage lights secured by a safety chain?					
5	Signage					
a	Are signs in good condition (not faded)?					
b	Are sufficient signs in use – internally and externally including: Information signs (first aid, general)?					
c	Are out of service / danger tags available for use?					
6	Personal Protective Equipment					
a	Is appropriate PPE available and being used and maintained correctly?					
b	Is all PPE maintained in good condition? (Check some PPE).					
7	Hazardous Chemicals					
a	Have all chemicals been identified?					
b	Are chemicals correctly stored?					
c	Are containers well marked / labelled correctly?					
d	Are all household chemicals clearly labelled and in their original containers (i.e. not transferred to food containers such as soft drink bottles)?					
e	Is there appropriate ventilation for both use and storage?					
f	Are Safety Data Sheets (SDSs) provided and available to all staff? (Eg. cleaning products).					
g	Is there a hazardous chemicals register available on site? (Check if several hazardous chemicals found in the workplace are in the register).					
8	Plant / Equipment					
a	Are ladders in good condition? (No domestic ladders on site)					
b	Are all manual handling aids (hoists, trolleys) well-maintained, free of damage and wear and tear?					
9	Portable Power Tools					
a	Are portable power tools in good condition? (Check some items)					
b	Are adequate storage facilities provided?					
c	Do staff use the power tools correctly with RCDs?					
d	Are all guards in place?					
10	Interior Environment					
a	Are floor surfaces in good condition (Floor surfaces not slippery or uneven, and no loose material, debris, worn carpeting)?					
b	Is all furniture in safe condition for normal use?					
c	Are stairways and aisles kept clear?					
d	Are the aisles marked and visible?					
e	Do lighting levels appear to be satisfactory?					

No	Item to check	Y	N	NA	Risk (H/M/L)	Comments
11	Exterior Environment					
a	Are parking areas well marked and lit?					
b	Are roadways in good condition and speed bumps / signs provided where necessary?					
c	Is housekeeping in good order?					
d	Are paths and external stairs in good condition?					
12	Access					
a	Do stairways, landing and ramps have well-secured handrails from top to bottom and railing that complies with the Building Code minimum 125 mm gap.					
b	Do all of the steps, ramps, and landings have sufficient lighting above them?					
c	Are all obstructions which could cause a person to trip been identified and corrected?					
d	Have all restrictions to access for any clients been identified and rectified? (Eg. Disabled persons, mothers with prams, children, elderly etc)?					
e	Have any rips, stretches or damaged floor coverings that may pose a trip hazard, been identified and rectified?					
f	Are appropriate actions taken for areas where floors are slippery floors when wet?					
g	Any obstructions restricting access to doorways, steps halls etc, been removed?					
13	General					
a	Are all work areas maintained in a clean and tidy state? <input type="checkbox"/> Workshop <input type="checkbox"/> Storage Areas <input type="checkbox"/> Other					
b	Are there adequate storage facilities?					
c	Does staff use good stacking and storage practices?					
d	Is the correct lifting equipment being used for lifting activities?					
e	Are staff using the correct manual handling techniques when lifting materials?					
f	Are items stored in their designated areas in the storage facilities provided?					
g	Are aisles kept clear at all times (no trip hazards)?					
h	Are incident / injury forms available?					
i	Are Hazard Report forms available?					
j	Does regular waste removal occur?					
k	Are stage curtains made from flame retarded material? (check label on bottom of curtain)					
14	Amenities					
a	Are the following facilities provided adequately: <input type="checkbox"/> Male Toilets? <input type="checkbox"/> Female Toilets?					
15	Notice Board					
a	Is the WH&S Policy displayed?					
b	Is the Rehabilitation Policy displayed?					
c	Are the following names displayed? - <input type="checkbox"/> First Aid Officers <input type="checkbox"/> Fire Wardens <input type="checkbox"/> Council Contacts					

No	Item to check	Y	N	NA	Risk (H/M/L)	Comments
16	Other Hazards (not included in this checklist)					
a						
b						
c						
d						
e						

Hazard / Risk Actions Register

Action	Name Council Officer	Date Due for Completion	Entered into CRM / Risk Management Systems (Y/N)	Completed (Y/N)	Notes

Council Liaison Officer		
Name:	Signature:	Date:
Comments:		

WHS Team		
Name:	Signature:	Date:
Comments:		

APPENDIX 8 – Event / Operational Risk Assessment Template

	EVENT / OPERATIONAL RISK ASSESSMENT TEMPLATE
---	---

Committee:	Committee Members involved in Risk Assessment:
Facility / Area / Event:	
Task Description:	
Date:	
Time:	

Background:

Purpose:

Scope of Risk Assessment:

Methodology:

RISK LEVEL RATING		Likelihood				
		1 - Rare	2 - Unlikely	3 - Possible	4 - Likely	5 – Almost Certain
Consequence	5 -Catastrophic	Moderate	High	High	Extreme	Extreme
	4 -Major	Low	Moderate	High	High	Extreme
	3 -Medium	Low	Moderate	Moderate	High	High
	2 -Minor	Low	Low	Moderate	Moderate	High
	1 -Insignificant	Very Low	Low	Low	Low	Moderate

Operational WHS Hazard and Risk Register

Task / Activity	Hazard/ Source of Hazard / Risk	Initial Risk Rating	Control Measures	Residual Risk Rating
Set Up				
Event				
Pack-Down				

Relevant Documents

Hazardous Substances Chemicals	Standard Operating Procedures - eg:	Safe Work Method Statements / Risk Assessments - e.g.:	Manufacturer Safety Guidelines	Traffic Control Plan

Competency Requirements for Committee / Volunteers

Position	Competencies Required

Plant, Machinery, Equipment Used

Type of Plant / Machinery / Equipment	Licenses, Permits, Competency, Training	Daily plant Inspection Report Required	Prestart Checks Required – Visual/ Documented	Maintenance Requirements

Council Liaison Officer		
Name:	Signature:	Date:
Comments:		

WHS Team		
Name:	Signature:	Date:
Comments:		

APPENDIX 9 – Council Committee Representation List 2025 - 2028

Section 355 Committees			
Committee	Membership	Council Liaison Officer / Contact Details	Meeting Schedule
Leeton SunRice Festival Committee	Cr. Tiffen Cr. Tynan Alt: Cr. Wright	Events Officer E: franm@leeton.nsw.gov.au P: 02 6953 0911	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.
Light Up Leeton Committee	Cr. Edwards Cr. Wright Alt: Cr. Tynan	Events Officer E: franm@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person on the third Thursday evenings of the month at 6pm at the Leeton Soldiers Club.
Whitton Court House & Historical Museum Committee	Cr. Kidd Cr. Wright	Museum, Gallery & Heritage Coordinator E: karenb@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person on the third Wednesday of the month from 6pm at Whitton Museum.
Whitton Town Hall Committee	Cr. Edwards Alt: Cr. Wright	Manager Business Services E: brentl@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person for a minimum twice a year, after business hours at the Whitton Community Hall.
Yanco Hall & Market Committee	Cr. Maytom Alt: Cr. Edwards	Manager Business Services E: brentl@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person for a minimum bi-monthly on the second Monday of the month at 1:30pm at Yanco Community Hall.
Advisory Committees / Working Groups			
Committee	Membership	Council Liaison Officer / Contact Details	Meeting Schedule
Financial Sustainability Advisory Committee	Two (2) Councillors – To be confirmed	Manager Governance, Corporate & Customer Service E: sarahk@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held bi-monthly in person after business hours.
Gogeldrie Riverside Park Advisory Committee	Cr. Kidd Cr. Maytom Cr. Tiffen	Manager Business Services E: brentl@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held minimum of twice a year in person after business hours.
Leeton Flood Plan Management Advisory Committee	Cr. Weston Cr. Kidd Alt: Cr. Wright	Manager Roads & Drainage E: christ@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held quarterly in person during business hours.
Leeton Local Traffic Forum (LTF)	Cr. Edwards Cr. Wright Alt: Kidd	Roads Safety Officer E: council@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held quarterly or when required, in person or online during business hours.
Leeton Sports Precinct Advisory Committee	Two (2) Councillors – To be confirmed	Manager Open Spaces & Recreation E: joshc@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held minimum of twice a year in person after business hours

Leeton Shire Heritage Advisory Committee	Cr. Kidd Cr. Wright Alt: Cr. Weston	Manager Building, Planning & Health E: francoisv@leeton.nsw.gov.au P: 02 6953 0911	Quarterly on the third Thursday in the month in person during business hours.
Leeton Tree Advisory Committee	Cr. Kidd Cr. Tiffen Cr. Edwards	Manager Open Spaces & Recreation E: joshc@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held minimum of twice a year in person after business hours
Leeton Weeds Advisory Committee	Cr. Kidd Cr. Edwards Alt: Cr. Tiffen	Manager Building, Planning & Health E: francoisv@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held minimum of twice a year in person after business hours.
Roxy Advisory Committee (RAC)	Cr. Kidd Cr. Nardi Cr. Tiffen Cr. Morris	Manager Roxy Community Theatre E: emmad@leeton.nsw.gov.au P: 02 6953 0911	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.
Action Committees			
Committee	Membership	Council Liaison Officer / Contact Details	Meeting Schedule
Henry Lawson Cottage Committee	Cr. Weston Cr. Tiffen Alt: Cr. Nardi	Director Operations E: Council@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person or online at a minimum of twice a year, during business hours.
Leeton Shire Australia Day Committee	Cr. Weston Cr. Kidd Cr. Nardi	Events Officer E: franm@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person as required from September to February. Expected to attend / help run Australia Day.
Sporting Walk of Fame	Nil – in recess	Manager Open Spaces & Recreation E: joshc@leeton.nsw.gov.au P: 02 6953 0911	Currently in recess
Whitton Town Improvement Committee	Cr. Kidd Cr. Wright Alt: Cr. Tynan	Manager Business Services E: brentl@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person generally quarterly on the third Monday at 6:00pm, held at the Whitton Community Hall.
Yanco Town Improvement Committee	Cr. Edwards Cr. Maytom Alt: Tynan	Manager Business Services E: brentl@leeton.nsw.gov.au P: 02 6953 0911	Meetings are held in person each month generally on the first Monday at 6:00pm, held at the Yanco All Servicemen's Club.

Note: Membership of each Committee will be updated with the names each individual Committee Members once endorsed by Council.

ITEM 8.2.4. ANNUAL DISCLOSURE OF INTEREST RETURNS BY COUNCILLORS & DESIGNATED PERSONS - 1 JULY 2024 to 30 JUNE 2025

AUTHOR/S: BSO- Governance, Corporate, Records and Customer Service

APPROVER/S: Manager Governance, Corporate and Customer Service
Director Corporate / CFO

SUMMARY/PURPOSE

The purpose of this report is to advise Council that the Annual Disclosure of Interest Returns by eight (8) out of the nine (9) Councillors, Senior Management and designated persons for the period 1 July 2024 to 30 June 2025 were submitted in the appropriate form by the deadline of 31 July 2025 and have been made available on Council's website.

RECOMMENDATION

THAT Council:

1. Notes for information that the 2024/25 Annual Disclosure of Interest Returns have been submitted as required, on time by eight (8) of the nine (9) Councillors, Senior Management, and designated persons and have been made publicly available on Council's website.
 2. Notes for the record that at the time of completion of this report Cr. Sarah Tiffen has not returned a completed Annual Disclosure of Interest Return. Once returned these reports will also be made publicly available on Council's website.
-

REPORT

(a) Background

Under Clause 5.21 of Leeton Shire Council's Code of Conduct, Councillors and designated persons must make and lodge annually with the General Manager a return as prescribed by Schedule 1 of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

Council must make all returns of interest publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2018* and any guidelines issued by the NSW Information and Privacy Commissioner.

(b) Discussion

Annual Disclosure of Interest Return forms by eight (8) of the nine (9) Councillors, Senior Management and designated persons for the period 1 July 2024 to 30 June 2025 were submitted, lodged and have been made publicly available on Council's website.

It is to be noted that Councillors with outstanding returns have been notified and upon submission will also be made publicly available on Council's website.

(c) Options

Nil – This report is for noting only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil

(b) Policy

Code of Conduct – Section Five: Pecuniary Interests

(c) Legislative/Statutory

Government Information (Public Access) Act 2019
Government Information (Public Access) Regulation 2018
Local Government (General) Regulation 2021
Local Government Act 1993
Privacy and Personal Information Protection Act 1998

(d) Risk

Corporate Risk – Councillors, senior staff and designated persons have obligations under the Code of Conduct to submit pecuniary interest returns.

Non-submission of a pecuniary interest disclosure form is potentially a breach of the Code of Conduct.

CONSULTATION

(a) External

Office of Local Government (OLG)
Information and Privacy Commission (IPC)

(b) Internal

Councillors
Senior Management Team
Management

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

9. Governance and Corporate Services

9.1 Deploy reliable and efficient corporate and project governance.

9.1.12 Ensure council meets legislative and ethical obligations by maintaining accurate and up-to-date compliance registers and responding to disclosures in a timely and transparent manner.

ATTACHMENTS

Nil

ITEM 8.2.5

COUNCIL POLICY REVIEW - AUGUST 2025

AUTHOR/S: Manager Governance, Corporate & Customer Service

APPROVER/S: Director of Corporate/CFO

SUMMARY/PURPOSE

This report seeks Council's endorsement for the DRAFT (Revised) Development Application Objections Policy for public exhibition for 28 days.

RECOMMENDATION

THAT Council endorses the DRAFT (Revised) Development Application Objections Policy for public exhibition for 28 days, and if no substantive feedback is received during the exhibition period, the policy will be considered adopted.

REPORT

(a) Background

Council operates within a framework of legislation, regulations, and policies that support sound decision-making and deliver positive outcomes for the community. Compliance with these legal and policy obligations is essential to ensure transparency, accountability, and effective governance.

To support ongoing good governance, Council has implemented a structured program for the regular review of policies, plans, and strategies. This ensures documents remain current, relevant, and aligned with evolving legislative requirements and community expectations.

(b) Discussion

The DRAFT (Revised) Development Application Objections Policy (**Attachment 1**) has been reviewed, with only one (1) amendment made. The amendment states that a development application must be referred to a Council meeting for determination when more than two (2) objections are received, replacing the previous threshold of only one (1) objection.

This DRAFT policy, once endorsed, will be placed on public exhibition for 28 days. The public exhibition process ensures transparency and provides the community with an opportunity to review and comment. This will speed up the determination of development applications.

If no substantive feedback is received, the policy will be considered adopted. If significant feedback is received, the policy will be reviewed and brought back to Council for further consideration.

(c) Options

THAT Council:

1. Endorses the DRAFT (Revised) Development Application Objections Policy (**Attachment 1**) and places it on public exhibition for 28 days, and if no substantive feedback is received during the exhibition period, the policy will be considered adopted. **This is the recommended option.**
2. Request further amendments to the DRAFT policy prior to endorsement.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil

(b) Policy

Once adopted, the revised policy will replace the existing versions.

(c) Legislative/Statutory

Local Government (General) Regulation 2021
Local Government Act 1993

Council must adopt certain documents according to the following sections of the *Local Government Act 1993*:

- Section 160
- Section 165
- Section 252
- Section 253
- Section 402
- Clause 403
- Section 404

(d) Risk

Failure to review and update Council policies exposes Council to the risk of non-compliance, inconsistent practices, and reputational damage. Regular review ensures that policies are clear, legally compliant, and aligned with best practices.

CONSULTATION

(a) External

The DRAFT policy will be placed on public exhibition for 28 days, allowing the community and stakeholders to review and provide feedback. If substantive feedback is received, the policies will be reviewed and brought back to Council for further consideration.

(b) Internal

The DRAFT policy was reviewed and updated by the relevant subject matter experts, in consultation the Senior Management Team and Governance staff.

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

9. Governance and Administration

9.3 Provide respected and effective representation, leadership and advocacy

Continuously review and update of Council policies and plans to appropriately support Council's operation

ATTACHMENTS

1. DRAFT (Revised) Development Application Objections Policy [**8.2.5.1** - 6 pages]



LEETON
SHIRE COUNCIL

DRAFT (Revised)
DEVELOPMENT APPLICATION
OBJECTIONS POLICY
AUGUST 2025

DOCUMENT CONTROL

RESPONSIBLE OFFICER:	Manager Building, Planning & Health				
REVIEWED BY:	Director Economic & Community Development / General Manager				
LINK TO CSP/DELIVERY PROGRAM/OPERATIONAL PLAN:	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 OP 5.2.1 Provide timely, accurate and professional development services to the Shire				
DATE ADOPTED:	TBC				
ADOPTED BY:	Council				
RESOLUTION NO: (IF RELEVANT):	TBC				
FOR PUBLICATION:	<input type="checkbox"/> INTRANET <input type="checkbox"/> COUNCIL WEBSITE <input checked="" type="checkbox"/> BOTH				
REVIEW DUE DATE:	August 2029				
REVISION NUMBER:	3				
PREVIOUS VERSIONS:	DATE	DESCRIPTION OF AMENDMENTS	AUTHOR/EDITOR	REVIEW/ SIGN OFF	MINUTE NO (IF RELEVANT)
1	June 2013	New	Manager Building & Planning	Council	13/136
2	February 2017	Policy Reviewed	Manager Building & Planning	Council	17/108
3	August 2025	Increase threshold for referrals to Council for determination from one (1) objection to two (2) objections plus minor classifications of responsibilities.	Manager Building & Planning	Council	TBC

REVIEW OF THIS POLICY

This Policy will be reviewed every four (4) years or as required in the event of legislative changes. The Policy may also be changed as a result of other amendments that are to the advantage of Council and in the spirit of this Policy. Any amendment to the Policy must be by way of a Council Resolution or the approval of the General Manager.

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1. Purpose

This policy sets out the procedures for to determining objections to development applications, when there are objections.

2. Scope

Most development applications lodged with Leeton Shire Council are determined under delegation by an authorised officer. In these circumstances, the development application will have receive no objection/s or no more than ~~one (1)~~ **two (2)** objections.

Occasionally, development applications are subject to objections from more than two persons. In these circumstances, the development application will be referred to Council for determination. This policy states the processes to be followed when more than ~~one (1)~~ **two (2)** objections are received.

3. Roles and Responsibilities

General Manager – Delegated by Council to determine development applications within Council's Local Environmental Plan (LEP) and related policies.

Manager Planning Building & Health – Delegated by the General Manager to determine development applications and recommend referral of development application to Council for determination, assessment, consultation with external agencies etc.

Town Planner – Assessment of development application, notification and advertisement of development application, recommendation for approval or refusal etc.

4. Definitions

Community Participation Plan (CPP) - A plan setting out how and when interested persons can participate in the land-use planning system, including Council's planning functions and its planning proposals and policies.

Development application - An application for consent (under Part 4 of the Act) to carry out development but excludes an application for a complying development certificate.

Development - The *Environmental Planning and Assessment Act 1979*, states that development means:

- the use of land,
- the subdivision of land,
- the erection of a building,
- the carrying out of a work,
- any other matter act, matter or thing controlled by planning instruments created under the *Environmental Planning & Assessment Act 1979*.

A building means - any structure, other than a manufactured home, moveable dwelling or temporary structure. Erection of a building includes:

- rebuilding, alterations, enlargement or extension of a building,
- placing or relocating a building on to land,
- enclosing a public place in connection with the construction of a building,

- erecting an advertising structure over a public land, extending a balcony, awning or essential service pipe beyond the alignment of a public road.

5. Supporting Documents

- Community Engagement Strategy 2025-2029 (Incorporating Land Use Community Participation Plan)
- Conflict of Interest Policy (when dealing with Development Applications lodged by Council staff, Councillors and Council)
- Leeton Local Environmental Plan 2014
- State Environmental Planning Policies relevant to NSW

6. Legislation

Environmental Planning and Assessment Act 1979
Local Government Act 1993

7. Can I object to someone else's development?

Yes.

A person who considers that there are planning grounds for not approving a development, may raise an objection in writing to Council via council@leeton.nsw.gov.au.

When a development application is lodged with Council, Council must, as soon as practicable, notify those people identified in the Leeton Community Participation Plan.

Those people include owners or occupiers of adjoining land. A person does not have to be notified of a development by Council in order to raise an objection. An objection may be raised by anyone. However, the content of the objection should still be relevant to the development, not personal in nature and not made by someone who will not be impacted by the development.

The NSW Ombudsman provides some direction on how a submission should be drafted:

"Good submissions are fairly short and to the point. They do not use emotive language or personal criticism. They focus on non-compliance only where that has a significant impact, and they suggest changes that might resolve the problems identified".

Section 4.15 of the *Environmental Planning and Assessment Act 1979* requires Council to have regard to the terms of the objection and consider it when coming to a determination on whether the development should be approved.

However, the submission will be one of many considerations which the assessing officer must have regard to and may not have the effect of stopping the development.

If the Council decides to refuse the development, but the developer appeals that decision, objectors may be invited to make submissions to the Court during the appeal process.

8. Policy Procedure

Where a Development Application, which complies with State Government requirements and Council's policies and guidelines is the subject of more than ~~one (1)~~ **two (2)** objections, the matter will be submitted to Council for determination.

Prior to the Council determination meeting Council staff will endeavour to resolve/mediate an outcome between the objectors and the applicant.

If an outcome is not achieved by staff, Councillors will be afforded an opportunity to hear from both the objectors and the applicant prior to considering the matter. The development application will be determined by Council at a Council meeting.

ITEM 8.2.6. **MINUTES - WHITTON TOWN IMPROVEMENT COMMITTEE (WTIC)**

AUTHOR/S: Manager Business Services

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council for information the minutes (**Attachment 1**) of the Whitton Town Improvement Committee meeting that was held on Monday 16 June 2025.

The minutes are prepared by volunteers who sit on the committee and are supplied to Council as presented.

RECOMMENDATION

THAT Council receives for information the minutes of the Whitton Town Improvement Committee meeting held on Monday 16 June 2025.

REPORT

(a) Background

The purpose of the Whitton Town Improvement Committee is to be a forum for engagement between the community of Whitton and Council. To facilitate this purpose, the committee holds meetings on a quarterly basis to discuss priorities for the Whitton community.

The minutes (**Attachment 1**) are presented as supplied by the Secretary of the Whitton Town Improvement Committee.

(b) Discussion

Key discussion points/updates from the meeting held on Monday 16 June 2025 included:

- Trimming of the large gum trees in Naradhun Street has been completed.
- Committee members Craig and Lorraine Kefford asked that thanks on behalf of the Whitton Rural Fire Brigade be conveyed to Council for the recent hot mix sealing of the driveway in front of their Rural Fire Shed, making it a much nicer and safer entry to their facilities. (Note: works were funded by Rural Fire Service).
- The committee held a workshop at the meeting to discuss the draft Whitton Community Development Action Plan.
- Local historian Margaret Strong has provided all committee members with more fact-based Whitton historical information that she has researched and collated.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Nil

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Procedures for the Administration of the Code of Conduct
Public Interest Disclosures Policy
Records Management Policy
Revenue Policy (including fees and charges)
Volunteer Handbook
Volunteer Policy
Whitton Town Improvement Committee – Terms of Reference
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

To manage risks, the Whitton Town Improvement Committee works to an adopted Terms of Reference.

CONSULTATION

(a) External

Committee members
Peter Kenyon (Bank of Ideas)
Steph Walsh (Rural Aid Pty Ltd)

(b) Internal

Manager Open Space and Recreation
Open Space and Recreation Superintendent

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

1. Community Services and Community Development
1.11 Facilitate town improvement planning in Whitton, Yanco and Wattle Hill, in collaboration with local residents.

- 1. Community Development and Community Services
 - 1.11 Facilitate town/village improvement planning
 - 1.11.2 Support the delivery of town improvement initiatives in Whitton (355 Committee)

ATTACHMENTS

- 1. Minutes - Whitton Town Improvement Committee - Meeting - 16 June 2025
[8.2.6.1 - 2 pages]

WHITTON TOWN IMPROVEMENT COMMITTEE

Minutes of Meeting held at Whitton Hall on 16/06/2025

Agenda

- 1) Apologies
- 2a) Minutes of the previous meeting
- 2b) Business arising from those minutes.
- 3) Correspondence inward & outward
- 4) Update from Brent LSC
- 5) General Business
- 6) Date of Next Meeting Confirmation

Meeting Commenced at 6.05pm

Present: Tracy Catlin, Lorraine & Craig Kefford, Margaret Strong, Ron DeMamiel, Brent Lawrence, Cr Nicholas Wright, Cr Michael Kidd.

Apologies:

Confirmation of Minutes meeting held 17/03/2025 Lorraine

Correspondence:

General Business/Matters Arising/Council Updates

- Trimming of the gum trees in Naradhun began today
- Craig and Lorraine thanks council for the hot mix sealing of the driveway in front of the Fire Shed.
- Brent advises that the Community Development Plan for Whitton and Yanco is now with the graphic designer team. As a FYI, the wrapping up of the Yanco Lions Club saw 6 groups receive \$6k in funds, including the YTIC.
- Gogeldrie Weir now has new caretakers contracted until June 2027. Neville and Denise Walsh were selected from a very strong field of applicants.
- Council received just under 100 feedback responses to the draft budget. At the extraordinary council meeting, results for Whitton include \$100k to remedy immediate safety issues at the Museum. The pool also has support from council to continue into the future with grant funding options to be investigated. It is the integrity of the plaster lining that is the main concern. The pool is aging as it was originally built around 1974. Having a budget masterplan helps with the application of grant funding opportunities.
- The Independent Financial Review by Professor Joseph Drew is complete. There is a series of updates available from Prof Drew on the Council website in video form.

- Margaret has now handed out a second folder (blue) containing more fact-based Whitton historical information, to committee members.

Meeting Closed: Meeting Dates have been set as the 3rd Monday of the month quarterly, 6pm.

Next Meeting: Monday Sept 15th, 6pm at Whitton Community Hall.

ITEM 8.2.7. MINUTES - YANCO TOWN IMPROVEMENT COMMITTEE (YTIC)

AUTHOR/S: Manager Business Services

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council for information the minutes (**Attachment 1 to 4**) of the Yanco Town Improvement Committee (YTIC) for the meetings held on 5 May 2025, 2 June 2025, 7 July 2025 and 4 August 2025.

RECOMMENDATION

THAT Council receives for information the minutes of the Yanco Town Improvement Committee meetings held on 5 May 2025, 2 June 2025, 7 July 2025 and 4 August 2025.

REPORT

(a) Background

The purpose of the Yanco Town Improvement Committee (YTIC) is to be a forum for engagement between the community of Yanco and Leeton Shire Council. To facilitate this purpose, the committee holds monthly meetings to discuss priorities for the Yanco community.

The minutes (**Attachment 1 to 4**) are prepared by volunteers who sit on the committee and are supplied to Council as presented.

(b) Discussion

Key discussion points/updates from the above-mentioned meetings are as follows:

- **Money donated to Yanco Town Improvement Committee from the sale of Yanco Lions Club** – funds to the tune of \$15,989.68 were received in April 2025 from the Yanco Lions Club to support the Yanco Town Improvement Committee to plan for and implement actions identified in the Yanco Community Development Action Plan. These funds have been transferred to Leeton Shire Council's bank account for holding in a trust account for future initiatives identified in the Yanco Community Action Plan.
- **Yanco Community Development Action Plan** – the committee have worked very hard on providing their feedback to ensure that the ideas and aspirations of the community are reflected strongly and accurately in their Community Development Action Plan.
- **“Cool Runnings” Movie Night** –the committee have been busy planning for a new place activation event called the Yanco Community Movie Night which

was held on Saturday 9 August 2025 at Yanco Sportsground. Catering was supplied on the night by the Yanco-Wamoon Hawks Rugby League Club and Yanco Public School supplied popcorn and fairy floss.

- **Letter sent to schools and other Yanco community organisations** – a letter was drafted and sent by the committee to schools and various organisations seeking to recruit more committee members or further support from the Yanco community members.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Yanco Town Improvement Committee received a \$15,989.68 donation.

These donated funds have been transferred into Council's Trust Fund Account. Donated funds will be utilised for Yanco Town Improvement initiatives that have been endorsed by Council.

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Procedures for the Administration of the Code of Conduct
Public Interest Disclosures Policy
Records Management Policy
Revenue Policy (including fees and charges)
Volunteer Handbook
Volunteer Policy
Whitton Town Improvement Committee – Terms of Reference
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

To manage risks, the Yanco Town Improvement Committee works to an adopted Terms of Reference.

CONSULTATION

(a) External

Committee members

(b) Internal

Roxy Theatre Technician
Manager Open Space and Recreation

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

1. Community Services and Community Development
 - 1.11 Facilitate town improvement planning in Whitton, Yanco and Wattle Hill, in collaboration with local residents.
1. Community Development and Community Services
 - 1.11 Facilitate town/village improvement planning
 - 1.11.1 Support the delivery of town improvement initiatives in Yanco (Yanco Town Improvement Committee)

ATTACHMENTS

1. Yanco Town Improvement Committee Meeting Minutes - 5 May 2025 [**8.2.7.1** - 2 pages]
2. Yanco Town Improvement Committee Meeting Minutes - 2 June 2025 [**8.2.7.2** - 2 pages]
3. Yanco Town Improvement Committee Meeting Minutes - 7 July 2025 [**8.2.7.3** - 2 pages]
4. Yanco Town Improvement Committee Meeting Minutes - 4 August 2025 [**8.2.7.4** - 2 pages]

Minutes of Yanco Town Improvement Committee Meeting

DATE	5 May 2025
MEETING COMMENCED	6.07PM
CHAIRPERSON	Tracey Hamilton

IN ATTENDANCE

Tracey Hamilton, Tessa Hamilton, Brent Lawrence, Hugh Milvain, Liz Mason, Annette Ashton

APOLOGIES

Helen Macarthur

APPROVAL OF MINUTES

Minutes for the December 24 meeting approved

Moved Liz Seconded Tessa

CORRESPONDENCE

IN

- Numerous emails regarding our Community Workshop with Peter Kenyon
- Emails from Beyond Bank regarding new bank account under the banner of Yanco Club
- Face Painting account from Meg Rowlands. Account now paid
- Emails from Yanco Lions Re: Closure of account and disbursement of funds evening
- Steph Walsh – Rural Aid – draft Community Action Plan
- Peter Kenyon – draft Community Action Plan Forward to be produced

OUT

- Minutes of December 2024 meeting
- Various emails regarding
 - Workshop with Peter Kenyon
 - Yanco Lions
 - Beyond Bank
 - Steph Walsh Rural Aid

GENERAL BUSINESS

1. *Donation from Yanco Lions Club.* Tracey and Tessa informed the meeting of the \$15,989.68 donation to YTIC. The funds were received on 7 April 2025 at a ceremony conducted at Yanco Club in which the same amount was donated to 7 community NFP/Service organisations. We thank Yanco Lions for this wonderful donation. Total funds held by YTIC now total \$17,942.41.
2. *Yanco Community Action Plan.* The "Forward" has now been included and we are presently on Draft 3. We discussed the options of a pump track, and façade upgrades in the main street. Tracey will email Peter Kenyon to correct some typos.
3. Hugh told the committee about a meeting he had with LSC Open Spaces staff regarding the removal of "Charlies Garden". Committee looked at the garden and the said garden only needs to be pruned. This pruning has been done by Council staff in the past so we ask for it to be pruned again as we do not wish to lose "Charlies Garden". Mention was also made of the area along the path in front of Eventide Homes. Very unsightly, dead branches and shrubs, needs to be tidied up. Tracey will send photos to Brent to be forwarded on to relevant LSC staff.
4. *Bank Account with Yanco Club update.* Still in the process of creating our bank account. Funds are presently being held in a suspense account with Yanco All Servicemen's Club.
5. Committee was made aware that Yanco Club and Yanco shop now have AED equipment.
6. *Community Free Event.* YTIC committee has decided on an outdoor film eventing to be held on Saturday 9 August 2025 at Yanco Sportsground.
 - *Brent to ask Josh regarding booking of sportsground
 - *Brent to liaise with Tim Re: screen, projector and film.
 - *Yanco Wamoon Football Club have agreed to open their canteen for various food items on the night. Tracey will contact Yanco Public School to ask if they would like to sell popcorn and fairy floss.
 - *Council to supply hand towel and toilet paper as Yanco Wamoon do not want to run their supplies down, as Council does not supply these items at Yanco Sportsground.
 - *Brent to ask for the area to be sprayed for mosquitos.
 - *Tessa will produce all relevant flyers and be in charge of advertising this free event. Liz at Yanco Shop offered deliver the flyers to all residents.
 - *Tracey will contact Meg's face painting to ask if she has "glow in the dark" face paint and ask for her supplier of glow sticks.
 - *Invitation to be sent to Yanco Ag.
 - *Tracey will also write to Principal, Marnie Milne, to ask if any senior students would be interested in joining YTIC after the great response/input of students at our Community Workshop with Peter Kenyon.

NEXT MEETING

Monday 2 June 2025

MEETING CLOSED

7:00pm

Minutes of Yanco Town Improvement Committee Meeting

DATE	2 June 2025
MEETING COMMENCED	6.10PM
CHAIRPERSON	Tracey Hamilton

IN ATTENDANCE

Tracey Hamilton, Tessa Hamilton, Brent Lawrence, Hugh Milvain, Liz Mason, Helen Macarthur, Councillor Boston Edwards, Trevor Harrison and Loma Harrison.

APOLOGIES

Councillor Krystal Mayton and Karen O'Grady

APPROVAL OF MINUTES

Minutes of the May 2025 meeting approved
Moved Tessa Seconded Helen

CORRESPONDENCE

IN

- Emails regarding our Community Action Plan with Peter Kenyon
- Emails from Beyond Bank regarding our new bank account under to banner of Yanco Club

OUT

- Minutes of May 2025 meeting
- Various emails regarding
 - Workshop with Peter Kenyon
 - Beyond Bank
 - Community Film Evening
- Letter to Marnie Milne Re: Senior students joining YTIC – *Tessa suggested Tracey also send the letter to Jason Sachs – teacher at YAHS.*

GENERAL BUSINESS

1. *Yanco Community Action Plan*. Draft 4 was circulated to members of YTIC. Tessa has spellchecked the plan and emailed typos to Peter and Steph. YTIC looking forward to sighting the final document.
2. *Bank Account update*. Our bank account with Beyond Bank is now operational. Current Balance is \$17,942.41. Tessa mentioned that we have set the account up with two (2) persons to sign.
3. *Film Evening*.
 - Yanco Wamoon Football Club will open their canteen selling various hot food
 - Yanco Public School P&C have offered help and will be selling popcorn and lolly bags.
 - Tracey filled in details for YTIC for Rachael White LSC, for hire of Yanco Sportsground. Cost is \$144.00 (Oval 4hrs @ \$15hr = \$60, amenities 4hrs @ \$21.00 = \$84)
 - YTIC to supply toilet paper and hand towels
 - Committee needs to organise approx. 15 bins from LSC.
 - Committee needs to look parking and entry to sportsground
 - Brent has received information on the licence fee for "Cool Runnings", cost will be \$650.00
 - Brent has also contacted Tim Coulter regarding screen hire, \$60.00 plus Tim will bill his time to YTIC (approx. \$60ph). The screen is inflatable and YTIC will get clarification on the sound system required.
 - Tracey will contact Meg Rowlands to see if she is available for face painting.
 - YTIC will sell glow sticks, Tessa to source the glow sticks.
 - Tessa to email Fran at LSC to display our film evening poster on the electronic noticeboard in Leeton.
 - YTIC members will encourage the community attending the evening to bring your own blankets, bean bags and chairs.
4. *YTIC reaching out to our Yanco community*. Committee decided to reach out to other organisations in Yanco, in the form of a letter/invitation, for representatives in each group to attend and potentially join YTIC to extend our community outreach and involvement.

NEXT MEETING

Monday 7 July 2025

MEETING CLOSED

6.50pm

Minutes of Yanco Town Improvement Committee AGM

DATE	7 July 2025
MEETING COMMENCED	6.10PM
CHAIRPERSON	Tracey Hamilton

IN ATTENDANCE

Tracey Hamilton, Brent Lawrence, Helen Macarthur, Annette Ashton,
Councillor Krystal Maytom, Trevor Harrison and Loma Harrison.

APOLOGIES

Councillor Boston Edwards, Karen O'Grady, Tessa Hamilton, Hugh Milvain, Liz Mason, Jacinta Wheeler.

APPROVAL OF MINUTES

Minutes of the June 2025 meeting approved
Moved Loma Harrison Seconded Annette Ashton

CORRESPONDENCE

IN

- Emails regarding our Community Action Plan with Peter Kenyon – *Brent mentioned that the CAP will be endorsed at the August 25th Council Meeting with all members of YTIC invited to attend.*
- Jason Sachs YAHS reply to "Invitation to Join YTIC" email.
- Email from Denise McGrath Director YASC asking for letter of support regarding grant application funding – *All members in favour*

OUT

- Minutes of June 2025 meeting
- Various emails regarding
 - Workshop with Peter Kenyon
- Letters/emails to the following Yanco organisations regarding joining YTIC
 - YAHS Old Boys
 - YAHS Senior Students
 - YAHS Staff

- Yanco Hotel
- Staff DPI
- Yanco Wamoon RLFC
- Yanco Powerhouse Museum
- Leeton & District Aboriginal Land Council
- Yanco RFS
- Yanco Leeton Swimming Club

GENERAL BUSINESS

1. Bank Account Balance as at 30 June 2025, \$17,946.88.
2. Community Film Evening:-
 - a. Tess is working on flyers and asked about advertising on Facebook. Committee agreed to pay \$60 for the two weeks prior to the event.
 - b. Brent is organising a meeting with Tim Coulter at Yanco Sportsground. We will need a DVD of Cool Runnings or a copy downloaded to USB as streaming from the internet may not be that successful as internet connection is not that reliable. Whilst there we will inspect facilities eg handtowel etc. All YTIC members will be informed of the time of the meeting and are asked to attend.
 - c. Krystal advised to check that the auto sprinklers are not programmed to run that evening.
 - d. Brent will organise 15 extra bins.
 - e. Movie length is 1hour 30 minutes with a start at 6.30pm and gates open from 5pm.
 - f. Back up location will be Yanco Club Auditorium.
 - g. Tessa is going to purchase glow sticks for YTIC to sell.
3. Brent informed the committee about the Small Towns Conference, being facilitated by Peter Kenyon, in Kapunda SA. LSC General Manager has approved for a member of both TIC's, plus Brent to attend. Tracey will be attending representing YTIC. The conference will run for 4 days in late September 2025.

NEXT MEETING

Monday 4 August 2025

MEETING CLOSED

6.55pm

Minutes of Yanco Town Improvement Committee AGM

DATE	4 August 2025
MEETING COMMENCED	6.05PM
CHAIRPERSON	Tracey Hamilton

IN ATTENDANCE

Tracey Hamilton, Brent Lawrence, Annette Ashton, Tessa Hamilton and Hugh Milvain.

APOLOGIES

Councillor Krystal Maytom, Liz Mason and Helen Macarthur.

APPROVAL OF MINUTES

Minutes of the July 2025 meeting approved

Moved Tessa Hamilton Seconded Annette Ashton

CORRESPONDENCE

IN

- Emails regarding our Community Workshop with Peter Kenyon and Steph from Rural Aid.
- Beyond Bank – Renovations at Leeton Branch, change of address for time being.
- Reply from Leeton Yanco Swimming Club Re: Joining YTIC – will table the letter at their next meeting
- Invoice for the licensing permit for the public screening of Cool Runnings.
- Note from Leeton Lions Club regarding a new Christmas Lights tour of Yanco with the Lions Train. Proposed pick up 8.30pm, 2 hour tour at a cost of \$5 per person. Proposed dates, December 9, 16 and 23. Discussion was held and all present agreed that this is a wonderful idea for our residents and Tracey will contact Bob at Leeton Lions agree to the proposal.

OUT

- Minutes of July 2025 meeting
- Various emails regarding
 - Community Action Plan

TREASURERS REPORT

Bank balance as at 31 July 2025 \$17,234.91

Tessa reported that the account from Roadshow for the public screening of "Cool Runnings" has been paid.

Moved Tessa Seconded Tracey

GENERAL BUSINESS

1. Movie Night: Tracey explained the meeting held with Tim Coulter regarding the operation of the portable screen and projector. Tessa and Tracey have also tested wifi strength at the sportsground and all is good.
Yanco School P&C along with Yanco Wamoon FC are all prepared for the catering on the night. Checked with Yanco Wamoon committee member and we are able to use the bins already stored on site as well as the witch's hats.
Received a message from Yanco RFS and they will be bringing a fire truck to our movie night along with some give aways for the children. The Brigade is also looking to becoming more involved with community events.
2. Hugh reported that the layback gutter has been installed on footpath crossing Gogeldrie St.
3. Tracey raised concern over the mounting garden refuge in the Eventide Homes property. Will send photos to Brent to forward to relevant authorities.
4. Annette asked if Council could clean out "Bills Horse Trough" situated at the beginning of the main street.
5. Brent asked Tessa and Tracey to attend the Council meeting on 26 August 2025 as the Community Development Action Plan will be endorsed. Both agreed to attend.
6. Brent spoke of the Local Heritage Grants that are now available. Closing date 31 August 2025.
7. Brent also presented the agenda for the National Small Town Reinvention Conference to be held late September 2025 in Kapunda SA, which Tracey, Brent and Whitton committee member, Lorraine Kefford will be attending.

NEXT MEETING

Monday 1 September 2025

MEETING CLOSED

6.45pm

ITEM 8.2.8. **MINUTES - YANCO HALL AND MARKET COMMITTEE - MEETINGS HELD ON 2 JUNE 2025 & 4 AUGUST 2025**

AUTHOR/S: Manager Business Services

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council with the Minutes of the Yanco Hall and Market Committee meetings held on Monday 2 June 2025 and Monday 4 August 2025.

The Minutes are prepared by volunteers who sit on the Committee and are presented as supplied to Council.

RECOMMENDATION

THAT Council receives for information the Minutes of the Yanco Hall and Market Committee meetings held on 2 June 2025 and 4 August 2025.

REPORT

(a) Background

The Section 355 Yanco Community Hall and Market Committee has been established to:

- Oversee the day-to-day operations of the Yanco Community Hall and Market as per the delegation issued by Council.
- Promote optimum usage of the Yanco Community Hall.
- Care for and maintain the facility through responsible day-to-day management.

(b) Discussion

A full copy of the Minutes for the meetings held on 2 June 2025 (**Attachment 1**) and 4 August 2025 (**Attachment 2**) have been included.

During the Yanco Hall and Market Committee meetings held on 2 June and 4 August 2025, the key points of discussion were:

- A new Facebook page for Yanco Hall markets has been setup so that stall holders can put up when they are coming to the markets and so everyone can see what stalls will be available at each market. The new Facebook page is called Yanco Community Markets.
- Yanco markets are now being advertised on the billboard heading into Leeton from the Griffith entry to town, the week before each market.

(c) Options

Nil - this report is for information only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Yanco Hall and Market Committee is a Section 355 Committee, and any identified day-to-day maintenance issues are met through Council's annual maintenance program. Committee's finances are reported routinely by the Treasurer at Committee meetings and are discussed in detail.

If outside that budget allocation scope, any new enhancements proposed for the Hall by the Committee are to be funded via the Yanco Hall and Market Committee term deposit. The term deposit for the Yanco Hall and Market Committee as at 30 June 2025 has \$16,817.92 in its account.

The Yanco Hall and Markets Committee financials are included (**Attachment 3**).

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Procedures for the Administration of the Code of Conduct
Public Interest Disclosures Policy
Records Management Policy
Revenue Policy (including fees and charges)
Volunteer Handbook
Volunteer Policy
Committee – Terms of Reference
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

The legislative non-compliance of a Section 355 Committee could have legal, reputational, political and financial impacts.

CONSULTATION

(a) External

Committee members

(b) Internal

Events Officer

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, Murrumbidgee and Yanco.

1. Community Development and Community Services 1.9 Provide halls for communities to meet

1.9.2 Provide access to Yanco, Murrumbidgee and Whitton Community Halls through Section 355 Committees

ATTACHMENTS

1. Yanco Community Hall Committee Meeting Minutes Monday 2 June 2025 [8.2.8.1 - 3 pages]
2. Yanco Community Hall and Markets Committee Meeting Monday 4 August 2025 [8.2.8.2 - 4 pages]
3. Yanco Community Hall and Markets Committee Financials [8.2.8.3 - 2 pages]

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MEETINGS MINUTES

MONDAY, 2nd June 2025

The meeting was held today Monday the 2nd June 2025 as some members were unable to attend on the 12th May 2025.

Meeting opened at: 1:27pm

PRESENT:

Hugh & Yvonne Milvain, Pam Bonfield, Tony & Josie Bagiante, Beryl Coeli, Robert Hermes, Brent Lawrence(council) and April Lamprey.

Apologies:

Terry Coeli

MINUTES FROM PREVIOUS MEETING

Read

Next meeting 11th August 2025 which is the AGM.

Moved by: Josie

Seconded By: Yvonne

BUSINESS ARISING

- Graeme Walsh has not answered phone for floor quotes so others are needed to be found.
- No free tables for stall holders even when slow.

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MEETINGS MINUTES

- One large trolley still causing problems, so two new trolleys was agreed on to purchase from Bunning's for \$139 each.

Moved by: Tony

Seconded By: Pam

FINANCIAL REPORT

- Market has gone up a bit
- Electricity bill to be paid
- Hall insurance to be paid

Moved by: Yvonne

Seconded by: Josie

CORRESPONDENCE

Electricity and hall insurance bills.

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MEETINGS MINUTES

GENERAL BUSINESS

- Pam to purchase a calculator from office choice for doing the treasurer reports.
- A new face book page to be set up so stall holders can put up when they are coming to the markets and so everyone can see what stalls will be available at each market. The new face book page is called Yanco Community Markets.
- Markets are now up on the billboard heading into leeton from Griffith way, the week before each market.
- Stall photos to be taken each market for face book page, stall holders need to be asked if they want to be in the photos.
- More signs for advertising the markets are on – sandwich boards. Brent and April got on Google and searched for the right ones and two have been purchased from kogan (e-safety supplies) and will arrive a Hugh's by courier. The total cost of the new signs was \$209.82. The signs are waterproof and message 900 by 600mm, \$88 each plus postage.

Meeting closed at 2:12pm

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MINUTES

4th August 2025

MEETING OPEN AT: 1:35pm

PRESENT

Hugh & Yvonne Milvain, Pam Bonfield, Tony & Josie Bagiante, Beryl Coeli, Robert Hermes, Brent Lawrence (council representative) and April Lamprey

Absent

Terry Coeli

MINUTES FROM PREVIOUS MEETING:

read

MOVED BY: April

SECONDED BY: Robert

BUSINESS ARISING FROM PREVIOUS MEETING:

Hugh to contact Leeton floors for quote on floors.

Page 1 of 4

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MINUTES

Trolleys have been purchased.

Signs have been purchased and completed.

MOVED BY: Josie

SECONDED BY: Pam

FINANCIAL REPORT:

Per attached sheet

- July markets stalls and door down
- GST refund of &275
- Expenses – signs
- Trolleys
- calculator

MOVED BY: Pam

SECONDED BY: Josie

CORRESPONDENCE

Gas Bill \$146.00

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MINUTES

GENERAL BUSINESS:

Nil

MEETING closed at: 1:48pm

Next meeting is the 13th October 25 @ 1:30pm.

YANCO COMMUNITY HALL & MARKETS COMMITTEE MONTHLY MINUTES

YANCO HALL MANAGEMENT COMMITTEE FINANCIAL REPORT									
1 JUN 25 TO 31 JUL 25									
Balance Brought Forward May-25 17607.04									
Income	1/6/25 to 30/6/25								
Markets	Jun-25	638.3	Stalls	327	Door	311.3	Hall Hire		
Markets	Jul-26	280.95		171		109.95			
ATO GST REFUND		275							
Expenses		1194.25		498	421.25				18801.29
Cash sale EFPOS	Improve	276	(Trolleys)						
Essaily Supplies	Improve	209.82	(Add Boards)						
Origin	Electricity	384.81							
One Underwriting	Ins	3044.89							
Reimb Jose	Improve	69							
Cash sale EFPOS	Stationary	21.95							
		413.2							
Sub Total		443.2					0		14786.02
TERM DEPOSIT AS : 30-Jun-25 16817.92									

YANCO HALL MANAGEMENT COMMITTEE FINANCIAL REPORT

1 JUN 25 TO 31 JUL 25

Balance Brought Forward May-25 17607.04

Income	1/6/25 to 30/6/25								GST	
Markets Jun-29	638.3	327	311.3							
Markets Jul-26	280.95	171	109.95							
ATO GST REFUND	275								275	
	1194.25	498	421.25						275	18801.29
Expenses										
Cash sale EFPOS	Improve	276 (Trolleys)								
Esafety Supplies	Improve	209.82 (Add Boards)								
Origin	Electricity	384.81								
One Underwriting	Ins	3044.69								
Reimb Josie	Improve	69								
Cash sale EFPOS	Stationary	21.95								
		4151							0	
Sub Total		4452								14795.02

TERM DEPOSIT AS : 30-Jun-25 16817.92

YANCO HALL MANAGEMENT FINANCIAL STATEMENT

1 JULY 24 TO 30 JUNE 2025

Balance brought fwd	19358.41		
INCOME		EXPENDITURE	
Market Stalls	3268.40	Insurance 25/26	3044.69
		" 24/25	2750.00
Market Door	2366.00	Gas & Electric	2023.66
Hall Hire	3400.00	Cleaning	1010.00
GST (refund)	388.00	Postage	164.00
		Entertainment	264.30
TOTAL	9422.40	Improvements	3446.00
			690.00
			465.30
		Repairs	77.96
		New Trolleys (2)	276.00
		Advert Boards	209.82
		Stationary	21.95
		GST	29.00
		TOTAL	14472.68
BAL BROUGHT FWD	19358.41		
INCOME	9422.40		
SUB TOTAL	28780.81		
MINUS EXP	14472.68		
MINUS	1.20 Difference		
TOTAL	14306.93	BALANCE AS AT 30 JUNE 2025	
TERM DEPOSIT	16817.92	YEARLY INTEREST PAID	340.40

ITEM 8.2.9.

NOTES - WHITTON TOWN HALL COMMITTEE- 7 APRIL 2025

AUTHOR/S: Manager Business Services

APPROVER/S: Director Corporate/CFO

SUMMARY/PURPOSE

The purpose of this report is to provide Council with an update for information on the Whitton Town Hall Committee meeting held on Monday 7 April 2025.

The notes are prepared by volunteers who sit on the committee and are supplied to Council as presented.

RECOMMENDATION

THAT Council receives for information the notes from the Whitton Town Hall Committee meeting held on Monday 7 April 2025.

REPORT

(a) Background

The purpose of this Section 355 Committee - Whitton Community Hall Committee is to oversee the day-to-day operations of the Whitton Community Hall.

The meeting notes (**Attachment 1**) are presented as supplied by the Chairperson of the Whitton Community Hall Committee.

The Whitton Town Hall is used for community purposes. The meeting room is used regularly for Whitton Town Improvement Committee meetings, the Commoners and the Commoners Trust meetings, plus the occasional adhoc meeting.

The Hall is used for ANZAC Day services, School Presentation, LSC community consultation meetings and Whitton's Big Garage Sale. The Hall and P&C hosted a morning tea for The Early Ford V8 Car Rally and The National Veteran Vehicle Tour Group. The Hall was also the recipient of its second visit by The Big Lift Group.

Previously over the years the Hall has been hired for a variety of uses including weddings, funerals/wakes, baby showers, birthday parties, Fundraiser Do it for Dolly Ball, first aid training, Active Farmer exercise sessions, being some examples. The chairs and plastic tables are also often hired out.

In 2021, the Committee was a recipient of A People of Post grant for \$500 and Essential Energy's Community Halls Program Grant of \$200. These went towards the purchase of a push-floor sweeper.

The Hall received a Mural facelift in 2021 as part of the mural paintings project.

Combined grants from Council Community Strengthening Grants and Select Harvests grants allowed the Committee to purchase and install a community noticeboard outside the Post Office. This ticked off one of the identified priorities from the first Whitton Town Improvement Plan.

Playgroup has a special storage room within the Hall and it was used to meet weekly. Unfortunately, covid interrupted its continuity and has not been active since 2019. There have been a couple of attempts to start it back up again.

(b) Discussion

From the records of the Whitton Town Hall Committee Chairperson. The last formal meeting was held in March 2019. Covid paused in formal meeting proceedings until 2025.

A quorum was not achieved for the Whitton Community Hall Meeting which was held on Monday 7 April 2025, however a detailed update (**Attachment 1**) was provided by the Committee Chairperson.

Expressions of Interest (EOI) will be called in the upcoming months to re-establish a working committee.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Whitton Town Hall Committee financial report (**Attachment 2**) as at July 2025 has a balance of \$4,416.02.

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Procedures for the Administration of the Code of Conduct
Public Interest Disclosures Policy
Records Management Policy
Revenue Policy (including fees and charges)
Volunteer Handbook
Volunteer Policy
Whitton Town Improvement Committee – Terms of Reference
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

The legislative non-compliance of a Section 355 Committee could have legal, reputational, political and financial impacts.

CONSULTATION

(a) External

Committee Members

(b) Internal

Nil

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, Murrumbidgee and Yanco.
 - 1.9.2 Provide access to Yanco, Murrumbidgee and Whitton Halls through Section 355 Committees.

ATTACHMENTS

- 1. Whitton Town Hall Meeting Update Report as of 7 April 2025 [**8.2.9.1** - 1 page]
- 2. Financial Report July 2024 to July 2025 [**8.2.9.2** - 1 page]

Whitton Community Hall Meeting Monday 7th April 2025 6pm

Present: Tracy Catlin, Brent Lawrence (LSC)

Attachments: Financial Report July 2021-March 2025.

In the absence of enough people for a meeting, below is a basic summary of information.

From my own records it appears the last ordinary meeting was held March 2019. Covid put a pause in formal proceedings, that have not recommenced.

This does not mean that there has not been people taking care of the Hall, or that the Hall has been sitting idle.

The Hall is used for community purposes on a regular basis. The meeting room is used regularly for Whitton Town Improvement Committee meetings, The Commoners and the Commoners Trust meetings, plus the occasional ad hoc meeting.

The Hall is used for ANZAC Day services, School Presentation, LSC community consultation meetings and Whitton's Big Garage Sale. The Hall and P&C hosted a morning tea for The Early Ford V8 Car Rally and The National Veteran Vehicle Tour Group. The Hall was also the recipient of its second visit by The Big Lift Group.

The Hall has been hired for a variety of uses including, covid vax clinics, weddings, funeral/wakes, baby showers, birthday parties, Fundraiser Do it for Dolly Ball, first aid training, Active Farmer exercise sessions, being some examples. The chairs and plastic tables are also often hired out.

The Hall was a recipient of A People of Post grant in 2021 for \$500 and Essential Energy's Community Halls Program Grant of \$200. These went towards the purchase of a push floor sweeper.

Combined grants from LSC Community Strengthening Grants and Select Harvests grants allowed the Hall to purchase and install a community notice board outside the Post Office. This ticked off one of the identified priorities from the first Peter Kenyon workshop.

Playgroup has a special storage room within the Hall and used to meet weekly. Unfortunately, covid interrupted its continuity and has not been active since. There have been a couple of attempts to start it back up again. It needs a new push again.

The Hall received a Mural facelift in 2021 as part of the mural paintings project.

Whitton Community Hall has a Facebook presence.

Although this meeting was not successful, I am confident we can get a committee formed going forward.

ITEM 8.2.10. **MINUTES - LIGHT UP LEETON COMMITTEE – ANNUAL GENERAL MEETING - 17 JULY 2025**

AUTHOR/S: Events Officer

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The Light Up Leeton Committee is a Section 355 Committee of Council.

The purpose of this report is to provide Council with the minutes of the Annual General Meeting of the Light Up Leeton Committee held on 17 July 2025 (**Attachment 1**).

RECOMMENDATION

THAT Council receives for information the minutes of the Annual General Meeting of the Light Up Leeton Committee held on 17 July 2025.

REPORT

(a) Background

The Light Up Leeton Committee is a Section 355 Committee which has been established by Council to coordinate and deliver the annual Light Up Leeton event – A Christmas Extravaganza at Mountford Park.

The Light Up Leeton Committee holds regular meetings in the months leading up to the event, which is held annually.

The minutes (**Attachment 1**) of this meeting were prepared by volunteers who sit on the Committee and are presented as supplied to Council.

(b) Discussion

The Light Up Leeton Committee held their Annual General Meeting on 17 July 2025.

(c) Options

Nil – meeting minutes are for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The financial report as tabled at the Annual General Meeting is included with this report as (**Attachment 2**).

The Light Up Leeton Committee is a Section 355 Committee and currently manages their own finances.

Council provides its contribution to this annual event in the form of \$5K sponsorship which contributes towards event costs and staff wages.

(b) Policy

Code of Conduct
Child Safe Policy
Light Up Leeton Committee Terms of Reference
Work Health & Safety Statement
Volunteer Handbook

(c) Legislative/Statutory

Local Government Act 1993

Under Section 355 (b) of the *Local Government Act 1993* a Council may exercise its functions by a Committee of Council.

(d) Risk

The legislative non-compliance of a Section 355 Committee could have legal, reputational, political and financial impacts.

CONSULTATION

(a) External

Committee members

(b) Internal

Events & Tourism Officer
Manager WHS, QA & Risk

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 International Women's Day, Grandparents Day, International Day of People with Disability, Australia Day, Light up Leeton and Fiesta La Leeton.

1.6.1 Coordinate key Council led community events including Australia Day, Light Up Leeton and Fiesta La Leeton.

ATTACHMENTS

1. Light Up Leeton Committee Meeting Minutes AGM 17 JUL 2025 [**8.2.10.1** - 2 pages]

2. Light Up Leeton Committee Treasurers Report AGM 17 JUL 2025 Redacted
[8.2.10.2 - 8 pages]

MINUTES

2025 AGM and Committee Meeting Thursday 17th July 2025



Meeting opened 6.06pm

Present – Fran Macdonald, Ray & Alma Herrmann, Angela McNamara, Carol Weston, Maureen Sheldrick, Cr Nicholas Wright

Apologies – Sarah Graham, Lusi Koroï, Fem Scanu

Minutes of Previous AGM – *presented*

Moved Ray Herrmann, seconded Carol Weston

President's Report

- in the absence of incumbent president, the introductory statement from the Post Event report compiled by Fran Macdonald that was submitted to Council was read

In 2024, Light Up Leeton celebrated its 29th year, continuing its tradition as a cherished community event. This year's concert featured 25 talented acts, drawing approximately 2,250 attendees and bringing together both long-standing participants and fresh faces.

Roving entertainment and face painting added to the carnival atmosphere, whilst a familiar advertising campaign—including radio and television—helped broaden the event's reach, generate positive feedback from patrons and stallholders, and enhance sponsor recognition. Exciting new sponsorships and partnerships have also opened doors for Light Up Leeton to expand its festive offerings in the future.

While attendance was lower than in previous years, this may be attributed to the packed schedule of events leading into the festive season. Traditionally held on the first Sunday of December, this year's event was moved to the following weekend to avoid clashing with the NSW Schools Spectacular, ensuring that performers, volunteers, and patrons could fully participate—critical to the event's success and the fundraising efforts of community stallholders.

Moved Maureen Sheldrick, seconded Alma Herrmann

Treasurer's Report – *tabled*

Moved Angela McNamara, seconded Nicholas Wright

All positions declared vacant

President – Nicholas Wright – nominated by self, seconded Alma Herrmann *carried unopposed*

Treasurer – Ange McNamara – nominated by self, seconded Nicholas Wright *carried unopposed*

Secretary – Fran Macdonald (LSC) ineligible to nominate for position as a Council representative on the committee, but will prepare minutes for presentation to Council *carried unopposed*

AGM component closed 6.23pm

GENERAL BUSINESS

- **Grants available from Leeton Soldiers Club**

Leeton Soldiers Club has funding available through multiple streams (ClubGrants, general sponsorship, Wade Club fund) which may be available to us – need to check criteria and how to apply, whether support can be monetary or inkind. Fran and Ange to follow up.

- **Raffle**

Proceeds in 2024 were significantly down from previous year – generally attributable to less crowd attendance as a whole, but also due to position. Suggested that we need persons to move through crowd selling tickets, and perhaps change locations – particularly on the Church St side. Could also potentially sell tickets in Jarrah Mall, on Saturday at Markets.

- **Festoon Lights, Street and other Decorations**

All committee members to keep an eye out and shortlist locations for LUL festoon lights. Intent is a public space that all can enjoy. Previously located briefly in Mountford Park but vandalised (loss of up to 80 bulbs). Option of a metal spiral (like in Narrandera) something to look in to? Location?

Maureen suggested spotlighting the trees in Mountford Park with different colours – Fran to check with Parks team if that's a possibility (access, safety).

Tree donation from Trudi Alampi – unfortunately, the offer was not followed up last year as intended. Fran will reconnect to express thanks for the generous donation and check whether the tree has since found a new home.

Fran advised committee that current street baubles are being “thinned” as they go up each year. Outdoor staff who install them have raised concerns about the safety of affixing the baubles to some structures, as the condition of certain awnings has made installation increasingly unsafe and risk damage to the structures. While baubles will still be installed, they may not appear in all previous locations. Committee asked to explore inspiration from other towns to identify alternative decoration options for future.

- **Meetings**

Committee to meet monthly up until two months prior to event, starting fortnightly meetings (first & third weeks) in October and weekly meetings in November.

Next meeting: 6pm, Thursday 21 August

Future meeting dates: 4 & 18 September
2 & 16 October
6, 13, 20 & 27 November
4 December
7 December – EVENT
Wednesday 17 December (tentative)
– for wrap of light competition prizes, to make newspaper deadline)

Meeting closed 6.47pm



c/- Leeton Shire Council, 23-25 Chelmsford Place, Leeton NSW 2705

LIGHT UP LEETON - 2024-25 TREASURERS REPORT
Annual General Meeting 2025

As Treasurer of the Light Up Leeton Committee, I have great pleasure in presenting this 2024-2025 Finance Report. The 2024 Community Concert was a wonderful success with great positive feedback from the community.

The 2025 financial year will commence with approximately the same funds as 2024. Less funds were received from community grants and sponsorships. And less monies were received on the nights raffle.

Opening balance as at 01/07/2024 as per bank statement = \$11846.74

Income 2024-2025:

Sponsorships = \$7350.00
Stall Fees = \$600.00
Raffle Money = \$547.05
Petty Cash Deposited = \$144.00
Interest = \$58.20

Total Income 2024-2025 = \$8699.25

Expenditure 2024-2025:

Reimbursement to Committee members = \$1665.06
Accounts Paid = \$6827.30
Petty Cash = \$200.00

Total Expenditure 2024-2025 = \$8692.36

CLOSING BALANCE AS AT 30TH JUNE, 2025 as per bank statement = \$11853.63

See attached Financial Balance Sheet for details

Signed: _____

Angela McNamara-Treasurer)

Date: 3.7.25

In 2024 Light Up Leeton received one grant to assist with the concert:

Leeton Shire Council = \$5000.00

Two errors were made during this financial banking:

- 1) Deposit error made by Beyond Bank of \$604.23 on 10/10/24 . Debit reversal made of same amount on 11/10/24
- 2) Payment error made by Treasurer, Angela McNamara of \$300.00 to Leeton Shire Council. Credit made to LUL account on 24/01/25.

Reimbursements:

<i>Fran Macdonald</i> - Purchase of Gift Card from Golden Apple for raffle prize	\$250.00
Exiting Committee Members farewell gifts	\$187.10
Bottled water for Committee on Concert Day	\$ 18.06
Gift for Mr Bullocks for use of bike on Concert Day	\$ 59.90
LUL Competitions prizes	\$900.00
<i>Angela McNamara</i> - Purchase of Gift Cards for MC on Concert night	\$100.00
Purchase of Gift Card for exiting Committee	
Members	\$150.00

Accounts:

<i>Process Printers</i>	Raffle Tickets	\$286.00
<i>Leeton Soldiers Club</i>	End of Event Dinner for Committee	\$266.30
<i>Leeton Shire Council</i>	Reimbursement-Services S355 Committee	\$5675.00
<i>Leeton Shire Council</i>	Reimbursement-Window Display Winner	\$300.00
<i>GJ & HM Files</i>	Window Display Winner	\$300.00

LIGHT UP LEETON

YEARLY FINANCIAL BALANCE – AS AT 01/07/2024 -30/06/2025

	OPENING BALANCE As at 01/07/2024	AMOUNT	TOTAL	\$11846.74
RECEIPTS				
SPONSORSHIPS	Bill Arnold P/L	100.00		
	Microtech DPS	2000.00		
	Maguires P/L	250.00		
	Stahmann Webster	1000.00		
	Anthony Boots (Hydro)	2000.00		
	Leeton Toyoto	1000.00		
	Weston & Weston	250.00		
	Beyond Bank	500.00		
	Milbrae	250.00	\$7350.00	
STALL FEES	Various	600.00	\$600.00	
RAFFLE MONEY	Concert Night	547.05	\$547.05	
PETTY CASH BALANCE		144.00	\$144.00	
INTEREST			\$58.20	
TOTAL INCOME				\$8699.25
PAYMENTS				
REIMBURSEMENTS -Committee	A. McNamara-Gift Cards	250.00		
	F.A. Macdonalld-Various	1415.06	\$1665.06	
ACCOUNTS	Process Printers	286.00		
	Leeton Soldiers Club	266.30		
	Leeton Shire Council	5675.00		
	Leeton Shire Council	300.00		
	GJ & HM Files	300.00	\$6827.30	
PETTY CASH	Coffees for Committee on Concert Day	200.00	\$200.00	
TOTAL EXPENDITURE				\$8692.36
BANK BALANCE	CLOSING BALANCE As at 30/06/2025			\$11853.63

In 2024 Light Up Leeton received one grant to assist with the concert:

Leeton Shire Council = \$5000.00

Two errors were made during this financial banking:

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Reimbursements:

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Gift for Mr Bullocks for use of bike on Concert Day \$ 59.90

LUL Competitions prizes \$900.00

Angela McNamara - Purchase of Gift Cards for MC on Concert night \$100.00

Purchase of Gift Card for exiting Committee

Members \$150.00

Accounts:

Process Printers Raffle Tickets \$286.00

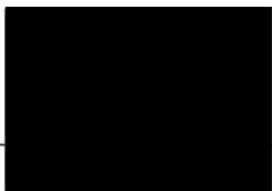
Leeton Soldiers Club End of Event Dinner for Committee \$266.30

Leeton Shire Council Reimbursement-Services S355 Committee \$5675.00

Leeton Shire Council Reimbursement-Window Display Winner \$300.00

GJ & HM Files Window Display Winner \$300.00

Signed:



(A. McNamara-Treasurer)

Date: 3.7.25

LEETON SHIRE COUNCIL
Ordinary Council Meeting - Tuesday 26 August 2025



See a transaction you don't recognise?

Would You Like To View More Transactions?

Date: 03/07/2025

Transaction: ALL

Showing: 04/06/2024 - 01/07/2025

Order: Newest First

Light Up Leeton - 01008893 Angela Majella McNamara

Date	Description	Amount	Balance
30/06/2025	Interest Credit	\$2.39	\$11,853.63
31/05/2025	Interest Credit	\$3.52	\$11,851.24
30/04/2025	Interest Credit	\$3.41	\$11,847.72
31/03/2025	Interest Credit	\$3.76	\$11,844.31
28/02/2025	Interest Credit	\$4.54	\$11,840.55
31/01/2025	Interest Credit	\$5.29	\$11,836.01
24/01/2025	Direct Credit Leeton Shire Cou - 846.01	\$300.00	\$11,830.72
17/01/2025	Batch Ext TFR - NET# 917677121 to 10270208 FA Macdonald CBA - Wagga Wagga	-\$1,415.06	\$11,530.72
08/01/2025	Batch Ext TFR - NET# 2269678203 to 10300574 GJ & HM Files CBA - Leeton NSW	-\$300.00	\$12,945.78
07/01/2025	Batch Ext TFR - NET# 2269311580 to 28013856 Leeton Shire Council CBA - Leeton NSW	-\$300.00	\$13,245.78
31/12/2024	Interest Credit	\$7.82	\$13,545.78
27/12/2024	Batch Ext TFR - NET# 2265009232 to 28013856 Leeton Shire Council CBA - Leeton NSW	-\$300.00	\$13,537.96
27/12/2024	Batch Ext TFR - NET# 2265008932 to 28013856 Leeton Shire Council CBA - Leeton NSW	-\$5,675.00	\$13,837.96
21/12/2024	Osko Payment From ST PETERS ANGLICAN CHURCH OF AUSTRALIA Ref#866240856	\$50.00	\$19,512.96
20/12/2024	Batch Ext TFR - NET# 2262024527 to 10294514 Leeton Soldiers Club Ltd. CBA - Leeton NSW	-\$266.30	\$19,462.96
09/12/2024	Raffle Money	\$547.05	\$19,729.26
09/12/2024	Petty Cash Balance	\$144.00	\$19,182.21
09/12/2024	Stall Holder Fees	\$550.00	\$19,038.21
06/12/2024	Batch Ext TFR - NET# 2255683684 to 053885746 Angela McNamara STG - Sydney - NSW	-\$250.00	\$18,488.21
03/12/2024	Withdrawal - Cash	-\$200.00	\$18,738.21
30/11/2024	Interest Credit	\$6.49	\$18,938.21
28/11/2024	Osko Payment From ANTHONY BOOTS INVESTMENTS PTY LTD Ref#865072603	\$2,000.00	\$18,931.72
22/11/2024	Batch Ext TFR - NET# 2249373899 to 10002165 Process Printers CBA - Narrandera NSW	-\$286.00	\$16,931.72
18/11/2024	Direct Credit MicrotechDPS - 826403	\$2,000.00	\$17,217.72
13/11/2024	Direct Credit Leeton Toyota - 2024006	\$1,000.00	\$15,217.72
31/10/2024	Interest Credit	\$5.84	\$14,217.72
16/10/2024	Direct Credit Leeton Shire Cou - 846.01	\$1,000.00	\$14,211.88

LEETON SHIRE COUNCIL
Ordinary Council Meeting - Tuesday 26 August 2025

11/10/2024	Ext TFR - Staff Assisted# 2231647610 to 018052685 Beyond Bank Australia NAB - nabCorp SA	-\$604.23	\$13,211.88
10/10/2024	Direct Credit Beyond Bank - BEYOND BANK AUSTRA	\$604.23	\$13,816.11
01/10/2024	Milbarie Inv 2024002	\$250.00	\$13,211.88
30/09/2024	Interest Credit	\$5.08	\$12,961.88
26/09/2024	Direct Credit Beyond Bank - BEYOND BANK AUSTRA	\$500.00	\$12,956.80
18/09/2024	Direct Credit Weston & Weston - WestonWeston	\$250.00	\$12,456.80
13/09/2024	Direct Credit BILL ARNOLD PTY - Bill Arnold P/L	\$100.00	\$12,206.80
02/09/2024	Osko Payment From MAGUIRES PTY LTD Ref#861013891	\$250.00	\$12,106.80
31/08/2024	Interest Credit	\$5.03	\$11,856.80
31/07/2024	Interest Credit	\$5.03	\$11,851.77
30/06/2024	Interest Credit	\$4.87	\$11,846.74

LIGHT UP LEETON

YEARLY FINANCIAL BALANCE – AS AT 30/06/2023 -30/06/2024

	OPENING BALANCE As at 30/06/2023	AMOUNT	TOTAL	\$8596.45
RECEIPTS				
GRANT	Leeton Soldiers Club	\$1000.00	<i>\$1000.00</i>	
SPONSORSHIPS	Bill Arnold P/L	\$100.00		
	Microtech DPS	\$2000.00		
	Maguires P/L	\$250.00		
	Mark Hunter Boyd	\$250.00		
	Blue Frog Optics	\$500.00		
	Stahmann Webster	\$1000.00		
	Watertek Civil Pty Ltd	\$1000.00		
	Anthony Boots (Hydro)	\$1000.00		
	E.B. Mawson & Sons P/L	\$250.00		
	Leeton Toyoto	\$1000.00		
	Chris & Maria Woods	\$1000.00	<i>\$8350.00</i>	
STALL FEES	Various		<i>\$ 650.00</i>	
RAFFLE MONEY	Concert Night		<i>\$989.80</i>	
INTEREST			<i>\$59.60</i>	
TOTAL INCOME				\$11049.40
PAYMENTS				
REIMBURSEMENTS -Committee	Fran Macdonald-Decos.	<i>\$89.97</i>		
	Gwen Spadaro-Lollypops	<i>\$42.15</i>		
	Robyn Retallick-Raffle Basket	<i>\$8.00</i>		
	Fem Scanu-Comm.T/Shirts	<i>\$120.99</i>		
	Fran Macdonald- RafflePrize	<i>\$250.00</i>		
	Fran Macdonald-Gift Cards	<i>\$900.00</i>		
	Gwen Spadaro-Gift-T.Irvin	<i>\$100.00</i>	<i>\$1511.11</i>	
ACCOUNTS	Worklocker Leeton	<i>\$483.00</i>		
	Decona Pty Ltd	<i>\$1150.00</i>		
	Golden Chicken	<i>\$239.00</i>		
	Rural Press P/L	<i>\$750.00</i>		

	Leeton Shire Council (reimb.AV Production)	\$2860.00	\$5482.00	
GIFT CARDS	G&L Johnstone(Mitre10)	\$300.00		
	Lanhams Jewellers	\$300.00	\$600.00	
DISHONOUR FEE	F.Macdonald-Wrong A/C		\$6.00	
PETTY CASH	Various – Concert Day		\$200.00	
TOTAL EXPENDITURE				\$7799.11
BANK BALANCE	CLOSING BALANCE As at 30/06/2024			\$11846.74

Signed: _____ (A. McNamara-Treasurer) Date: _____

ITEM 8.2.11. **MINUTES - WHITTON COURTHOUSE & HISTORICAL MUSEUM COMMITTEE**

AUTHOR/S: Museum, Gallery & Heritage Coordinator

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The purpose of this report is to provide Council with minutes (**Attachment 1**) of the Whitton Courthouse and Historical Museum Committee held between February and June 2025.

RECOMMENDATION

THAT Council notes for information the minutes from Whitton Courthouse and Historical Museum Committee meetings held between February and June 2025.

REPORT

(a) Background

The purpose of the Whitton Courthouse and Historical Museum Committee is to:

- Oversee the day-to-day operations of the Whitton Courthouse and Historical Museum as per the delegation issued by Council.
- Overview the strategic direction of the Whitton Court House and Historical Museum and provide reports and recommendations to the Council as considered appropriate.
- Promote optimum usage of the Whitton Courthouse and Historical Museum.
- To care for and maintain the Whitton Courthouse and Historical Museum through responsible day-to-day management.
- To ensure the safety of the patrons of the Whitton Courthouse and Historical Museum.

(b) Discussion

Key Highlights (Feb–June 2025)

Reopening and Site Management:

- Discussion continued around the reopening of the Museum, with a decision to maintain the 355 Committee structure due to limited volunteer capacity and complex site issues.
- Although the Museum remains closed to the public, numerous requests for access have been received (e.g., car rallies, bus tours, aged care groups), all responded to with updates on the prolonged closure.

Governance and Documentation:

- The Committee committed to drafting a new Strategic Plan and updating the Terms of Reference, including clarifications on volunteer expectations, financial protocols, and safety responsibilities.

- The Whitton Courthouse and Historical Museum Committee Collection Policy is being revised using the Museums & Galleries NSW template, with attention given to a wind-up clause outlining the responsible disposal of undocumented or sensitive items.

Heritage and Refurbishment:

- As part of the 2025-2029 Delivery Program, Council endorsed the proposal for a refurbishment plan for Whitton Courthouse and Historical Museum.

Technology and Finance:

- Treasurer (Lexi Hone) resigned from her position. Chairperson (Tracy Catlin) has accepted the role temporarily.
- Committee expressed concern over the high ongoing cost of 3cTech services. A request to pause these services was initiated.
- Treasurer reports across meetings showed a stable balance (~\$5,400–\$5,600), with regular deductions for internet and security services.

General Operations:

- Permission was granted for Margaret Strong to use museum photos in her upcoming history book, with appropriate acknowledgements.
- A three (3) month deadline has been issued to a community member for the removal of his personal items on-site due to safety concerns during upcoming works.

(c) Options

Nil – this report is for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Whitton Courthouse and Historical Museum Committee is a Section 355 Committee which manages its own finances. Any identified minor maintenance issues are met through Council's annual maintenance program.

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Delivery Program 2025-2029 and Operational Plan 2025-2026
Volunteer Handbook

(c) Legislative/Statutory

Heritage Act 1977
Local Government Act 1993 (LG Act)

(d) Risk

The legislative non-compliance of a Section 355 Committee could have legal, reputational, political and financial impacts to Council.

Council has deemed the site encompassing Whitton Courthouse and Historical Museum unsafe and put in place restrictions. Currently visitation is paused until necessary rectification works are completed. To further reduce risk, Council has also deemed it necessary that volunteer access be limited, where possible, until conditions improve.

CONSULTATION

(a) External

Section 355 Committee members

(b) Internal

Director Operations
Manager WHS, QA & Risk

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

- 2. Museum, Arts and Cultural Services
 - 2.2 Support the Whitton Museum Committee and Yanco Museum Committee.
- 9. Governance and Corporate Services
 - 9.1 Deploy reliable and efficient corporate and project governance.
 - 9.8 Deploy reliable, effective and authentic community engagement.
- 2.2.1 Support the Whitton Museum Committee (355).
- 9.8.1 Communicate and engage with the Community effectively.

ATTACHMENTS

- 1. Minutes - Whitton Courthouse and Historical Museum Committee [**8.2.11.1** - 14 pages]

Whitton Courthouse and Historical Museum 355 Committee - 10.00am, 29/8/24, LMAG

Agenda

1) Apologies – Lexi Hone

2) Minutes of Previous Meeting

2b) Business arising from those Minutes.

- Historical Society Proposal /Agreement from LSC – Feedback requested from WC&HM.
- Final brief discussion about Andrew Reilly’s Malthouse Proposal in 2022.

3) Correspondence – none noted.

4) Treasurer’s Report – Is it required following an AGM?

5) Specific items of business

- Margret Strong seeks permission to use photos from the Whitton Museum collection for a book she is writing about Whitton’s evidence-based history. All photos used will be acknowledged as being from that collection. Is permission sought from the WC&HM 355 Committee and / or from LSC?
- Queries re 355 Committee TOR.

1. Purpose and Scope – We need to develop our own Strategic Plan for the next two years until a new Committee will be appointed. (We aim to bring that to the next meeting.)

-“...care for and maintain the facility...” Needs to include the words ‘Museum Collection’.

-“..ensure safety of the patrons..” Needs to be reworded, as that premise is impossible. We can take all reasonable care, but cannot ‘ensure’ due to factors including individual patron behaviour.

6. Work, Health and Safety – Would LSC check the reverse-cycle air conditioner in the Waiting Room, which is currently not working? Volunteers and visitors need a cool retreat in summer.

7.2 Public Liability Insurance – Statements focus on volunteers as witnesses to a visitor incident / accident but it could be another visitor or a passerby. Does a volunteer gather the witness statements and does that volunteer need to be ‘signed on’. If not, “volunteer” needs deleting.

11.2 Financial Management Book of Accounts – Needs updating to include digital payments from patrons and to volunteers who claim expenditure. The majority of our society expects to make digital payments and cheques are being phased out.

TOR need to be updated from 2016 to include LSC policies on WWCC for WC&HM volunteers and the LSC Volunteer Application Form. Regarding the latter, when are new volunteers required to formally apply? Will we be informed at or before our next meeting, with the new Council term?

6) General Business

7) Date of next meeting.



LEETON
SHIRE COUNCIL

MINUTES OF THE
Whitton Courthouse and Historical
Museum Committee
19th March 2025
COMMENCING AT 6.00 PM

**AT THE WHITTON COURTHOUSE AND HISTORICAL
MUSEUM**

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 

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee – 19 March, 2025

1. OPEN MEETING/CHAIR ADDRESS

Meeting commenced at 6.10pm

2. ACKNOWLEDGEMENT OF COUNTRY

Leeton Shire Council acknowledges the Wiradyuri People and their continued impact 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 and present, of our Shire.

3. ATTENDANCE/PRESENT/APOLOGY

			Present	Apology
Tracy Catlin	Chairperson, Whitton Courthouse and Historical Museum 355	Tracy	Yes	
Margaret Strong	Secretary, Whitton Courthouse and Historical Museum 355	Margaret	Yes	
Cr Michael Kidd	LSC Councillor representative	Michael	Yes	
Cr Nicholas Wright	LSC Councillor representative	Nick	Yes	
Karen Barrett	Museum, Gallery & Heritage Coordinator, LSC rep	Karen	Yes	

4. DECLARATION OF CONFLICT OF INTEREST

NIL

5. MINUTES FROM THE PREVIOUS MEETING

RECOMMENDATION

That the Minutes of the Whitton Courthouse and Historical Museum Committee held on **10/2/25**, as circulated, be taken as read and CONFIRMED.

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee – 19 March, 2025

6. CORRESPONDENCE

6.1. CORRESPONDENCE IN

Date Received	Title	Recipient
6/3/25	Phone request for Museum visit – family history	Margaret
6/3/25	Phone request for researcher to visit Museum	Tracy
7/3/25	Access denied	Margaret + Tracy

6.2. CORRESPONDENCE OUT

Date Sent	Title	Recipient
6/3/25	Email request for Museum visits as above	Karen

7. TREASURERS REPORT

The Treasurer reported a current balance of \$5,643.22

- Recent transactions included PO Box payment and the monthly deductions for internet security services.

8. UPDATE ON OUTSTANDING MATTERS AND ACTIONS

Item No.	Action	Resp. Person	Initial Due Date	Notes/Comments
2(b)	What future support would come from LSC for an Historical Society to run the Museum?	Karen	19/3/25	Karen verbally outlined Financial and Knowledge support from Council – advised by Michele Evans.
2(b)	Request from Tracy to reopen Museum now and from Margaret to have a graduated reopening in due course.	Karen	19/3/25	No progress yet on the second part of this action.
5(a)	355 Committee or Historical Society in future?	Margaret + Tracy	19/3/25	355 Committee will continue, as volunteer numbers are too low to run a Historical Society. Also, many issues exist on site that are outside the expertise and responsibility of volunteers.
5(b)	Discuss aspects of WC&HM Collection Policy	Margaret	19/3/25	Museums + Galleries Victoria template was recommended by Museum Advisor, Petra Player, in 2021. Karen suggested

3 of 4

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee – 19 March, 2025

				that the NSW template will serve us better.
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9. REPORTS

10. GENERAL BUSINESS

Request from Margaret for the Museum Committee to buy a commercial vacuum cleaner.

11. NEW ACTIONS ARISING FROM MEETING

Ite No.	Action	Resp. Person	Due Date
5(a)	355 will continue for this term of local govt or longer, with a review of the possibility of forming a Historical Society after the next Council elections.	Karen	21 st May
6	Make, model and price needed.	Margaret	21 st May
5(b)	Research template for Museums and Galleries NSW Collection Policy template and transfer the current Vic document information onto it.	Margaret	21 st May

12. CLOSE MEETING/CHAIR ADDRESS

Meeting closed at 8 pm.



LEETON
SHIRE COUNCIL

**MINUTES OF THE
Whitton Courthouse and Historical
Museum Committee**

21.5.25 COMMENCING AT 6.00PM

**AT THE WHITTON COURTHOUSE AND HISTORICAL
MUSEUM**

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 

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

1. OPEN MEETING/CHAIR ADDRESS

Meeting commenced at 00:00 am/pm

2. ACKNOWLEDGEMENT OF COUNTRY

Leeton Shire Council acknowledges the Wiradyuri People and their continued impact 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 and present of our Shire.

3. ATTENDANCE/PRESENT/APOLOGY

			Present	Apology
Tracy Catlin	Chairperson, Whitton Courthouse and Historical Museum 355	Tracy	Yes	
Margaret Strong	Secretary, Whitton Courthouse and Historical Museum 355	Margaret	Yes	
Cr Michael Kidd	LSC Councillor representative	Michael	Yes	
Cr Nicholas Wright	LSC Councillor representative	Nick		Yes
Karen Barrett	Museum, Gallery & Heritage Coordinator, LSC rep	Karen	Yes	

4. DECLARATION OF CONFLICT OF INTEREST

5. MINUTES FROM THE PREVIOUS MEETING

RECOMMENDATION

THAT the Minutes of the Whitton Courthouse and Historical Museum Committee held on **DATE HERE**, as circulated, be taken as read and CONFIRMED.

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

6. CORRESPONDENCE

6.1. CORRESPONDENCE IN

Date Received	Title	Recipient

6.2. CORRESPONDENCE OUT

Date Sent	Title	Recipient

7. TREASURERS REPORT

As at 8/5/25, Bank balance was \$5509.32. Monthly donations for technical services to 3cTech were the only transactions for April and May.

8. UPDATE ON OUTSTANDING MATTERS AND ACTIONS

Item Number	Action	Responsible Person	Initial Due Date	Notes/Comments
2(b)	Request to reopen	Karen	19.3.25	Remove from future Agendas.
5(b)	WC&HM Collection Policy	Margaret	19.3.25	Wind-up Clause is important.
6	Vacuum Cleaner	Margaret	21.5.25	Remove from future Agendas.
1	New T of R	Karen	21.5.25	For June Agenda
2	LSC Heritage Strategic Plan on public exhibition	Margaret	21.5.25	Re online survey, Margaret will list items in Whitton village that need to be included on LSC Heritage Inventory.
3	Museum site inspection	Margaret + Tracy	21.5.25	Karen reported that site inspection is complete.
4	Reverse-cycle unit	Margaret + Tracy	21.5.25	Karen reported by email 4.6.25 that aircon will be serviced before 18.6.25.

3 of 4

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

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9. REPORTS

10. GENERAL BUSINESS

11. NEW ACTIONS ARISING FROM MEETING

Item Number	Action	Responsible Person	Due Date
5(b)	WC&HM Collection Policy - Wind-up Clause may need special notes re certain collection items.	Margaret	Initially 19.3.25
5	Volunteer restrictions to Museum precinct discussion to be continued.	Karen	21.5.25



LEETON
SHIRE COUNCIL

**MINUTES OF THE
Whitton Courthouse and Historical
Museum Committee**

18.6.25 AT 6PM

**AT THE WHITTON COURTHOUSE AND HISTORICAL
MUSEUM**

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 

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

1. OPEN MEETING/CHAIR ADDRESS

Meeting commenced at 6pm

2. ACKNOWLEDGEMENT OF COUNTRY

Leeton Shire Council acknowledges the Wiradyuri People and their continued impact 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 and present of our Shire.

3. ATTENDANCE/PRESENT/APOLOGY

			Present	Apology
Tracy Catlin	Chairperson, Whitton Courthouse and Historical Museum 355	Tracy	Yes	
Margaret Strong	Secretary, Whitton Courthouse and Historical Museum 355	Margaret	Yes	
Cr Michael Kidd	LSC Councillor representative	Michael	Yes	
Cr Nicholas Wright	LSC Councillor representative	Nick		No
Karen Barrett	Museum, Gallery & Heritage Coordinator, LSC rep	Karen	Yes	

4. DECLARATION OF CONFLICT OF INTEREST

5. MINUTES FROM THE PREVIOUS MEETING

RECOMMENDATION

THAT the Minutes of the Whitton Courthouse and Historical Museum Committee held on **18.6.25**, as circulated, be taken as read and CONFIRMED.

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

6. CORRESPONDENCE

6.1. CORRESPONDENCE IN

Date Received	Title	Recipient
Late May - early June	Dodge Bros Car Rally Whitton Stop – Museum visit, lunch at hall. Col Harmer	Tracy
Late May – early June	Leeton & Griffith Visitor Centre enquiries re Museum reopening date + Bus Tour bookings	Tracy
Late May – early June	Baptise Care request to bring clients – Rebecca. Robin Sharp (Vic) phone request for whereabouts of a Minerva car engine mentioned to him by Reg Winkler years ago.	Tracy Margaret

6.2. CORRESPONDENCE OUT

Date Sent	Title	Recipient
Late May – early June	All 3 contacts were told about prolonged closure and asked to make regular contact for updates.	Dodge Bros, Leeton and Griffith V.C, Rebecca.
Late May – early June	No Minerva engine is listed on Museum spreadsheet, but was probably a personal item of Reg's.	Robin Sharp (Vic)

7. TREASURERS REPORT

Bank Balance \$5436.47

8. UPDATE ON OUTSTANDING MATTERS AND ACTIONS

Item Number	Action	Responsible Person	Initial Due Date	Notes/Comments
5(b) WC&HM Collection Policy	Special notes re Wind-up clause.	Margaret	19.3.25	Standard practice is that items eg original photos with no documented donor, need to go to authorised collecting institutions eg local Museums, State Libraries, Noel Butlin Archives, etc.

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LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

				Special notes not mandatory.
1	New Terms of Reference	Karen	21.5.25	Doc will be emailed in due course to 355 for comment, then onto LSC Website.
5	Vol restrictions to WCHM		21.5.25	Margaret has permission to collect personal items.
1	Monthly meeting dates confirmed until 17.6.26	Karen	18.6.25	Monthly Meetings will continue, except when a quorum isn't possible.
2	LSC WC&HM Refurbishment plan.	Michael	18.6.25	Michael confirmed LSC refurbishment plan budget, 2025-26 to 2028-29.
3	Request a public statement to Leeton Shire in due course re Refurbishment Plan.	Margaret	18.6.25	Request denied

9. REPORTS

10. GENERAL BUSINESS

- . Chris Senti has personal items displayed amongst the collection in the Butcher's Shop, under Machinery Shed, on Cement Slab and outside next to Coach House. This is a former arrangement from before 2011. Committee decided that he has 3 months to collect them, as safety of these items cannot be guaranteed during proposed works on site or at any future time. Margaret to phone him.
- . Monthly cost of 3cTech services ongoing is too high. Margaret to request a pause.

LEETON SHIRE COUNCIL
Whitton Courthouse and Historical Museum Committee - [Day, Date, Month, Year]

11. NEW ACTIONS ARISING FROM MEETING

Item Number	Action	Responsible Person	Due Date
4	Chris Senti to be phoned re his personal items	Margaret	18.6.25
5	3c Tech services pause request.	Margaret	18.6.25

ITEM 8.2.12. **MINUTES - LEETON SUNRICE FESTIVAL COMMITTEE - JANUARY 2025 TO JULY 2025**

AUTHOR/S: Events Officer

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The purpose of this report is to provide Council for information the minutes of the Leeton SunRice Festival Committee meetings held on 16 January 2025, 20 February 2025, 20 March 2025, 3 April 2025, 15 May 2025, 19 June 2025 and 17 July 2025 (**Attachments 1 to 7**).

RECOMMENDATION

THAT Council receives for information the minutes of the Leeton SunRice Festival Committee meetings held on 16 January 2025, 20 February 2025, 20 March 2025, 3 April 2025, 15 May 2025, 19 June 2025 and 17 July 2025 (**Attachments 1 to 7**).

REPORT

(a) Background

The Leeton SunRice Festival Committee is a Section 355 Committee of Council.

The purpose of the Leeton SunRice Festival Committee is to coordinate and stage a successful biennial event and encourage individuals and businesses to participate in the Leeton SunRice Festival. The next festival will take place during Easter 2026.

The Leeton SunRice Festival Committee holds regular monthly meetings in the year leading up to the event.

The minutes (**Attachments 1 to 7**) of the meetings are prepared by volunteers who sit on the Committee and are presented as supplied to Council.

(b) Discussion

The Leeton SunRice Festival Committee met in January, February, March, May, June and July 2025, following the workplan to coordinate the 2025 off-year ballooning event and commence coordination of the 2026 event. Discussion and action on items have included:

- organisation and delivery of the off-year ballooning event (Balloon Fiesta) over the 2025 Easter long weekend,
- investigation and transition of committee bank accounts to an alternate and more suitable provider,
- contacting potential performers, providers, and venues to confirm their availability in 2026,
- reaching out to prospective participants for the Ambassador program,

- preparation for promotion including the update of signage,
- booking of Council facilities for committee organised public events,
- engaging of potential community groups to take on roles at specified events,
- exploring opportunities for the outsourcing of the Longest Lunch event,
- awaiting formal confirmation from naming rights sponsor confirmation and agreement and preparing to canvas for new sponsorship for the 2026 event.

(c) Options

Nil – meeting minutes are for information purposes only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The Leeton SunRice Festival Committee is a Section 355 Committee. It currently manages its own finances.

Leeton Shire Council provides its contribution to this biennial event in the form of \$15K sponsorship per festival which contributes towards event costs and staff wages.

(b) Policy

Code of Conduct
Child Safe Policy
Leeton SunRice Festival Committee Terms of Reference
Work Health & Safety Statement
Volunteer Handbook

(c) Legislative/Statutory

Local Government Act 1993

Under Section 355 (b) of the *Local Government Act 1993* a Council may exercise its functions by a Committee of Council.

(d) Risk

The legislative non-compliance of a Section 355 Committee could have legal, reputational, political, and financial impacts.

CONSULTATION

(a) External

Committee members

(b) Internal

Events & Tourism Officer
Road Safety Officer
Manager WHS, QA & Risk

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

4. Economic Development

4.9 Host major destinational events including Art Deco Festival (annual), Sunrice Festival (bi-annual), Chill and Grill (annual) and Outback Band Spectacular.

4.9.3 Help coordinate the biannual SunRice Festival in association with the Leeton Sunrice Festival Committee (355).

ATTACHMENTS

1. Sun Rice Festival Committee Minutes 16 JAN 2025 [**8.2.12.1** - 1 page]
2. Sun Rice Festival Committee Minutes 20 FEB 2025 [**8.2.12.2** - 2 pages]
3. Sun Rice Festival Committee Minutes 20 MAR 2025 [**8.2.12.3** - 2 pages]
4. Sun Rice Festival Committee Minutes 03 APR 2025 [**8.2.12.4** - 1 page]
5. Sun Rice Festival Committee Minutes 15 MAY 2025 [**8.2.12.5** - 2 pages]
6. Sun Rice Festival Committee Minutes 19 JUN 2025 [**8.2.12.6** - 2 pages]
7. Sun Rice Festival Committee Minutes 17 JUL 2025 [**8.2.12.7** - 2 pages]



Leeton SunRice Festival Committee Meeting

16 January 2025

Meeting Opened	7.00pm				
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Kym Webb				
Councillors	None present, need to invite to meeting				
Apologies	Rebecca Dunn, Sue Browne, Sally Doig, Julie Axtill, Sarah Kingsbury, Nadine Morton, Brodie Smith, Kristy Pike				
Minutes of Previous Meeting	Moved	Kym	Seconded	Fran	
Meeting Closed	7.50pm				
Next Meeting	12/02/25 @7pm				
2025 Balloons	18-21 April 2025				

Treasurers Report	
General Funds	\$30,607.21
Ambassador	\$187.60
Balloons	\$20,707.74
General Information	<ul style="list-style-type: none"> - \$60 for stubby holders, \$15 to be reimbursed to historical society. \$1000 for emu - Look at alternate banks and their offers - Investigate term deposit - ABN update needs to be complete

General	
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Signage needs to be reviewed as faded and needs new dates. Fran to discuss with Michelle Evans (Council) and order new signs – in progress - Facebook post to try and attract new members
Fiesta	<ul style="list-style-type: none"> - Council to provide bollards, fencing etc for St Francis - Coffee Vans – Everyone to look into options - Breakfast daily – Gralee able to run - Pacific Fresh – Col to get copy of letter
Ambassador	<ul style="list-style-type: none"> - Rules to be update, everyone has copy - Potential rule for when only 2 ambassadors, only 1 title and prize with the second being at the discretion of the judges - Ambassador Opening – 30/11/26 @ 6.30pm, Visitors Centre
Festival Opening	- Look at holding at the Hydro and talk to see if they want to host the LLL - Fran
Parade	<ul style="list-style-type: none"> - Book showgrounds – Vicki - Street performers – everyone start looking at options - Book Kapooka - Fran
Balloons 2025	<ul style="list-style-type: none"> - Coffee Vans – Everyone to look into options - Breakfast daily – Gralee able to run - Pacific Fresh – Col to get copy of letter



Leeton SunRice Festival Committee Meeting

20 February 2025

Meeting Opened	7.00pm				
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Kym Webb, Sarah Kingsbury, Sally Doig, Brodie Smith, Nadine Morton				
Councillors	None present				
Apologies	Rebecca Dunn, Sue Browne, Julie Axtill, Kristy Pike, Mark Carter				
Minutes of Previous Meeting	Moved	Kym	Seconded	Fran	
Meeting Closed	8.30pm				
Next Meeting	20/03/25 @ 7pm				
2025 Balloons	18-21 April 2025				

Treasurers Report	
General Funds	\$30,607.29
Ambassador	\$187.60
Balloons	\$19,707.74
General Information	<ul style="list-style-type: none"> - PO Box not to be renewed - ABN update started, Fran <p>Change to Beyond Bank, 2 accounts</p> <ul style="list-style-type: none"> - Transaction Community Account (General) - Community Reward (Ambassador) <p>\$40,000 to be placed in a term deposit</p>

General	
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Signage needs to be reviewed as faded and needs new dates. Fran to discuss with Michelle Evans (Council) and order new signs – in progress - Facebook post to try and attract new members - Website needs to be updated as not loading (Col)
Sponsorship	<ul style="list-style-type: none"> - Supagas needs to be confirmed for Fiesta – Col - Hydro wants to sponsor Glow for 2026 – Vicki to add to list of sponsors
Fiesta	<ul style="list-style-type: none"> - Council to provide bollards, fencing etc for St Francis - Coffee Vans – Everyone to look into options, advertise on Facebook - Breakfast daily – Gralee able to run - Pacific Fresh – Col to get copy of letter, committee may require retraining - Confirm prices for commercial flights - Map board to be updated – Cole - Biada & JBS to be contacted in regard to sponsorship – Vicki - Registration forms need to be updated – discount gas to be confirmed - Balloonist shirt – Kym to confirm prices - ABF advertising – Col - Safety co-ordinator/SWMS - Kym
Ambassador	<ul style="list-style-type: none"> - Rules to be update, everyone has copy - Potential rule for when only 2 ambassadors, only 1 title and prize with the second being at the discretion of the judges - Ambassador Opening – 30/11/26 @ 6.30pm, Visitors Centre

Festival Opening	- Look at holding at the Hydro and talk to see if they want to host the LLL - Fran
Parade	- Book showgrounds – Vicki - Street performers – everyone start looking at options - Book Kapooka - Fran



Leeton SunRice Festival Committee Meeting

20 March 2025

Meeting Opened	7.00pm
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Kym Webb, Sally Doig, Nadine Morton
Councillors	Sarah Tiffen (apology), Steve Tynan (no response)
Apologies	Rebecca Dunn, Sue Browne, Julie Axtill, Kristy Pike, Mark Carter, Sarah Kingsbury, Brodie Smith,
Minutes of Previous Meeting	Moved Fran Seconded Sally
Meeting Closed	8.30pm
Next Meeting	03/04/25 @ 7pm
2025 Balloons	18-21 April 2025

Treasurers Report	
General Funds	\$50,315.03
Ambassador	\$187.60
General Information	<ul style="list-style-type: none"> - Balloons and General Funds combined - PO Box not to be renewed - ABN update started, Fran <p>Change to Beyond Bank, 2 accounts - submitted</p> <ul style="list-style-type: none"> - Transaction Community Account (General) - Community Reward (Ambassador) <p>\$40,000 to be placed in a term deposit</p>

General	
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Signage proofs sent, Narrandera Signs to install as part of price - Fran - Facebook post to try and attract new members – Vicki over Easter - Website needs to be updated as not loading (Col)
Sponsorship	<ul style="list-style-type: none"> - Supagas needs to be confirmed for Fiesta – confirmed - Hydro wants to sponsor Glow for 2026 – Vicki to add to list of sponsors
Fiesta	<ul style="list-style-type: none"> - Hydro to potentially sponsor gas - Chris - Council to provide bollards, fencing etc for St Francis - Fran - Coffee Vans – Advertise on Facebook - Vicki - Breakfast daily – Gralee able to run - Pacific Fresh – Committee may require retraining, weekend before - Map board to be updated – Cole - Biada & JBS to be contacted in regard to sponsorship – Vicki - Balloonist shirt – Kym to confirm prices - ABF advertising – Col - Confirm alternate launch site - Col
Ambassador	<ul style="list-style-type: none"> - Rules to be update, everyone has copy - Potential rule for when only 2 ambassadors, only 1 title and prize with the second being at the discretion of the judges - Ambassador Opening – 30/11/25 @ 6.30pm, Visitors Centre
Festival Opening	- Look at holding at all the different options. Preference not to have 2 events at the

	same venue
Parade	<ul style="list-style-type: none">- Book showgrounds – Vicki- Street performers – everyone start looking at options- Book Kapooka - Fran



Leeton SunRice Festival Committee Meeting

03 April 2025

Meeting Opened	7.00pm				
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Kym Webb, Sally Doig, Nadine Morton, Sue Browne, Kristy Pike, Brodie				
Councillors	Sarah Tiffen (no response), Steve Tynan (no response)				
Apologies	Julie Axtill, Mark Carter, Sarah Kingsbury				
Minutes of Previous Meeting	Moved	Fran	Seconded	Sally	
Meeting Closed	7.45pm				
Next Meeting	10/04/25 @ 7pm				
2025 Balloons	18-21 April 2025				

Treasurers Report	
General Funds	\$50,315.03
Ambassador	\$187.60
General Information	<ul style="list-style-type: none"> - ABN complete, stick with our ABN and switch to councils once everything confirmed - Change to Beyond Bank in progress, Kym & Kristy to confirm identity - \$40,000 to be placed in a term deposit

General	
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Signage will be installed next week - Facebook post to try and attract new members – Vicki over Easter - Website needs to be updated as not loading (Col) - Discussion in regard to councillor attendance/participation. Continue to invite as seek feedback
Sponsorship	<ul style="list-style-type: none"> - Supagas– confirmed - Hydro confirmed to sponsor gas for flying - \$5k over two years - SunRice still to be approved
Fiesta	<ul style="list-style-type: none"> - Council to provide bollards, fencing etc for St Francis - Fran - Coffee Vans – Fran to talk to Denise or alternate ask Gralee - Pacific Fresh gas training– training we 12/04 TBC Col - Map board to be updated – Col - Biada & JBS to be contacted in regard to sponsorship – Vicki - Confirm alternate launch site – Col - Everyone share the commercial balloons on Facebook etc, need more numbers - Thursday afternoon set up – Col, Sally, Sue, Brodie - Chicken to be picked up – Holly or Lochie – Vicki to organise
Ambassador	<ul style="list-style-type: none"> - Rules to be update, everyone has copy - Potential rule for when only 2 ambassadors, only 1 title and prize with the second being at the discretion of the judges - Ambassador Opening – 30/11/25 @ 6.30pm, Visitors Centre
Festival Opening	- LMAG booked
Parade	<ul style="list-style-type: none"> - Book showgrounds – Vicki - Street performers – JoJo (Chris) - Book Kapooka - Fran
Program	- Irrigator to do program liftout



Leeton SunRice Festival Committee Meeting

15 May 2025

Meeting Opened	7.00pm			
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Sally Doig, Nadine Morton, Brodie Smith, Sarah Kingsbury			
Councillors	Sarah Tiffen (no response), Steve Tynan (no response)			
Apologies	Julie Axtill, Mark Carter, Kym Webb, Sue Brown, Kristy Pike			
Minutes of Previous Meeting	Moved	Fran	Seconded	Sally
Meeting Closed	8:15pm			
Next Meeting	19/06/25 @ 7pm			

Treasurers Report	
General Funds	<ul style="list-style-type: none"> - NAB general \$45,000 (Expense: transfers to Beyond) - NAB Ambassador \$0 - NAB Balloons \$0 - Beyond General \$4,135.47 (Income: Hydro sponsorship, transfers from NAB. Expense: Supagas and Golden Apple) - Beyond Ambassador: \$187.60
General Information	<ul style="list-style-type: none"> - \$40,000 to be placed in a term deposit <p>NAB</p> <ul style="list-style-type: none"> - Kym doesn't have the access requested and can't approve any payments. - we now require 2 approvals in addition to the requestor. - Chris, Julie and Sally all still have access. Chris has been doing the second approvals after Kristy has approved. - Transfers to Beyond are in progress but the daily limit is only \$5000. <p>Beyond</p> <ul style="list-style-type: none"> - working on getting mobile banking access back. - working out the processes for payments and approvals.

General	
New Business	- Col looking into an Office or Google email / storage for the group
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Website needs to be updated as not loading (Col) - Discussion in regard to councillor attendance/participation. Continue to invite as seek feedback
Sponsorship	<ul style="list-style-type: none"> - SunRice still to be approved - Level to be discussed and approved at next meeting – Vicki to send out.
Ambassador	<ul style="list-style-type: none"> - Rules to be updated. - Potential rule for when only 2 ambassadors, only 1 title and prize with the second being at the discretion of the judges - Ambassador Opening – 30/11/25 @ 6.30pm, Visitors Centre
Festival Opening	<ul style="list-style-type: none"> - LMAG booked - Potentially Michelle Seymour to cater – Fran - We can sell/provide drinks through Fran
Parade – Superhero	<ul style="list-style-type: none"> - Book showgrounds – Vicki - Street performers – JoJo (Chris) emailed

	<ul style="list-style-type: none"> - Book Kapooka – Fran - Different performers to be asked to participate – Barney Herrmann (Chris), Zana Wagga Stiltz (Fran), Pipeband (Sally) - Theme for Balloons and parade participants is SUPER HEROES - Security for parade – Vicki to talk to Hawkies - MIA Cruisers – Fran to ask if interested
Parks and Stalls	<ul style="list-style-type: none"> - Greenhauls confirmed for Park and Balloon Glow - Letter to Rescue Squad – Vicki - Kapooka for entertainment – small band (less equipment) - Fran
Fiesta	<ul style="list-style-type: none"> - One farmer not happy to be a landing zone and will be added to no-fly area. - Advertise in Rural to notify farmers for broader reader group - 4 boxes of wine remaining, to be disperse amongst farmers - Leftover meat in Vicki's freezer - More signage required at St Francis for traffic to show enter/exit clearer - Stubby Holders can't be sold at Visitors Centre, Fran asking if we can sell at LMAG
Balloon Glow	<ul style="list-style-type: none"> - Stall coordinators – Fran and Sarah - Fireworks to be organised – Kym - Need a community group over the entre event to manage bins – Fran to see if Soccer interested
Program / Advertising	<ul style="list-style-type: none"> - Irrigator to do program liftout - Sarah to be our Social Media coordinator for both group pages - Banner for Jarrah Mall prior to festival instead of bunting – Fran



Leeton SunRice Festival Committee Meeting

19 June 2025

Meeting Opened	7.00pm
Present	Chris Thompson, Vicki Poulson, Col Thompson, Fran Macdonald, Sally Doig, Brodie Smith, Sue Brown, Kristy Pike
Councillors	Sarah Tiffen (apology), Steve Tynan (no response), Nicholas Wright
Apologies	Julie Axtill, Mark Carter, Kym Webb, Sarah Kingsbury, Nadine Morton
Minutes of Previous Meeting	Moved Chris Seconded Fran
Meeting Closed	8:30pm
Next Meeting	17/07/25 @ 7pm

Treasurers Report	
General Funds	<ul style="list-style-type: none"> - NAB general \$15,000 (Expense: transfers to Beyond) - Beyond General \$31,495.47 - Beyond Ambassador: \$187.60 - Expenses – signage update - Picture This pending \$1180 credit
General Information	<ul style="list-style-type: none"> - \$40,000 to be placed in a term deposit <p>NAB</p> <ul style="list-style-type: none"> - Kym doesn't have the access requested and can't approve any payments. - we now require 2 approvals in addition to the requestor. - Chris, Julie and Sally all still have access. Chris has been doing the second approvals after Kristy has approved. - Transfers to Beyond are in progress but the daily limit is only \$5000. <p>Beyond Bank</p> <ul style="list-style-type: none"> - working on getting mobile banking access back. - working out the processes for payments and approvals.

General	
New Business	- Col looking into an Office or Google email / storage for the group
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Website needs to be updated as not loading (Col) - Discussion in regard to councillor attendance/participation. Continue to invite as seek feedback
Sponsorship	<ul style="list-style-type: none"> - SunRice still to be approved – Fran to follow up – need approval ASAP or do we need new sponsor - Levels to remain the same, with some minor changes to benefits - Update sponsorship letter - Vicki
Ambassador Opening – 31/11/25 @ 6.30pm – Visitor Centre	<ul style="list-style-type: none"> - Rules to be updated. - Social Media – Need to add Sarah to face book page – Vicki - Potential Ambassadors – Savannah, Leah, Luca
Festival Opening LMAG - 03.04.25	<ul style="list-style-type: none"> - Potentially Michelle Seymour to cater – Fran - We can sell/provide drinks through Fran
Parade – Superhero	<ul style="list-style-type: none"> - Street performers – JoJo (Chris) emailed - Book Kapooka – Fran - Different performers to be asked to participate – Barney Herrmann (Chris), Zana Wagga Stiltz (Fran), Pipe Band (Sally)

	<ul style="list-style-type: none"> - Security for parade – Vicki to talk to Hawbies - MIA Cruisers – Fran to ask if interested - Rob Houghton as parade announcer – Kristy to ask - Letter to be sent to Soldiers Club regarding road closure for Easter and discuss option to use safe as storage for money - Vicki
Parks and Stalls	<ul style="list-style-type: none"> - Greenhauls confirmed for Park and Balloon Glow - Letter to Rescue Squad – Vicki sent, follow up - Kapooka for entertainment – small band (less equipment) – Fran - John Silvestro to be booked for the park and glow – Fran - Senior Citizen room to be booked - need to contact WRCC - Vicki
Fiesta	<ul style="list-style-type: none"> - Advertise in Rural to notify farmers for broader reader group - 4 boxes of wine remaining, to be disperse amongst farmers - More signage required at St Francis for traffic to show enter/exit clearer - Stubby Holders can't be sold at Visitors Centre, Fran asking if we can sell at LMAG - Commercial Balloon stil under contract for 2026 with Picture This
Balloon Glow	<ul style="list-style-type: none"> - Stall coordinators – Fran and Sarah - Fireworks to be organised – Kym - Need a community group over the entre event to manage bins – Fran to see if Soccer interested - Boys to the Bush – security around Balloon fence (Paul McGregor) - Options for clean up with detailed description including bin duty throughout the night, see if Cadet or Soccer Club - Swim Club for gate taking – require upto 5 people for gates – Vicki to send letter
Program / Advertising	<ul style="list-style-type: none"> - Irrigator to do program lift out, Sue will deliver to surrounding towns - Sarah to be our Social Media coordinator for both group pages - Banner for Jarrah Mall prior to festival instead of bunting – Fran - Balloons required with sponsor logo for 2026, will order once confirmed



Leeton SunRice Festival Committee Meeting

17 July 2025

Meeting Opened	7.00pm				
Present	Chris Thompson, Vicki Poulson, Fran Macdonald, Sally Doig, Kym Webb, Nadine Morton,				
Councillors	Sarah Tiffen (no response), Steve Tynan (no response)				
Apologies	Julie Axtill, Mark Carter, Sarah Kingsbury, Col Thompson, Kristy Pike, Brodie Smith, Sue Brown				
Minutes of Previous Meeting	Moved	Chris	Seconded	Fran	
Meeting Closed	8:30pm				
Next Meeting	21/08/25 @ 7pm				

Treasurers Report	
General Funds	<p>Year End balances:</p> <ul style="list-style-type: none"> - \$0 for all NAB Accounts - \$46,517.03 Beyond General - \$187.60 Beyond Ambassador <p>Changes since last report:</p> <ul style="list-style-type: none"> - \$15,000 in transfers from NAB - \$19.99 interest <p>Financial Year 2026</p> <ul style="list-style-type: none"> - \$0 for all NAB Accounts - \$46,537.03 Beyond General <ul style="list-style-type: none"> - \$20 Stubby holder sales - \$187.60 Beyond Ambassador <p>Currently planning on holding the NAB accounts open until after the 2026 festival in case existing details get used.</p> <ul style="list-style-type: none"> - Picture this pending \$1180 credit
General Information	<p>Beyond Bank</p> <ul style="list-style-type: none"> - working on getting mobile banking access back. - working out the processes for payments and approvals.

General	
New Business	- Col looking into an Office or Google email / storage for the group
Correspondence	- NIL
General	<ul style="list-style-type: none"> - Website needs to be updated as not loading (Col) - Discussion in regard to councillor attendance/participation. Continue to invite as seek feedback
Sponsorship	<ul style="list-style-type: none"> - SunRice still to be approved – Fran to follow up – need approval ASAP or do we need new sponsor – Vicki to talk to Krystal - Levels to remain the same, with some minor changes to benefits - Update sponsorship letter - Vicki
Ambassador Opening – 31/11/25 @ 6.30pm – Visitor Centre	- Potential Ambassadors – Savannah, Leah, Luca
Festival Opening LMAG - 03.04.25	<ul style="list-style-type: none"> - Potentially Michelle Seymour to cater – Fran, est \$35/head for finger food - We can sell/provide drinks through Fran

Parade – Superhero	<ul style="list-style-type: none"> - PA system for main street should be complete for Oct 25 - Street performers – JoJO (Chris) emailed - Book Kapooka – Fran - Different performers to be asked to participate – Barney Herrmann (Chris), Zana Wagga Stiltz (Fran), Pipeband (Sally) - Security for parade – Vicki to talk to Hawkies - MIA Cruisers – Fran to ask if interested - Rob Houghton as parade announcer – Need to remind closer to Festival - Letter to be sent to Soldiers Club regarding road closure for Easter and discuss option to use safe as storage for money – Vicki - Window display to be 1 week earlier
Parks and Stalls	<ul style="list-style-type: none"> - Tarvis to be asked to MC - Nadine - Letter to Rescue Squad – Vicki sent, follow up - Kapooka for entertainment – small band (less equipment) – Fran - John Silvestro to be booked for the park and glow – Fran - Senior Citizen room to be booked - need to contact WRCC – Fran - McMahon's Skip Bins - Vicki
Fiesta	<ul style="list-style-type: none"> - Advertise in Rural to notify farmers for broader reader group - 4 boxes of wine remaining, to be disperse amongst farmers - More signage required at St Francis for traffic to show enter/exit clearer - Stubby Holders can't be sold at Visitors Centre, Fran asking if we can sell at LMAG - Commercial Balloon still under contract for 2026 with Picture This
Balloon Glow	<ul style="list-style-type: none"> - Stall coordinators – Fran and Sarah - Fireworks to be organised – Kym - Need a community group over the entire event to manage bins – Fran to see if Soccer interested - Boys to the Bush – security around Balloon fence (Paul McGregor) - Options for clean up with detailed description including bin duty throughout the night, see if Cadets or Soccer Club - Swim Club for gate taking – require up to 5 people for gates – Vicki to send letter
Program / Advertising	<ul style="list-style-type: none"> - Irrigator to do program lift out, Sue will deliver to surrounding towns - Sarah to be our Social Media coordinator for both group pages - Banner for Jarrah Mall prior to festival instead of bunting – Fran - Balloons required with sponsor logo for 2026, will order once confirmed

8.3. OPERATIONAL MATTERS

ITEM 8.3.1. **RESIDENT ROAD INFRASTRUCTURE ROAD UPGRADE REQUESTS -
GLOVER ROAD & ALMOND ROAD**

AUTHOR/S: Manager Roads & Drainage

APPROVER/S: Director Operations

SUMMARY/PURPOSE

The purpose of this report is for Council to consider two (2) resident requests for Roads Infrastructure upgrades that are not approved currently as part of the 2025/2026 Capital Works Program.

RECOMMENDATION

THAT Council declines to proceed with any upgrades at this time and maintains both Almond Road and Glover Road at their current service levels.

REPORT

(a) Background

Council has received the following two (2) formal requests for road upgrades:

Glover Road

Glover Road is a 140m unsealed (gravel) road branching South from Jackson Road. It provides direct access to one residence and rear access to another, plus farming accesses, while also connecting to Kefford Road - although Kefford Road is only partially accessible and suitable for dry-weather conditions only. This road has recently been identified as the access route to a listed Air BNB, "The Grove" utilising the rear access to the Eastern Property to access this site.

Council has received frequent condition complaints from one (1) resident over the years and now a more formal request (**Attachment 1**) has been received to upgrade and seal the road.

Almond Road

Almond Road links Petersham Road and Quadling Road. It is sealed up to the Eastern boundary of the Lansdowne Estate, with approximately 1,050m remaining unsealed.

A resident has formally written (**Attachment 2**) to Council requesting that the dirt section be sealed on the basis it is a busy through-route and would benefit from reduced dust and increased safety.

(b) Discussion

Glover Road

The road is in satisfactory condition with adequate gravel depth given its limited traffic. The road is crowned, with quite a quite flat cross fall grade and so water runs off slowly, table drains along the road are very shallow with the access points to properties being at the high point of the road and such no culvert access are installed or required.

The condition complaints have been assessed as unsubstantiated and sealing the road is deemed unwarranted.



Almond Road

This section services one (1) residential property (**Attachment 2**) and otherwise provides access to surrounding agricultural lots.

Ai Traffic Counts have been completed for the intersection of Almond and Quadling Road to get an indication of use, and direction of flows.

Summary below:

Almond Road:

- Average 35 VPD heading East
- Average 26 VPD heading West
- Maximum 41 VPD either direction
- Average 61% turn right, 21% Left, 18% straight through.

Quadling Road:

- Average 86 VPD heading South
- Average 92 VPD heading North
- Maximum 106 VPD either direction

Almond Road serves as a through-route shortcut from the eastern side of town to Corbie Hill Road and the Leeton Landfill and Resource Recovery Centre via Quadling Road. While an upgrade could improve connectivity and road safety for residents the Traffic volumes do not support claims that the road is used extensively.





Technical Assessment

For each of the road upgrade requests, an assumption regarding the existing road-base pavement thickness was made based on site inspections. Accordingly, future upgrade treatments will be tailored to suit the likely subgrade conditions and the intended road hierarchy with potential future use increases in traffic volumes taken into account for Almond Road.

However, the sealing of either road is not considered warranted at this time.

(c) Options

THAT Council:

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

Declines to proceed with any upgrades at this time and maintains both Almond Road and Glover Road at their current service levels.

Option # 2

Defers the inclusion of both Almond Road and Glover Road upgrade works in the Capital Works Program until a later stage, based on future budget availability and condition assessment. To be reviewed for 2026/27 Capital Works Program.

Option # 3

Approves the inclusion of Almond Road and Glover in the 2025/26 Capital Works Program for upgrade works, at an approximate total cost of \$218K from Council's Roads Restriction.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

No funding is currently allocated for these works in the approved 2025/26 Capital Works Program.

Estimated costs:

- **Glover Road** (140m) – Upgrade to 6m wide sealed roadway - \$22K
- **Almond Road** (1050m) – Upgrade to 6m wide sealed roadway - \$196K

For comparison:

- **Grading** a gravel road costs approximately \$2,800–\$3K/km
- **Gravel resheeting** (100mm) costs approximately \$35K/km every 4-5 years.

Thus, a gravel road could be graded and resheeted more than 20 times before reaching the cost of full capital upgrade.

(b) Policy

Delivery Program 2025-2029 and Operational Plan 2025-2026
Strategic Asset Management Plan (SAMP) 2025-2035
Transport Asset Management Plan

(c) Legislative/Statutory

Local Government (General) Regulation 2021
Local Government Act 1993
Roads Act 1993
Roads Regulation 2018

(d) Risk

Every additional metre of sealed road added to Council's network increases long-term maintenance obligations. With limited financial capacity to maintain existing assets at a satisfactory level, expanding the road network may elevate the risk of future underperformance and asset condition decline.

CONSULTATION

(a) External

Individual residents who submitted the road upgrade requests.

(b) Internal

General Manager
Asset Management Co-ordinator

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

- 6. Roads and Drainage
 - 6.2 Provide a network of safe gravel roads.
 - 6.1.3 Road resealing
 - 6.2.1 Resheeting of gravel roads

ATTACHMENTS

1. D 24 15333 Sealing of Glover road - Letter of concern redacted [**8.3.1.1** - 1 page]
2. D 24 17018 Request - Almond Road Upgrade - s redacted [**8.3.1.2** - 1 page]

6th August 2024



To The Manager
Leeton Shire Council

RE: Sealing of Glover Road Leeton

I am writing to formalise my concern with the current status and continuous neglect of Glover Road Leeton.

Glover Road has not been maintained for at least the last 5 years. It is dangerous to drive on as it turns to slosh whenever it rains. It is that bad that my wife refuses to drive on it and I have to take her into town to her place of work.

Glover Road has more traffic now with the neighbours farms producing much produce and the use of large semi-trucks, large harvesters and tractors on the road is increasing.

Just want to know, what plans. if any you have to seal Glover road.

I understand the sealing of Warren Road was completed some time ago. I cannot see the difference between the previous state of Warren Road and the current state of Glover Road.

Also, when the contractor completed the town water system, he cut straight through Glover Road and this has never been repaired, leaving a large trench across the road which adds to the dangerous conditions, not to mention the damage to our vehicles.

At the very least, I deserve to understand why after numerous requests, I haven't received any reason or legitimate response regarding my concerns.

Respectfully,
[Redacted Signature]
[Redacted Name]
[Redacted Address]
Leeton NSW 2705
[Redacted Phone]
[Redacted Email]

Dear Chris,

I'm writing to request the council's attention to an important issue regarding Almond Road, more specifically the dirt section between Lansdowne Road and Quadling Road.

Over the past few years, the development of new residential properties has led to a rise in traffic on the road, including usage by council vehicles. This increased usage has highlighted several issues with the roads current condition. As a dirt road, it has become increasingly difficult to navigate, especially during adverse weather conditions. The surface becomes muddy in the rain and generates excessive dust during dry periods, posing safety hazards and affecting the quality of life for nearby residents.

Given these challenges, I propose that the council consider tarring the dirt section of Almond Road. Tarring the road would address several key concerns:

1. Enhanced Safety: A tarred road would provide a stable and non-slip surface, significantly reducing the risk of accidents caused by mudding or uneven terrain.
2. Health and Comfort: Tarring would eliminate the dust issue, leading to improved air quality and reducing respiratory problems for residents, particularly those with pre-existing conditions.
3. Economic Impact: A tarred road would likely increase property values in the area, making our neighborhood more attractive to potential buyers and fostering community pride.
4. Reduced Maintenance Costs: While the initial investment is significant, tarring the road would reduce the long-term maintenance cost associated with dirt roads, such as grading and pothole repair.

I believe that addressing this issue will have a profound positive impact on our community. I urge the council to conduct an assessment of Almond Road and consider the benefits of tarring this road.

Thank you for considering my request. I am happy to provide additional information or discuss this further if needed.

Regards,

[REDACTED]s

[REDACTED] 993

[REDACTED]s4@hotmail.com

ITEM 8.3.2. **LEETON GOLF COURSE UPDATE - 1 JULY 2024 TO 30 JUNE 2025**

AUTHOR/S: Manager Open Space & Recreation

APPROVER/S: Director Operations

SUMMARY/PURPOSE

The purpose of this report is to provide Council with a report on the operation of the Leeton Golf Course for the 2024/25 financial year.

RECOMMENDATION

THAT Council notes for information the update on the operation of the Leeton Golf Course, including the Income and Expenses Report, for the period 1 July 2024 to 30 June 2025.

REPORT

(a) Background

Council took over management of the Leeton Golf Course in 2012. In adopting the 2022-2025 Delivery Program, Council resolved to continue financial support for the Leeton Golf Course for the previous Council term of office.

(b) Discussion

The following table details the membership numbers for the Golf Club for the past two (2) financial years:

Memberships	Membership numbers 2024/25 (1 July 2024 – 30 June 2025)	Membership numbers 2023/24 (1 July 2023 – 30 June 2024)
Full Members	169	168
Sporting Members	16	16
Junior Members	18	21
Pensioners	40	41
18–29 Years Members	17	25
Total Members	260	271

The overall number of Golf Club Members for 2024/25 has decreased by eleven (11) compared to 2023/24.

The table below details the number of rounds played from 1 July to 30 June for each of the past two (2) years:

Rounds Played

Rounds	Numbers in 2024/25	Numbers in 2023/24
Competition Rounds Played	6,982	6,819
Social Rounds Played	11,234	11,745
Total Rounds	18,216	18,564

There has been a decrease of 348 rounds of golf played during the period 1 July 2024 to 30 June 2025 compared to the previous year.

Events Summary - 1 July 2024 to 30 June 2025

Several events went ahead during the period including:

- Twilight Golf Finals Series
- Veterans Week of Golf
- Riverina District Pennants
- MS Charity Golf Day
- SunRice Pro-Am
- Ladies Open Tournament
- IronPlan Charity Golf Day
- Riverina Ladies Championship

Volunteer Contributions

The golf course volunteers have contributed a total of 910 hours of volunteer labour during the period 1 July 2024 to 30 June 2025 over a range of different duties including water course management, rough area mowing, tree planting, slashing, bunker maintenance, tree branch removal, fairway turf repairs and weed spraying.

There are twenty-nine (29) active volunteers performing these works.

(c) Options

Nil – This report is for information only.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

Council budgeted for an operating deficit for the Leeton Golf Course of \$47,529 for the 2024/25 financial year.

For the 2024/25 financial year, the overall result was an operating deficit of \$19,956 which is a very good result considering the additional Council expenditure of approximately \$15K for the course integration works that were required for the new Golf Club Development.

Golf Club Income and Expenses Report for the period 1 July 2024 to 30 June 2025

Account Description	Budget 2023/24	Actual 2023/24	Budget 2024/25	Actual 30/06/25	Actual/ Budget
Income					
Golf Course Members Fees	95,000	98,942	99,275	102,189	103%
Golf Course Green Fees	230,000	274,785	240,350	287,785	120%
Volunteers contribution - Golf Course	-	-	-	-	0%
Total Income	325,000	373,727	339,625	389,974	115%
Expenditure					
Licences & Permits	-	-	-	-	0%
Advertising	1,500	2,020	1,568	1,560	99%
Affiliation Fees - Golf	12,500	12,906	13,063	14,182	109%
Bad Debts Expense	-	-	-	-	0%
Building Maintenance	2,000	3,685	2,090	3,127	150%
Chemical Expenses	12,000	16,170	12,540	8,341	67%
Cleaning Expenses	4,087	4,437	4,257	4,608	108%
Consultant	-	-	-	-	0%
Electricity	16,000	12,614	16,720	18,865	113%
Fertiliser Expenses	12,000	7,578	12,540	13,128	105%
Golf Club Pro	62,500	66,088	65,313	66,643	102%
Green Renewals	2,232	-	3,118	-	0%
Ground Maintenance	242,485	283,449	230,305	247,746	108%
Leasing/Rental/Hire Expense	5,200	4,534	5,434	4,906	90%
Plant and Equipment Maintenance	2,202	595	667	1,169	175%
Postage & Freight	116	-	121	-	0%
Rates & Charges	6,500	3,508	6,793	3,902	57%
Security	3,500	6,256	3,658	4,723	129%
Sewerage Consumption Charges	2,000	1,440	2,090	1,544	74%
Telephone & Communication	1,000	692	1,045	750	72%
Water Consumption	2,000	861	2,090	567	27%
Water Purchases - Fixed	-	-	-	-	0%
Water Purchases - Volumetric	-	-	-	-	0%
Vandalism	53	115	-	-	0%
Watering & System Repairs	17,819	13,358	3,742	14,169	379%
Total Operating Expenditure	407,694	440,306	387,154	409,930	106%
Council's Contribution Surplus/-Deficit	- 82,694	- 66,579	- 47,529	- 19,956	42%

(b) Policy

Child Safe Policy
Code of Conduct
Code of Meeting Practice
Procedures for the Administration of the 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

Crown Land Management Act 2016
Crown Land Management Regulation 2018
Local Government Act 1993
Public Interest Disclosures Act 2022
State Records Act 1998
Local Government (General) Regulations 2021

(d) Risk

There is a risk going over the budget expenditure due to circumstances beyond Council's control including rising costs of materials and supplies requiring additional spend or resources. A monthly review of expenditure against budget is undertaken to manage this risk.

Another option risk is lower-than-expected income via green fees due to inclement weather or conditions preventing play. Promotion of the Golf Course and associated events assists with mitigating this risk by increasing the facility's profile in the wider community.

CONSULTATION

(a) External

Golf Course Professional – Jason Mimmo

(b) Internal

Golf Course Superintendent
Director Corporate / CFO
Manager Finance

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

3. Parks, Streetscapes and Sporting Facilities
3.2 Provide quality parks, ovals, sporting fields and public toilets
3.2.2 Maintain and operate the Leeton Golf Course.

ATTACHMENTS

There are no attachments to this report

8.4. ECONOMIC AND COMMUNITY DEVELOPMENT MATTERS

ITEM 8.4.1. PROPOSED VOLUNTARY PLANNING AGREEMENT (VPA) WITH ACENERGY

AUTHOR/S: Manager Planning, Building & Health

APPROVER/S: Director Economic and Community Development

SUMMARY/PURPOSE

The purpose of this report is to seek Council's endorsement to:

- a. enter into a Voluntary Planning Agreement (VPA) with ACEnergy (the Developer) pursuant to section 7.4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act), in relation to a proposed Battery Energy Storage System (BESS) project at 120 Houghton Road, Yanco, and
 - b. place the draft Voluntary Planning Agreement (VPA) on public exhibition for a minimum period of 28 days in accordance with section 206 of the *Environmental Planning and Assessment Regulation 2021*.
-

RECOMMENDATION

THAT Council:

1. Endorses the draft Voluntary Planning Agreement between Leeton Shire Council and ACEnergy in respect of the proposed BESS project at 120 Houghton Road, Yanco.
 2. Resolves to publicly exhibit the draft Voluntary Planning Agreement and accompanying Explanatory Note for a minimum period of 28 days in accordance with the *Environmental Planning and Assessment Regulation 2021*.
 3. Receives a further report following the public exhibition period to consider any submissions received and determine whether to formally execute the Planning Agreement.
-

REPORT

(a) Background

ACEnergy proposes to develop a BESS facility on land legally described as Lots 516 and 521 in Deposited Plan 751745, being land situated at 120 Houghton Road, Yanco, NSW 2703. As part of the associated development proposal, the Developer has offered to enter into a Voluntary Planning Agreement (VPA) with Council to secure monetary contributions for public purposes.

Council staff have prepared a draft VPA in consultation with the Developer (**Attachment 1**). The draft VPA has been reviewed for legal compliance and is accompanied by the required Explanatory Note prepared in accordance with clause

205 of the Environmental Planning and Assessment Regulation 2021. A copy of the Explanatory Note is annexed to this report.

(b) Discussion

Section 7.4 of the EP&A Act permits a planning authority to enter into a planning agreement with a developer in connection with a development application or planning proposal. A planning agreement must not be entered into unless it has been publicly exhibited in accordance with section 206 of the Environmental Planning and Assessment Regulation 2021, and Council has considered any submissions received during the exhibition period.

The draft VPA and associated Explanatory Note (**Attachment 2**) have been prepared in accordance with the relevant statutory requirements. The VPA is consistent with Council's adopted policies and Capital Works Program which promotes the public interest.

The principal terms of the draft VPA are summarised as follows:

- the developer agrees to make monetary contributions to Council, as detailed in Schedule 1 of the VPA, to be applied towards the delivery of community enhancement projects in the townships of Leeton and Yanco,
- the VPA is to be registered on the title of the subject land under section 7.6 of the EP&A Act,
- the VPA does not exclude the application of sections 7.11, 7.12 or 7.24 of the EP&A Act,
- the contributions are not required as a precondition to the issue of a construction certificate,
- the agreement provides a mechanism for dispute resolution in the event of any disagreement concerning its operation.

The public benefits to be delivered under the VPA includes:

- contribution to the maintenance and upgrade of public infrastructure, including parks, community facilities, and recreational areas,
- financial assistance to support the revitalisation of Yanco's Main Street, including building façade upgrades,
- event sponsorship for a five (5) year period,
- a donation to the Yanco Powerhouse Museum.

There are no discernible adverse public impacts arising from the execution of the proposed VPA.

(c) Options

THAT Council:

1. Endorses the draft Voluntary Planning Agreement between Leeton Shire Council and ACenergy in respect of the proposed BESS project at 120 Houghton Road, Yanco; and resolves to:
 - a. publicly exhibit the draft Planning Agreement: and the accompanying Explanatory Note for a minimum period of 28 days in accordance with the *Environmental Planning and Assessment Regulation 2021*;

- b. receive a further report following the public exhibition period to consider any submissions received and determine whether to formally execute the Planning Agreement. ***This is the recommended option.***
2. Requests that amendments be made to the draft VPA (e.g. revise contribution amounts, change timing of payments, clarify obligations), and that the revised version be brought back to Council before exhibition. Note that this option may delay the project timeline and public notification.

IMPLICATIONS TO BE ADDRESSED

(a) Financial

The planning agreement will deliver monetary contributions for public purposes as defined in the EP&A Act. There are no negative financial implications for Council.

(b) Policy

Community Engagement Strategy 2025 - 2029 (Incorporating Land Use Community Participation Plan)
Delivery Program and Operational Plan
Development Contribution Plan (Fixed Levy section 7.12)

(c) Legislative/Statutory

Environmental Planning and Assessment Act 1979
Environmental Planning and Assessment Regulation 2021

(d) Risk

If the VPA is not correctly exhibited, executed, or registered, it may be legally unenforceable or subject to judicial review. This includes failure to meet the public notice requirements under clause 206 of the Environmental Planning and Assessment Regulation 2021.

Mitigation measures:

- ensure legal review of the VPA before execution,
- secure the contribution obligations via title registration and enforceable provisions.

CONSULTATION

(a) External

ACEnergy
Council's legal counsel

(b) Internal

General Manager
Senior Management Team

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

5. Planning, Building and Public Health

5.1 Undertake and implement strategic land use planning, including:

- a) Implementation of Local Strategic Planning Statement (LSPS)
- b) Developing a growth strategy for Leeton Shire Council

5.2 Provide timely planning and building assessment services

5.2.1 Provide timely, accurate and professional development services to the Shire

ATTACHMENTS

- 1. Planning Agreement for YANCO Battery Energy Storage System May 2025 - [FINAL 11.08.2025] [**8.4.1.1** - 25 pages]
- 2. Explanatory note [**8.4.1.2** - 3 pages]

PLANNING AGREEMENT for YANCO Battery Energy Storage System

Lot 516 DP751745; and Lot 521 DP 751745

Leeton Shire Council (ABN 59 217 957 665) (Council)

and

ACENERGY PTY LTD (ABN 89 628 883 447) (Developer)

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PLANNING AGREEMENT for YANCO Battery Energy Storage System

Parties to this Deed:

Developer	Name	ACENERGY Pty Ltd (ACN 628 883 447)
	Address	Level 3, 689 Burke Road, Camberwell, Victoria, 3124
	ABN	89 628 883 447
	Contact Name	Danny Wilkinson
	Contact email	danny.w@acenergy.com.au
Council	Name	Leeton Shire Council
	Address	23-25 Chelmsford Place, Leeton, NSW, 2705
	ABN	59 217 957 665
	Contact Name	Francois Van De Berg
	Contact email	francoisv@leeton.nsw.gov.au

Background

The Company proposes to undertake development relating to the Yanco BESS Project on the Land, which is land within the local government area of Council.

The Company has lodged the Development Application and Development Consent is pending.

The Company has offered to enter into this Planning Agreement to make monetary contributions to Council regarding the Yanco BESS Project in accordance with the terms of this agreement.

1 Definitions and interpretation

1.1 Definitions

Term	Meaning
Business Day	means any day that is not a Saturday, Sunday, public holiday or bank holiday in Sydney, and excluding 27 to 31 December, and concludes at 5:00pm on that day.
Company or Developer	ACENERGY Pty Ltd ACN 628 883 447 or any assignee or transferee or successor who purports to act or rely upon the Development Consent.
Contribution	a monetary contribution payable by the Company to Council under this Planning Agreement, pursuant to Schedule 1.
Construction Certificate	has the same meaning as in the EP&A Act 1979 and specifically refers to any construction certificate issued relating to the Development Application and/or the Development consent, and/or the Yanco BESS Project.
Development Application	has the same meaning as in the EP&A Act 1979, and specifically refers to the development application for the YANCO BESS Project application number SSD-67478479
Development Consent	has the same meaning as in the EP&A Act 1979, and specifically refers to development consent relating to the Development Application and/or the Yanco BESS Project.
EP&A Act 1979	the <i>Environmental Planning and Assessment Act 1979 (NSW)</i> as amended from time to time.
Land	means the land known as 120 Houghton Road, Yanco, 2703, NSW, being the land comprised in certificate of title Folio Identifiers 516/751745 and 521/751745.
Mediator	a person appointed as mediator under clause 11.5 of this agreement.
Regulation	the <i>Environmental Planning and Assessment Regulation 2021</i> .
Security	means an unconditional Bank Guarantee from an Australian bank which is an eligible financial institution for the purposes of Treasury Circular NSW

TC08/ 01 dated 21 February 2008 as amended, supplemented or substituted from time to time.

“Planning Agreement” or “PA” or “agreement”

means this agreement.

Yanco BESS Project

is a Battery Energy Storage System (BESS) of approximately 250 Megawatts AC (MWAC) located on the Land and associated ancillary development including road upgrades and electricity transmission line works on other land such as the road reserves of Hume Road, Houghton Road and Irrigation Way, Lot 7350 DP1199551 and Lot 10 DP8449631.

1 Interpretation

- (a) Clause headings are for convenience only and will be ignored in the interpretation of this agreement.
- (b) References to a party include the successors and permitted assigns of that party.
- (c) Words importing the singular include the plural and words importing the plural include the singular.
- (d) Words importing a person include a corporation, firm or body corporate.
- (e) Nothing contained in this agreement will be deemed or construed as creating the relationship of partnership.
- (f) References to a month mean a calendar month and a reference to a year means a calendar year.
- (g) References to any document include any permitted amendment, supplement to or replacement or novation of the document.
- (h) Any reference to dollar or "\$" is to Australian dollars.
- (i) References to any legislation or to any section or provision of any legislation includes any:
 - (1) statutory modification or re-enactment of or any statutory provision substituted for that legislation, section or provision; or
 - (2) ordinances, by-laws, regulations and other statutory provision substituted for that legislation, section or provision.
- (j) Other grammatical forms of defined words or expressions have corresponding meanings.

- (k) 'Including' and similar expressions are not words of limitation.

2 Planning Agreement

The parties agree that this agreement is a planning agreement governed by Subdivision 2 of Division 7.1 of Part 7 of the EP&A Act 1979.

3 Application of this agreement

This Planning Agreement applies to the Land and the Yanco BESS Project.

4 Operation of this agreement

This Planning Agreement will operate from the date it is executed by all parties and is terminated on the date the Company has satisfied its obligations under this Planning Agreement in full, or as otherwise agreed by the parties in writing.

5 Contributions

5.1 Contributions

- (a) The Company must make each and every Contribution to Council in accordance with Schedule 1 of this Planning Agreement and any other relevant provision of this Planning Agreement.
- (b) Council will apply each Contribution made by the Company under this Planning Agreement:
 - (1) for the benefit of the public; and
 - (2) otherwise in accordance with this Planning Agreement.
- (c) Council, upon written request, will on an annual basis provide the Company with a report on how the Contributions have been expended.
- (d) Council and the Company agree that the total Planning Agreement Contributions payable to Council over the life of the Yanco BESS Project will be \$3,000,000 as specified in Schedule 1.

5.2 Timing and Receipt of Contribution payments

- (a) Each Contribution must be paid to Council at the time specified in Schedule 1 by electronic transfer into a bank account, the details of which are to be provided by Council to the Company.

- (b) A Contribution is made for the purposes of this Planning Agreement when Council receives the full amount of the Contribution payable under this Planning Agreement by means of electronic funds transfer of cleared funds into the bank account nominated by Council.
- (c) If the Developer fails to pay any Contribution as required under this agreement in accordance with the timing set out in column 4 of the table in Schedule 1 of this agreement (**Overdue Payment**), the Developer must also pay to Council interest at the rate as set from time to time in Rule 36.7(1) of the *Uniform Civil Procedure Rules 2005* (NSW) in relation to the Overdue Payment. Interest is due on the daily balance of the Overdue Payment from the due date for payment of the Overdue Payment until all outstanding amounts (including interest on the Overdue Payment) have been paid to Council.

6 Public Recognition

- (a) In recognition of payment of the following Contributions (as described in column 1 of the table in Schedule 1), Council agrees to formally acknowledge and highlight the Company's contributions:
 - (1) Yanco Powerhouse Museum Donation;
 - (2) Yanco Main Street Enhancement;
 - (3) McCaughey Park Upgrades;
 - (4) ACEnergy as the sponsor of all Council-led community events over the period of sponsorship;
 - (5) Roxy (2) Blackbox Theatre – Retractable Seating; and
 - (6) Roxy Community Theatre Operations.
- (b) The Company may be credited via on site signage in relation to any specific donation or project on which the Contributions are spent.

7 Application of sections 7.11, 7.12 or 7.24 of the EP&A Act 1979 to the YANCO BESS Project

- (a) This Planning Agreement does not exclude the application of sections 7.11, 7.12 or 7.24 of the EP&A Act 1979 to the YANCO BESS Project;
- (b) Council shall not take into consideration the benefits under this agreement in determining a development contribution under section 7.11 of the EP&A Act 1979. The parties acknowledge that Council has adopted a developer contribution plan under section 7.12 of the EP&A Act 1979, and in accordance with section 7.12(2) of the EP&A Act 1979, there shall be no development contribution in respect of the YANCO BESS Project under section 7.11 of the EP&A Act 1979; and

- (c) Council, as the consent authority, must, to the extent required or permitted by law, take into consideration the monetary benefits provided under this Planning Agreement in determining any other development contribution or levy in respect of the YANCO BESS Project.

8 Registration

- (a) The parties agree that this Planning Agreement will be registered on the Land, the subject of the Development Application pursuant to section 7.6 of the EP&A Act 1979.
- (b) The Company must, promptly and at its own cost, do all things reasonably required to assist Council in effecting registration of this Planning Agreement on the title to the Land, including but not limited to obtaining written agreement to registration of this Planning Agreement on the title to the Land from each person with an estate or interest in the Land.

9 Disposal by the Company of its interest in the YANCO BESS Project

- (a) Subject to clause 9(b), the Company must not without the consent of the Council and the Minister (as appropriate, which consent shall not be unreasonably withheld or delayed) assign, transfer or otherwise deal with the Company's rights, duties or obligations under this agreement.
- (b) The Council agree that the Company may assign, transfer or otherwise deal with the Company's rights, duties or obligations under this agreement to:
 - i) a related body corporate of the Company (within the meaning of the *Corporations Act 2001* (Cth)) or a partnership comprised of related bodies corporate of the Company;
 - ii) a joint venturer or partner of the Company in respect of ACEnergy; orany third party, subject to the Company proving to the reasonable satisfaction of the Council and the Minister (as appropriate) that such party is able to comply with the Company's obligations under this agreement (and to avoid any doubt the consent of the Council and the Minister (as appropriate) is not required if the third party has, or is a related body corporate of a company (within the meaning of the *Corporations Act 2001* (Cth)) which has experience with solar farm projects or other similar infrastructure projects), without the consent of the Council and the Minister (as appropriate).
- (c) The Company shall be released and discharged from any obligations under this agreement on and from the date of the assignment and the performance of the terms of this agreement from the date of the

assignment and from all claims and demands in connection with this agreement that arise after the date of the assignment in the event of the Company assigning Company's rights and obligations under this agreement provided always that the Company is responsible for any action claim or demand with respect of the performance of this agreement for any period prior to and including the date of the assignment.

10 No fetter

Nothing in this agreement shall be construed as requiring the Council to do anything that would cause Council to be in breach of any of its obligations at law, and without limitation, nothing in this agreement shall be construed as limiting or fettering in any way the discretion of Council in exercising any of Council's statutory functions, powers, authorities or duties.

11 Dispute Resolution

11.1 *Notice of Dispute*

If a party claims that a dispute has arisen under this agreement (**Claimant**), it must give written notice to the other party (**Respondent**) stating the matters in dispute and designating as its representative a person to negotiate the dispute (**Claim Notice**).

11.2 *Response to Notice*

Within 20 Business Days of receiving the Claim Notice, the Respondent must notify the Claimant of its representative to negotiate the dispute.

11.3 *Negotiation*

The nominated representatives must:

- (a) meet to discuss the matter in good faith within 10 Business Days after service by the Respondent of notice of its representative; and
- (b) use reasonable endeavours to settle or resolve the dispute within 15 Business Days after they have met.

11.4 *Further Notice if not Settled*

If the dispute is not resolved within 15 Business Days after the nominated representatives have met, either party may give to the other a written notice calling for determination of the dispute (**Dispute Notice**).

11.5 Mediation

The parties agree that a dispute shall be mediated if it is the subject of a Dispute Notice, in which case:

- (a) the parties must agree the terms of reference of the mediation within 5 Business Days of the receipt of the Dispute Notice (the terms shall include a requirement that the mediation rules of the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply);
- (b) the appointment of a Mediator will be agreed between the parties, or failing agreement within 5 Business Days of receipt of the Dispute Notice, either party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply to appoint a mediator;
- (c) the Mediator appointed pursuant to this clause 11.5 must:
 - (1) have reasonable qualifications and practical experience in the area of the dispute; and
 - (2) have no interest or duty which conflicts or may conflict with her function as mediator, she being required to fully disclose any such interest or duty before her appointment;
- (d) the Mediator shall be required to undertake to keep confidential all matters coming to her knowledge by reason of her appointment and performance of her duties;
- (e) the parties must within 5 Business Days of receipt of the Dispute Notice notify each other of their representatives who will be involved in the mediation;
- (f) the parties agree to be bound by any mediation settlement and may only initiate judicial proceedings in respect of a dispute which is the subject of a mediation settlement for the purpose of enforcing that mediation settlement;
- (g) in relation to costs and expenses:
 - (1) each party will bear their own professional and expert costs incurred in connection with the mediation;
 - (2) the costs of the Mediator will be shared equally by the parties unless the Mediator determines a party has engaged in vexatious or unconscionable behaviour in which case the Mediator may require the full costs of the mediation to be borne by that party.

11.6 Litigation

If the dispute is not finally resolved in accordance with clause 11.5, either party is at liberty to litigate the dispute.

11.7 Exchange of information

The parties acknowledge that the purpose of any exchange of information or documents or the making of any offer of settlement pursuant to this clause is to attempt to settle the dispute between the parties. No party may use any information or documents obtained through the dispute resolution process established by this clause 11 for any purpose other than an attempt to settle a dispute between the parties.

11.8 Continue to perform obligations

Each party must continue to perform its obligations under this agreement, notwithstanding the existence of a dispute.

12 GST

12.1 GST

- (a) Except where the context suggests otherwise, terms used in this clause 12 have the meanings given to those terms by the *A New Tax System (Goods and Services Tax) Act 1999* (as amended from time to time).
- (b) In this clause 12:
 - (1) "monetary consideration" means any consideration expressed as an amount of money; and
 - (2) "non taxable supply" means a supply that is not a taxable supply.
- (c) Any part of a supply that is treated as a separate supply for GST purposes (including attributing GST payable to tax periods) will be treated as a separate supply for the purposes of this clause.
- (d) A reference to something done (including a supply made) by a party includes a reference to something done by any entity through which that party acts.

12.2 Reimbursements

Any payment or reimbursement required to be made under this agreement that is calculated by reference to a cost, expense, or other amount paid or incurred will be limited to the total cost, expense or amount less the amount of any input tax credit to which an entity is entitled for the acquisition to which the cost, expense or amount relates.

12.3 Additional amount of GST payable

If GST becomes payable on any supply made by a party

("Supplier") under or in connection with this agreement:

- (a) any amount payable or consideration to be provided under any provision of this agreement (other than this clause), for that supply is exclusive of GST;
- (b) any party ("Recipient") that is required to provide consideration to the Supplier for that supply must pay an additional amount to the Supplier equal to the amount of the GST payable on that supply ("GST Amount") at the same time as any other consideration is to be first provided for that supply; and
- (c) the Supplier must provide a tax invoice to the Recipient for that supply, no later than the time at which the GST Amount for that supply is to be paid in accordance with this clause.

12.4 Variation

- (a) If the GST Amount properly payable in relation to a supply (as determined in accordance with clause 12.3), varies from the additional amount paid by the Recipient under clause 12.3, then the Supplier will provide a corresponding refund or credit to, or will be entitled to receive the amount of that variation from, the Recipient.
- (b) The Supplier must issue an adjustment note to the Recipient in respect of any adjustment event occurring in relation to a supply made under or in connection with this agreement as soon as reasonably practicable after the Supplier becomes aware of the adjustment event.

13 General

13.1 Costs

- (a) The Company must pay its own legal costs and disbursements and must pay Council's reasonable legal costs and disbursements in connection with the negotiation, preparation and execution of this agreement.
- (b) The Company must pay for all costs and expenses associated with the giving of public notice of this Planning Agreement and the Explanatory Note in accordance with the Regulation.
- (c) The Company must pay all taxes assessed on or in respect of this Planning Agreement and any instrument or transaction required or contemplated by or necessary to give effect to this Planning Agreement (including stamp duty and registration fees, if applicable).
- (d) The Company must pay by deposit by means of electronic funds transfer into an account specified by Council in writing, or such other alternative method of payment if agreed with Council, in respect of Council's costs pursuant to this clause 13.1, within 30 days after receipt of written notice from Council of the sum of such

costs and demand for payment.

13.2 Notices

- (a) A party notifying or giving notice under this agreement must do so in writing addressed to that party in accordance with the details nominated in the Parties section on page 4 of this Deed (or any alternative details nominated to the sending party by notice).
- (b) A notice given in accordance with clause 13.2(a) will be deemed to have been given and received:
 - (1) if delivered, on receipt;
 - (2) if posted via registered post, three Business Days after posting;
 - (3) if sent by email on confirmation of the correct transmission of the email; and
 - (4) any notice received after 5.00 pm or on a day not a Business Day shall be deemed to have been received at 9.00 am on the next Business Day.

13.3 Waiver

- (a) The fact that a party fails to do, or delays in doing, something the party is entitled to do under this agreement, does not amount to a waiver of any obligation of, or a breach of obligation by, another party;
- (b) A waiver by a party is only effective if it is in writing and signed by the party against whom the waiver is claimed;
- (c) A written waiver by a party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

13.4 Governing Law

This agreement is governed by New South Wales law and each party irrevocably submits to the exclusive jurisdiction of courts exercising jurisdiction in New South Wales and courts of appeal from them in respect of any proceedings arising out of or in connection with this agreement.

13.5 Prior Agreements Superseded

This agreement:

- (a) wholly replaces and excludes all prior agreements, correspondence, negotiations, representations, explanations and

statements between the parties covering or in connection with the matters covered by this agreement; and

- (b) is the entire agreement between the parties in respect of the matters covered by this agreement.

13.6 Modification of Agreement

- (a) The parties note that pursuant to clause 203 of the Regulation, this Agreement may be amended or revoked by further agreement in writing signed by the parties to the Agreement (including by means of a subsequent planning agreement).
- (b) The parties note that in the event that this agreement is amended or revoked, Council is to ensure that public notice of the proposed amendment or revocation is given in accordance with clause 204 of the Regulation.

13.7 Representations and Warranties

The parties represent and warrant that they have power to enter into this agreement and comply with their obligations under the agreement and that entry into this agreement will not result in the breach of any law.

13.8 Severability

- (a) If any provision of this agreement is invalid under the law of any jurisdiction the provision is enforceable in that jurisdiction to the extent that it is not invalid, whether it is in severable terms or not.
- (b) Clause 13.8(a) does not apply where the provision to be severed would materially adversely affect the nature or extent of a party's obligations under this agreement.

13.9 Confidentiality, Media Releases and Enquiries

- (a) The parties agree that the terms of this executed agreement are not confidential and this agreement may be treated as a public document and exhibited or reported without restriction by any party.
- (b) If requested by a party, the other party must not issue, publish or authorise any media release or advertisement concerning this agreement, without obtaining the other party's prior written approval (which approval may not be unreasonably withheld).

13.10 Counterparts

This agreement may be executed in any number of counterparts that together will constitute one instrument. A party may execute this agreement by signing any counterpart.

13.11 No Fiduciary Relationship

Nothing in this agreement will be construed or interpreted as constituting the relationship between the parties as that of a partnership, joint venture or any form of fiduciary relationship.

13.12 Further Acts

Each party must promptly execute all documents and do all things reasonably required to effect, perfect or complete this agreement and all transactions incidental to it.

13.13 Enforcement

- (a) Subject to compliance with clause 11, this agreement may be enforced by any party in any court of competent jurisdiction.
- (b) To secure the performance of the Developer's obligations under this agreement, the Developer will provide the Security to Council in accordance with the terms and procedures set out in Schedule 2.

SCHEDULE 1: Contributions

Description of Contribution (column 1)	Purpose of Contribution (column 2)	Value of Contribution (column 3)	Funding Timeframe (column 4)
Developer Contributions Fund	To support public infrastructure maintenance and improvements, as outlined in the Section 7.12 Contributions Plan adopted by Council.	\$1,780,000	Initial payment of \$890,000 payable within 3 months after the issuance of the Construction Certificate. Remaining payment of \$890,000 to be paid within 18 months of the initial payment.
Yanco Powerhouse Museum Donation	Community benefit contribution to support the Yanco Powerhouse Museum.	\$150,000	Payable within 12 months after the issuance of the Construction Certificate.
Yanco Main Street Enhancement	Funds to be allocated to the Yanco Main Street Enhancement Project, including façade improvements for business owners and overall amenity enhancements.	\$200,000	Payable within 12 months after the issuance of the Construction Certificate.
McCaughey Park Upgrades	Funds to support upgrades to McCaughey Park in Yanco, including improvements to park amenities and playground facilities.	\$150,000	Payable within 36 months after the issuance of the Construction Certificate.
ACEnergy Australian Art Deco Festival – Naming Rights Sponsorship	Funds to support the ACenergy Australian Art Deco Festival over 5 years.	\$250,000	Annual payment of \$50,000 every year for 5 years . Initial \$50,000 payment payable on the issuance of the Construction Certificate. Subsequent payments are due annually on the anniversary date of the initial payment and within 6 weeks of Council issuing an invoice. Council to name the festival the 'ACenergy Australian Art Deco Festival'.

Community Events Support	Funds to support holding of community events.	\$150,000	Annual payment of \$30,000 every year for 5 years. Initial \$30,000 payment to be payable on the issuance of the Construction Certificate. Subsequent payments are due annually on the anniversary date of the initial payment and within 6 weeks of Council issuing an invoice.
Roxy (2) Blackbox Theatre – Retractable Seating	Funds to support installation of retractable seating in Roxy (2) Blackbox Theatre.	\$120,000	Payable within 12 months after the issuance of the Construction Certificate.
Roxy Community Theatre Operations	Funds to support the operation of the Roxy Community Theatre.	\$200,000	Payable within 12 months after the issuance of the Construction Certificate as follows: <ul style="list-style-type: none"> • Year 1: \$100,000; and • Year 2: \$100,000.

SCHEDULE 2: Security Terms

1. **Developer to provide Security**
 - (a) In order to secure the payment of the Contributions the Developer has agreed to provide the Security.
 - (b) The Security must:
 - (i) name Council; and
 - (ii) not have an expiry date, or if it has an expiry date; the Security must not expire before 5 years after the issuance of the Construction Certificate.
2. **Security**
 - (a) Upon issuance of the Construction Certificate, the Developer must provide the Security to the Council having a face value amount of \$2,000,000.00 (**Security Amount**) in order to secure the Developer's obligations under this agreement.
 - (b) Provided the Developer has paid to Council each and every Contribution as required for the first 12 months after the issuance of the Construction Certificate, on or before the due date for payment under this agreement, then Council will accept from the Developer a replacement Security having a face value amount of \$1,460,000.00 (**Reduced Security Amount**) in order to secure the Developer's obligations under this agreement.
 - (c) Council is entitled to retain the Security from the date it is provided by the Developer until the Developer has provided all Contributions under this Deed.
3. **Claims on Security**
 - (a) Council may:
 - (i) call upon the Security where the Developer has failed to pay any part of a Contribution on or after the date for payment under this agreement; and
 - (ii) retain and apply such monies towards the Contributions and any costs and expenses incurred by the Council in rectifying any default by the Developer under this agreement.
 - (b) Prior to calling upon the Security, Council must give the Developer not less than 10 Business Days written notice of its intention to call upon the Security.
 - (c) If:
 - (i) Council calls upon the Security; and
 - (ii) applies all or part of such monies towards the Contributions and any costs and expenses incurred by the Council in rectifying any default by the Developer under this agreement; and
 - (iii) has notified the Developer of the call upon the Security in accordance with clause (b) of this Item 3,

then the Developer must provide to the Council a replacement Security to ensure that at all times until the date that the Security is released in accordance with Item 4 of this Schedule, the Council is in possession of Security for a face value equivalent to the Security Amount or Reduced Security Amount, whichever shall apply having regard to clauses (a) and (b) of Item 2 in this Schedule.

4. Release of Security

- (a) If
 - (i) the Developer has satisfied all of its obligations under this Deed; and
 - (ii) the whole of the monies secured has not been expended,then Council will promptly return the Security, or the remainder of the monies secured (as the case may be), to the Developer.
- (b) The Developer will reimburse the Council for any reasonable external costs, charges, duties and taxes paid by it in relation to its holding and releasing of the Security in accordance with this Schedule.

Execution

Executed as a Deed

Dated:

THE SEAL of **LEETON SHIRE COUNCIL ABN 59 217 957 665** was affixed in accordance with section 400 of the *Local Government (General) Regulation 2021* and witnessed by the following persons:

.....
Mayor

.....
General Manager

EXECUTED by **ACENERGY PTY LTD ACN 628 883 447** in accordance with section 127 of the *Corporations Act 2001 (Cth)*:

.....
Bin Wang
Sole Director & Secretary

Appendix: Explanatory Note

For the purposes of *Environmental Planning and Assessment Regulation 2021* (section 205) in respect of a draft Planning Agreement under s7.4 of the *Environmental Planning and Assessment Act 1979*.

1. Introduction

The purpose of this explanatory note is to provide a plain English summary to support the notification for the proposed Planning Agreement, made pursuant to section 7.4 of the *Environmental Planning & Assessment Act 1979*, for the proposed development of the Yanco Battery Energy Storage System (**Development**) in the local government area of Leeton Shire Council (**Planning Agreement**).

This explanatory note explains what the planning agreement is proposing, how it delivers public benefit and whether it is an acceptable means of achieving the proposed planning outcomes.

2. The parties to this planning agreement are:

Leeton Shire Council (**Council**) and ACENERGY Pty Ltd ACN 628 883 447 (**Developer**).

3. The land subject to the planning agreement is:

The land known as 120 Houghton Road, Yanco, 2703, NSW, being the land comprised in certificate of title Folio Identifiers 516/751745 and 521/751745.

A map of the subject land is attached to this explanatory note.

Will the planning agreement be registered on the subject land titles? Yes

4. Summary of the objectives, nature and effect of the Planning Agreement

The objective of the Planning Agreement is to secure monetary contributions from the Developer for the Development for community enhancement projects in the townships of Leeton and Yanco in the Leeton Shire Local Government Area.

The nature of the Planning Agreement is a written agreement executed by the Developer and Council under section 7.4 of the *Environmental Planning and Assessment Act 1979* which provides for the Developer to make contributions (as defined in Schedule 1 of the Planning Agreement) to Council for public purposes.

The effect of the Planning Agreement is that it:

- (a) relates to the carrying out of the Development by the Developer,

- (b) makes provision for the Developer to make financial contributions towards community enhancement projects,
- (c) does not exclude the application of sections 7.11, 7.12 or 7.24,
- (d) is to be registered on Lot 516 & 521 in DP751745, and
- (e) provides dispute resolution methods for a dispute under the agreement.

5. Assessment of the Merits of the Planning Agreement

The positive impacts of the Planning Agreement on the public (or relevant sections of the public) are:

- (a) Enhancing and maintaining community infrastructure such as parks, the Roxy Community Theatre, and recreational facilities.
- (b) Supporting improvements to Yanco Main Street through contributions that assist businesses in upgrading building facades and enhancing overall amenity.
- (c) Providing sponsorship for community events over a 5 year period.
- (d) Contributing to the Yanco community through a donation to Yanco Powerhouse Museum.

The negative impacts of the Planning Agreement on the public (or relevant sections of the public) are:

- (a) No negative impacts.

6. Identify how the Planning Agreement promotes the public interest

The Planning Agreement promotes the public interest by:

- (a) Maintenance and enhancement of community facilities.
- (b) Improved public infrastructure.
- (c) Sponsorship of events benefiting the local community.

7. Whether the Planning Agreement conforms with the planning authority's Capital Works Program

Yes, the planning agreement provides contributions to maintain and improve public infrastructure identified in the capital works program e.g. parks and gardens, public facilities.

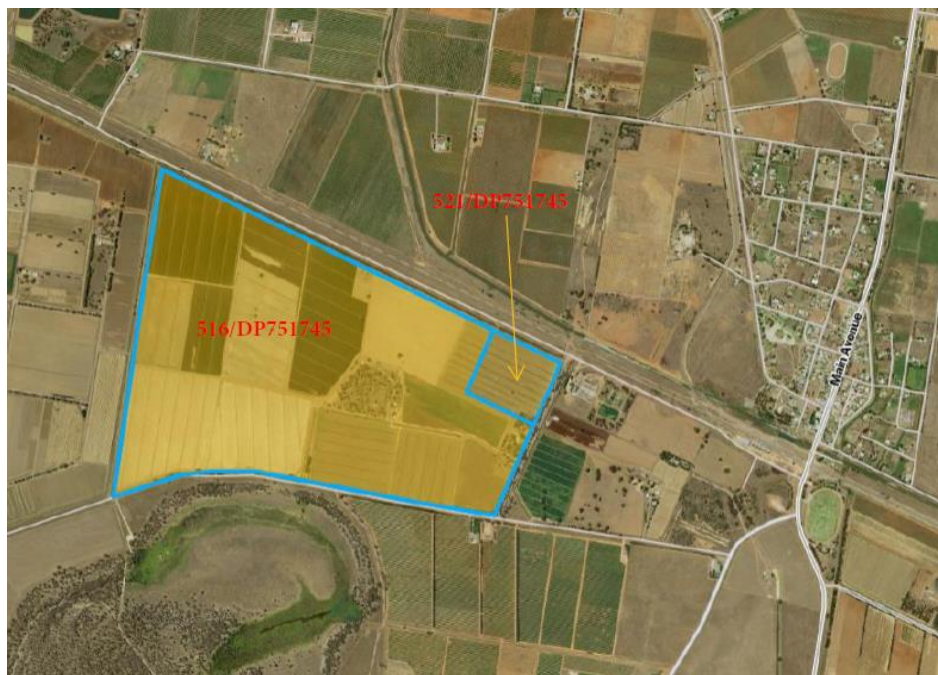
8. Whether the Planning Agreement specifies that certain requirements must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

The Planning Agreement does not require the Developer to pay the monetary contributions before a construction certificate, occupation certificate or subdivision certificate is issued.

9. Construction of the Agreement

This Explanatory Note is not to be used to interpret the Planning Agreement.

Map of Land



Appendix: Explanatory Note

For the purposes of *Environmental Planning and Assessment Regulation 2021* (section 205) in respect of a draft Planning Agreement under s7.4 of the *Environmental Planning and Assessment Act 1979*.

1. Introduction

The purpose of this explanatory note is to provide a plain English summary to support the notification for the proposed Planning Agreement, made pursuant to section 7.4 of the *Environmental Planning & Assessment Act 1979*, for the proposed development of the Yanco Battery Energy Storage System (**Development**) in the local government area of Leeton Shire Council (**Planning Agreement**).

This explanatory note explains what the planning agreement is proposing, how it delivers public benefit and whether it is an acceptable means of achieving the proposed planning outcomes.

2. The parties to this planning agreement are:

Leeton Shire Council (**Council**) and ACENERGY Pty Ltd ACN 628 883 447 (**Developer**).

3. The land subject to the planning agreement is:

The land known as 120 Houghton Road, Yanco, 2703, NSW, being the land comprised in certificate of title Folio Identifiers 516/751745 and 521/751745.

A map of the subject land is attached to this explanatory note.

Will the planning agreement be registered on the subject land titles? Yes

4. Summary of the objectives, nature and effect of the Planning Agreement

The objective of the Planning Agreement is to secure monetary contributions from the Developer for the Development for community enhancement projects in the townships of Leeton and Yanco in the Leeton Shire Local Government Area.

The nature of the Planning Agreement is a written agreement executed by the Developer and Council under section 7.4 of the *Environmental Planning and Assessment Act 1979* which provides for the Developer to make contributions (as defined in Schedule 1 of the Planning Agreement) to Council for public purposes.

The effect of the Planning Agreement is that it:

- (a) relates to the carrying out of the Development by the Developer,
- (b) makes provision for the Developer to make financial contributions towards community enhancement projects,

- (c) does not exclude the application of sections 7.11, 7.12 or 7.24,
- (d) is to be registered on Lot 516 & 521 in DP751745, and
- (e) provides dispute resolution methods for a dispute under the agreement.

5. Assessment of the Merits of the Planning Agreement

The positive impacts of the Planning Agreement on the public (or relevant sections of the public) are:

- (a) Enhancing and maintaining community infrastructure such as parks, the Roxy Community Theatre, and recreational facilities.
- (b) Supporting improvements to Yanco Main Street through contributions that assist businesses in upgrading building facades and enhancing overall amenity.
- (c) Providing sponsorship for community events over a 5 year period.
- (d) Contributing to the Yanco community through a donation to Yanco Powerhouse Museum.

The negative impacts of the Planning Agreement on the public (or relevant sections of the public) are:

- (a) No negative impacts.

6. Identify how the Planning Agreement promotes the public interest

The Planning Agreement promotes the public interest by:

- (a) Maintenance and enhancement of community facilities.
- (b) Improved public infrastructure.
- (c) Sponsorship of events benefiting the local community.

7. Whether the Planning Agreement conforms with the planning authority's Capital Works Program

Yes, the planning agreement provides contributions to maintain and improve public infrastructure identified in the capital works program e.g. parks and gardens, public facilities.

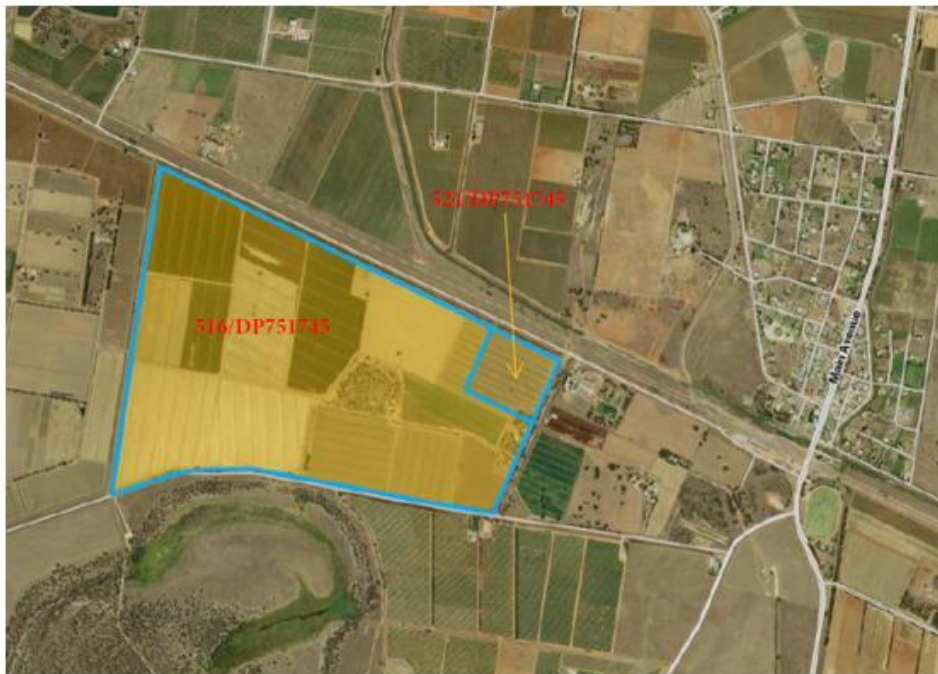
8. Whether the Planning Agreement specifies that certain requirements must be complied with before a construction certificate, occupation certificate or subdivision certificate is issued

The Planning Agreement does not require the Developer to pay the monetary contributions before a construction certificate, occupation certificate or subdivision certificate is issued.

9. Construction of the Agreement

This Explanatory Note is not to be used to interpret the Planning Agreement.

Map of Land



9. NOTICES OF MOTION

Nil

10. 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 30 July to 25 August 2025.

Cr George Weston	
30 August 2025	Meeting with Murrumbidgee Health District CEO Jill Ludford
4 August 2025	South Western NSW Virtual Drought Summit
6 August 2025	Leeton Community Safety Precinct Committee Meeting & Leeton PACC Meeting
6 August 2025	100 Years of Rice Welcome at LMAG
7 August 2025	MLHD Chief Executive / Council Quarterly Update & 100 Years of Rice Gala Dinner
8 August 2025	SunRice Packaging Plant Upgrades Opening & Senator Deb O'Neill and Senator Tim Ayres tour of Roxy
9 August 2025	Leeton Business Chambers Awards
11 August 2025	Australia Day Committee Meeting
13 August 2025	Meeting with NSW Nationals Leader Dugald Saunders and Upper House MP the Hon. Nichole Overall
14 August 2025	2025 NSW Volunteer of the Year Awards Regional Ceremony
15 August 2025	RAMJO Board Meeting
25 August 2025	Gogeldrie Weir Facilities Committee Meeting

Cr Nicholas Wright	
7 August 2025	RDA Riverina Defence Industry Event in Wagga
14 August 2025	2025 NSW Volunteer of the Year Awards Regional Ceremony
20 August 2025	Whitton Courthouse & Museum Committee Meeting
21 August 2025	Light Up Leeton Committee Meeting

Cr Sandra Nardi	
4 August 2025	Roxy Redevelopment Committee Meeting
11 August 2025	Australia Day Committee Meeting
12 August 2025	Community Strengthening Grants Video & Youth Development Grant Photo

Cr Tracey Morris	
4 August 2025	Roxy Redevelopment Committee Meeting
7 August 2025	100 Years of Rice Gala Dinner

16 August 2025	Leeton Sport and Recreation Parkrun
Cr Stephen Tynan	
9 August 2025	Yanco Town Improvement Committee Movie Night

11. CONCLUSION OF THE MEETING