



Attachments Excluded From Agenda

Meeting of Singleton Council

Tuesday 21 June 2022

"To provide quality services to the community in an efficient and friendly manner encouraging responsible development"

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CREATE SINGLETON 2032

COMMUNITY STRATEGIC
PLAN 2022 - 2032

[W singleton.nsw.gov.au](http://www.singleton.nsw.gov.au)





ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.



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FROM THE MAYOR

CR SUE MOORE



This Create Singleton 2032 Community Strategic Plan comes at a pertinent time for the people of our local government area (LGA) as we focus on fulfilling the needs of our community now, as well as look forward to ensure Singleton's ongoing vitality and importance to NSW.

We are on the precipice of significant global change that will have unavoidable impacts for our local community and economy. That includes the repercussions of the COVID-19 pandemic; climatic change and growing intensity of natural disasters; and of course conversations about the future of coal and energy production in boardrooms and dinner tables around the world.

While many of those decisions will be made far beyond the local level, what Create Singleton 2032 represents is how the people of Singleton are responding to the challenges with actions we can take now, together, to drive our community forward.

Based on more than 2000 interactions with people across our local government area, the community's vision for the next 10 years, quite rightly, brings the focus back to livability and appreciation for all that makes Singleton unique.

As we launch this document in the same year as the Singleton Arts and Cultural Centre, it's opportune

to reflect on the special place our area holds for the people of the Wonnarua, Wanaruah, the importance of our role in the European settlement of the colony of NSW and ensuing evolution as the State's engine room through agriculture, mining and natural resources.

It's also a timely reminder that we have endured great cultural and economic change before, and our natural assets mean we're well placed - quite literally, in geographical terms - to shift and thrive again.

What you told us was that you want a Singleton that is modern and connected, with all the state-of-the-art facilities and conveniences of cosmopolitan living but without sacrificing the small town feel that makes our towns and villages the special places they are to live.

You want a strengthened focus on "local" through shared pathways and bike tracks, shopping, events, and entertainment, more ways for us to experience and engage with local places and people.

But just as important as understanding and delivering what our community wants is how you want it to happen. Sustainability, both environmental and financial, and strong cohesive leadership will be the cornerstones to how our success is determined and ultimately measured. I am proud to be joining you on this journey, and will advocate at all levels to ensure Singleton's prosperity for generations to come.

Create Singleton 2032 is an important document because it is the vision set by our community for the Singleton they want in the next 10 years, and the guide for all of Council's operations to deliver us there.

I particularly highlight the word "create", because it is not used by accident. As an organisation, we're strongly aware of and committed to our purpose to create the community we're all proud to be part of, where people can live, work, play, invest and thrive.

More importantly, what is really exciting about this process is that as we review previous versions of Singleton's Community Strategic Plan to measure our achievements on the road already travelled, it reinforces that challenges can also bring opportunities for the Singleton of the future. And we all have a hand in the future we'll create together.

This is particularly so as we navigate a period of challenge for our economy and our community on a range of fronts, including the impacts of the COVID-19 pandemic, intensifying natural disasters and of course, global conversations about the future of coal and energy production.

We already know Singleton is very well-placed for an economic evolution: literally, through its location in the heart of the Hunter and just a stone's throw from Sydney and Newcastle; logistically, as a Business Fibre Zone as part of the NBN broadband network with access to high-speed internet;

and socially as a destination for people and families looking for a regional escape from city life without sacrificing city conveniences.

From more than 2000 interactions with our community, we know what the people of Singleton love about where we live, what we need to protect, and what we need to enhance to continue to grow our area's appeal to businesses, investors and residents.

To that end, and directed by the leadership and guidance of our elected Council, our role is to deliver our community's vision and enhance Singleton's livability in a way that is sustainable and meaningful now, while keeping an eye a long way down the road to make provision for the people who will benefit from our fortitude.

Creating the Singleton of the next decade means streamlining our objectives and actions to ensure we're clear on the path, we can measure our success, and that we're accountable to you. Although we have the map, we still have to take the journey. My team and I look forward to working with you to create the Singleton we all want for 2032.

FROM THE GENERAL MANAGER

JASON LINNANE



OUR SINGLETON

The Singleton Local Government Area (LGA) has a resident population of 23,380 and covers an area of 4,893 square kilometres (ABS, Census 2016). The Singleton township is located on the banks of the Hunter River, 197 kilometres north-west of Sydney and 80 kilometres northwest of Newcastle.

Singleton is home to a diverse mix of commerce and industry, including agriculture, vineyards, tourism, defence and retail; however, light and heavy industry, power generation and particularly coal mining are the dominant economic drivers.

The LGA boasts a commanding natural environment with 40 per cent of its area made up of the world heritage-listed Wollemi, Yengo and Mount Royal National Parks. It was at Whittingham that the first European exploration party came upon the Hunter River and extolled the virtues of land “as fine as imagination ... can form”, literally sowing the seeds of agriculture and enterprise to help the fledging colony of New South Wales to prosper. Today, Singleton’s abundance of natural resources continues to help support the State’s economy.

The Singleton LGA and wider Hunter Region are entering a new and exciting era with a growing population, greater economic evolution and expanding global gateways to the rest of the world. With modern conveniences, state-of-the art facilities and infrastructure offered with a country lifestyle, as well as a doorstep to a world-class university, cutting edge hospitals and national sports and cultural events, Singleton continues to expand its status as a leading regional economy with exceptional liveability.

COMMUNITY SNAPSHOT



23,573
Population

37 yrs
Median age



40%
Classified as
National Park



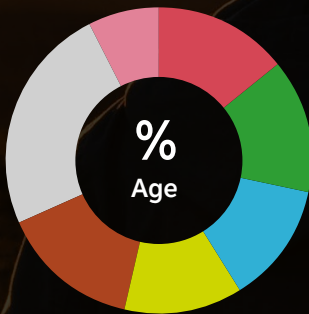
3
World Heritage-listed
National Parks



79
Parks + reserves



4,893km²
LGA area



4
Protected
Aboriginal Places



6,347
Recorded Aboriginal
Cultural Heritage sites



16,325
jobs within Singleton



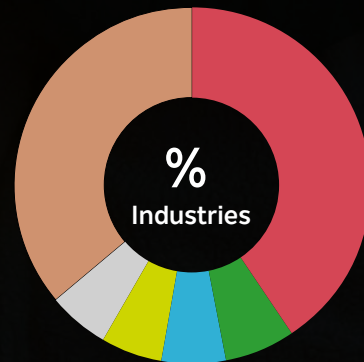
156
Heritage items
in Singleton LGA



37
Historic buildings
on the Singleton
Heritage Walk

Main Employing
Industries

- 40.59% Mining
- 6.50% Public Administration + Safety
- 5.82% Construction
- 5.70% Retail Trade
- 5.38% Accommodation + Food Services
- 36.01% Other



Source: ABS 2016



OUR **VISION + VALUES**



OUR VALUES

Integrity: We act with commitment, trust and accountability.

Respect: We are open, honest, inclusive and supportive.

Excellence: We strive to achieve the highest standards.

Innovation: We are creative, progressive and strategic.

Enjoyment: We promote a harmonious, productive and positive workplace.

OUR VISION



Vibrant



Progressive



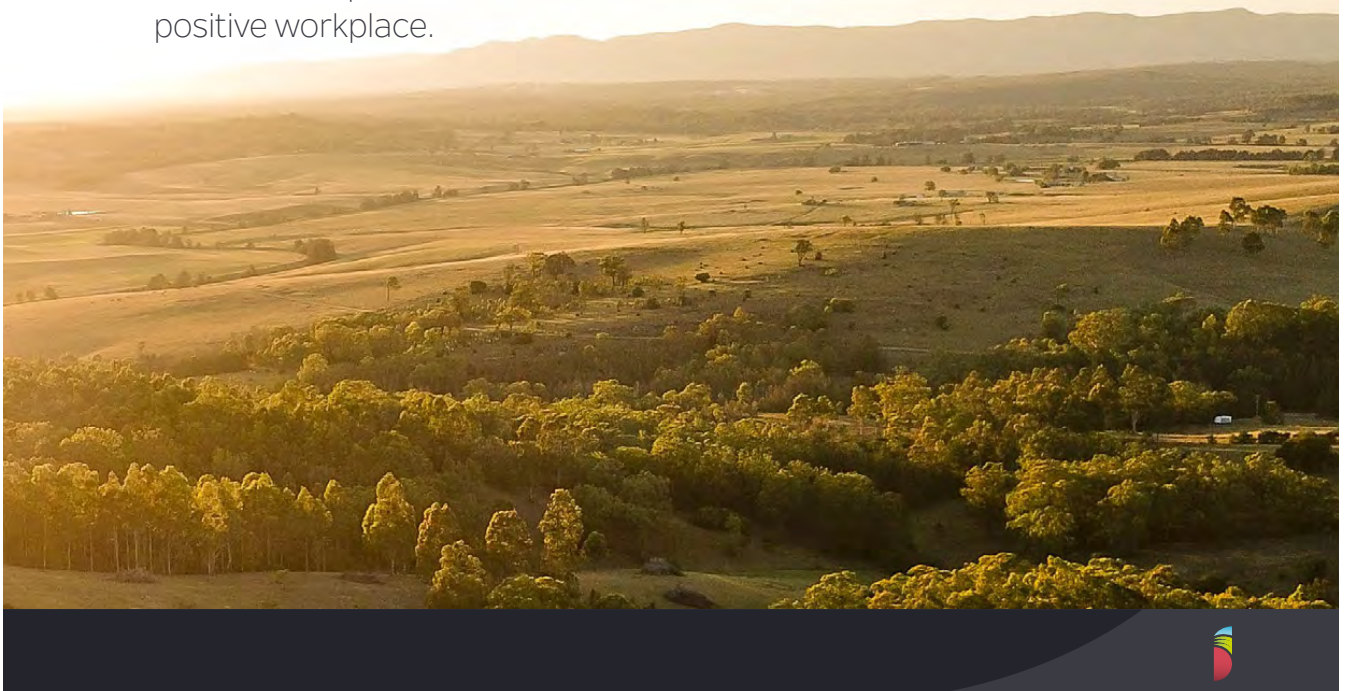
Resilient



Connected



Sustainable



OUR COUNCILLORS



CR GODFREY
ADAMTHWAITE



CR BELINDA
CHARLTON



CR SUE GEORGE



CR TONY JARRETT
(Deputy Mayor)



CR HOLLEE JENKINS



CR MEL MCLACHLAN



CR TONY MCNAMARA



CR SUE MOORE
(Mayor)



CR VAL SCOTT



CR DAN THOMPSON

OUR EXECUTIVE LEADERSHIP TEAM



JASON LINNANE
General Manager



JUSTIN FITZPATRICK-BARR
Director Planning +
Infrastructure Services

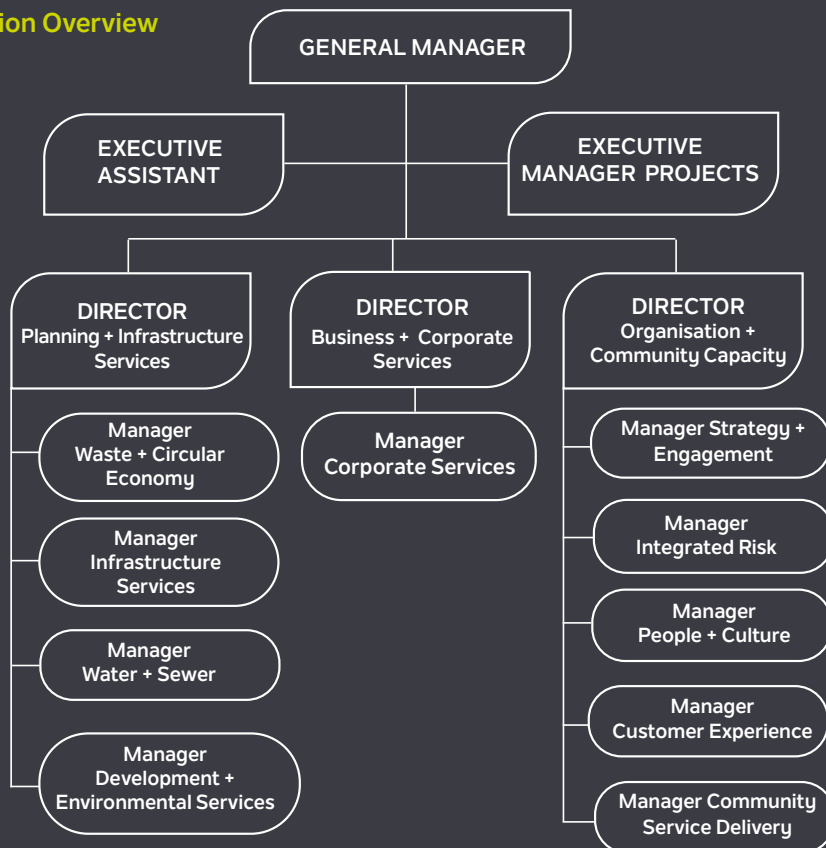


DWIGHT GRAHAM
Director Business +
Corporate Services



VICKI BRERETON
Director Organisation +
Community Capacity

Organisation Overview





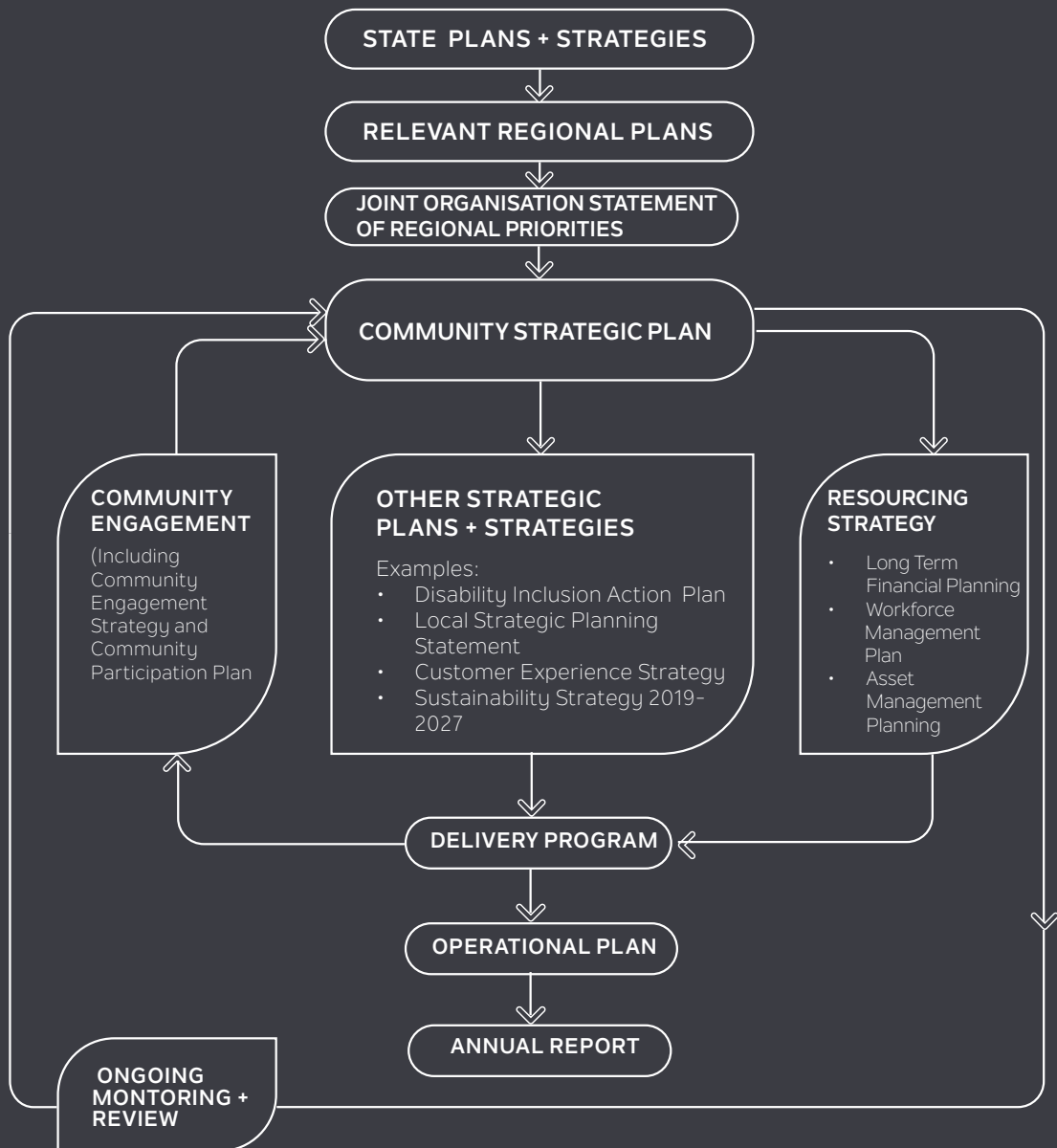
OUR **FRAMEWORK**

INTEGRATED PLANNING + REPORTING (IP+R) FRAMEWORK

The Community Strategic Plan (CSP) is the highest level of strategic planning that local councils undertake. It is the keystone document of the NSW Government Integrated Planning and Reporting (IP+R) Framework.

The framework provides the integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring, evaluation and engagement with the community.

Integrated Planning + Reporting (IP+R) Framework



*This diagram demonstrates Singleton's response to the IP+R Framework.
IMAGE: Personalised IP+R framework diagram including some of our strategies*

CREATE SINGLETON 2032

The CSP is based on the vision, aspirations and priorities set by our community. The CSP sets our strategic vision for the next 10 years, which we have termed Create Singleton 2032. This plan is reviewed every four years to ensure it meets the needs of our community.

Create Singleton 2032 was developed through consultation and engagement with the community including Council, other levels of government, business, other organisations and our residents and visitors. The plan is prepared with consideration of the social justice principles of equity, access, participation and rights. It also addresses economic, environmental, leadership and social issues.

DELIVERING CREATE SINGLETON 2032

Our Delivery Program 2022-2026 outlines the deliverables and actions Council will undertake over the next four years to enable us to achieve the objectives identified in the Community Strategic Plan 2022- 2032. It is reviewed every election to ensure that it aligns to the community's priorities and needs.

OPERATIONAL PLAN

The Operational Plan identifies the individual projects and activities that Council will undertake annually to achieve the commitments made in the Delivery Program and in turn, the Community Strategic Plan. It is reviewed every year and is aligned to our annual budget and resourcing strategies.

RESOURCING STRATEGY

The Resourcing Strategy consists of 3 components:

Long Term Financial Planning - 10 Year

Asset Management Planning - 10 Year

Workforce Management Plan - 4 Year

The Resourcing Strategy supports to delivery of the CSP and Delivery Plan by demonstrating how Council will allocated resources to deliver the objectives under its responsibility.

REPORTING ON CREATE SINGLETON 2032

Council is committed to improve community reporting and demonstrating progress towards achieving our community's vision. As part of the IP&R Framework requirements, progress of our accomplishments in achieving this plan will be reported via:

Quarterly Financial Budget Review Statement

Bi-Annual Operational Plan Report

Annual Report (including State of Environment)

State of our LGA Report (every 4 years)

OUR ROLE

Singleton Council takes a leading role in the implementation of this plan. However, collaborating and advocating with other levels of government, industry, community organisations and individuals is crucial to achieving our long term goals.

Through our community feedback and engagement many challenges and opportunities have been raised including topics such as health, education, environmental protection and transport. Delivering on these priorities is largely the responsibility of the NSW Government. Council is committed to advocating and facilitating change and improvement on behalf of the community in these areas.

In the delivery of this plan we will undertake the following roles:



Deliver

As part of its core business, Council provides these services and assets



Collaborate

Council will support and partner with community, government and private organisations to deliver benefits and services to the community.



Advocate

Council will continue to influence others to create positive change for our community through advocacy and our advocacy agenda.



Regulate

Council will continue to regulate activities as required by our legislations

OUR SUCCESS

We have a range of indicators and measures to assist us in measuring our performance and success in achieving our strategies and plans. Our measures also support our evidence-based decision making approach.

OUR INDICATORS

Community Indicators – the wellbeing of our Community and LGA (Community health and wellbeing indicators)

Service Indicators – Service provision measures for services delivered by Council





OUR **ADVOCACY**

SINGLETON ADVOCACY AGENDA

Putting our community first is paramount for Singleton Council. It is the cornerstone of everything we do, which is why the Singleton Advocacy Agenda plays an important role in setting Council's direction ahead of state and federal elections. This agenda lays the foundation for Council and the community to commence action today that will create long-lasting change into the future. If acted upon, this agenda will form the blueprint for our local government area's transformation.

Commitment to accountable and tangible leadership to drive a whole of region approach to economic evolution

Develop and implement a leadership and governance model that provides direction, drives innovation and is accountable for long-term economic evolution of the region.

Seek commitment to resource and develop a transparent land use-based policy position on final mining land use that aligns with local strategic land use planning outcomes and ensure current and future socio-economic considerations are managed appropriately.

Ongoing commitment to Resources for Regions funding program for mining communities

Seek long-term commitment to the Resources for Regions funding program to continue to recognise and provide certainty for mining communities.

Upgrades to Singleton Police Station and appropriate staffing

Seek commitment on the scope of works, timing and budget allocation for a new police station for Singleton.

Seek commitment for the appropriate allocation of staffing numbers to enable 24-hour operation of the station.

Seek certainty on the timeline for refurbishment of the Jerrys Plains police residence to restore a full-time police presence in the village as soon as possible

Leadership on waste and recycling issues

Seek commitment to actively work with industry and local government to develop a viable strategic policy position.

Seek funding commitment to ensure recycling infrastructure is delivered.

Seek commitment for 100% of the waste levy to be returned to local governments for community waste minimisation and recycling programs.

Changes to cost shifting model imposed by State Government

Seek commitment that no new, increased or transferred responsibilities will be imposed on local government without a sufficient corresponding source of revenue or revenue-raising capacity.

WHAT WE HAVE ACHIEVED

✓ IMPROVED RESOURCES FOR REGIONS FUNDING PROGRAM

with an allocation of a fixed percentage of funds based on the level of impact to mining communities.

✓ INCREASED PASSENGER TRAIN SERVICES TO AND FROM SINGLETON

with a commitment to fully fund an increased level of service on a trial basis.

✓ UPGRADES TO POLICE FACILITIES IN SINGLETON

with a commitment of \$12 million for a new, fit-for-purpose police station.

✓ SINGLETON BYPASS

design improved with a full interchange now planned for the Putty Road.

✓ COMMITTEMENT TO ACCOUNTABLE AND TANGIBLE LEADERSHIP

to drive economic evolution with the commitment to establish a statutory body and provide funding via the proposed Resources for Rejuvenation program.

✓ REVISION OF TfNSW ROADS MAINTENANCE CONTRACT TO IMPROVE MAINTENANCE OF NEW ENGLAND HIGHWAY

to include the entire New England Highway corridor in Singleton.





Upper Hunter water security planning, works and protection of water utility status

Seek commitment to protect Singleton's water utility business and services.

Seek commitment to fund Hunter Valley drought minimisation and water security planning.

Seek commitment for equity in progressing projects included in the draft Lower Hunter Water Security Plan, in particular the Lostock Dam to Glennies Creek Dam pipeline to benefit both the Lower Hunter and Upper Hunter.

Expansion of health services in Singleton

Seek commitment to maintaining and expanding health services in Singleton.

Seek commitment for infusion room for chemotherapy at Singleton Hospital.

Seek commitment for MRI machine at Singleton Hospital.

Seek commitment for mental health services in Singleton.

Environmental issues associated with power stations and mines

Seek commitment to develop a transparent cumulative impact policy position on amenity from mining and power stations that align with local planning outcomes and community expectations.

Seek commitment to undertake an independent review of the impact of coal ash and coal ash by-products on local and regional waterways and catchments.

Seek commitment to research and investigate reuse potential of mining and power generation waste streams to reduce the environmental and social impacts of long-term storage and rehabilitation of coal reject, tailings and coal ash deposits, dams and stockpiles.

Seek commitment for all regional areas to be treated equally with metropolitan areas and for standards to be improved to reflect world's best practice.

Commitment to the agriculture industry and improved drought support

Seek commitment to an increase in drought support.

Seek commitment to fund identified infrastructure projects to aid rural communities.

Simplification of State-delivered grant programs

Seek commitment to provide a four-year structured grant funding allocation for economic and social infrastructure that is evenly distributed to each local government area.

Commitment to telecommunications and Connectivity

Seek commitment for the equitable provision of telecommunication infrastructure and services

Seek commitment to improve mobile service levels in Singleton's villages

Review of the standard instrument Local Environmental Plan (LEP) for rural landholders.

Seek commitment to review the standard instrument LEP for dwelling entitlement to provide certainty and flexibility for rural residents.

Ongoing commitment to the expansion of vocational education programs in Singleton

Seek commitment to increase resources, staffing and services to improve provision of vocational training and integration with local school network and other providers.

Seek ongoing commitment for resourcing and staff training to continue the successful delivery of the Outcomes of Trade Training Program.

Seek commitment to continue to support the Singleton TAFE campus, including the expansion of course offerings and trade training.

Provision of affordable housing

Seek commitment to increase the stock of affordable housing options across the Singleton LGA to cater for all demographics including age and levels of income.





OUR SUSTAINABILITY GOALS

The United Nations Sustainable Development Goals (SDGs) are a set of global principles to guide action. Seventeen goals and associated global targets, actions and indicators were adopted in 2015 by nations (including Australia) and were designed with national governments in mind as a voluntary agreement among the United Nations' 193 member states.

All member states agree on the intent behind the goals to address common global issues. More information on the SDGs can be found at <https://www.singleton.nsw.gov.au/sustainabledevelopmentgoals> and <https://www.singleton.nsw.gov.au/1039/Singleton-Sustainability-Strategy>

The SDGs can be used by local government, industry and non-government organisations to address issues relevant to the local context that work towards meeting the global targets and actions. The adoption of the SDGs is not mandatory, allowing Singleton Council to adopt goals that are relevant to our local government area.

Through the Singleton Sustainability Strategy 2019-2027, Council has identified four of the SDGs as the most important to drive the entire Local Government Area in a sustainable direction.



UN SDG Mission Statement: 'A blueprint to achieve a better and more sustainable future for all people and the world by 2030'

The purpose of employing these four goals is to ensure that both Council and our community have both the knowledge and perception required for the long-term sustainable development of our LGA and to provide clear direction in achieving sustainable outcomes.

Importantly, the goals can empower both Council and the community to define their roles and responsibilities. Finally, our goals provide an opportunity to promote integration of our economy, environment and society.

Council will continue to explore these goals and others through the life of this CSP.

The focus of the Sustainability Strategy for Singleton is:



OUR ALIGNMENT WITH STATE AND REGIONAL PLAN

The diagram below demonstrates how the CSP aligns and integrates with the State and Regional planning goals.

STATE/REGIONAL PLAN	OUR FIVE PILLARS	
	Our People	Our Places
NSW 2021	✓	✓
NSW Government Cultural Infrastructure Plan 2025+	✓	✓
NSW Government Circular Strategic Plan 2020-2023		✓
NSW Government Net Zero Plan State 1: 2020-2030		✓
NSW Smart Places Strategy	✓	✓
NSW Disability inclusion Action Plan (2020-2024)	✓	✓
Hunter Regional Plan 2036	✓	✓
Hunter Joint Organisation (HJO) Strategic Plan 2018-21	✓	✓
Hunter Regional Transport Plan		✓

Our Environment	Our Economy	Our Leadership
✓	✓	✓
	✓	✓
✓	✓	
✓	✓	✓
✓	✓	✓
	✓	✓
✓	✓	
✓	✓	



OUR ENGAGEMENT

What the community tells us is extremely important and is the foundation for setting deliverables and actions within of this CSP.

A great portion of our community engaged in our modes, we received over 2000 interactions across the different engagement activities including:

Nine written submissions

12 Children's art competition entries

206 Facebook submissions

105 Post-it wall (following on from Shadowgram)

229 Dots – Dotmocracy board

3 Roadshows

66,759

people reached
through social media

206 Facebook submissions
2 Virtual workshops



954

Responses to survey

904 responses to survey #1
50 responses to survey #2

ENGAGEMENT SNAPSHOT

64%

Feel we are on our way to achieving the Vision for Singleton to be 'Vibrant, Progressive, Connected, Sustainable , Resilient

74%

When asked to describe Singleton and the LGA, over 74% of the responses were positive descriptions



Top 10 priority themes identified through the engagement include:

THEMES

- Walking / Pathways/ Bike tracks
- Bypass
- Retail
- Events
- Entertainment / Activities
- Tourism
- Youth
- Evolve away from mining
- Arts/ Culture
- Hospitality



OUR PRIORITIES



OUR PEOPLE

Our Community is creative, vibrant, inclusive, safe, health and sustainable.
Our Community is resilient, educated, inclusive, connected and engaged



OUR PLACES

Our Places are sustainable, adaptable and inclusive.
Our Places are vibrant, connected, innovative and safe.



OUR ENVIRONMENT

Our Environments are valued, preserved, respected and enhanced
in a sustainable way.



OUR ECONOMY

Our Economy will demonstrate diversity, resilience and innovation.
Our Economy will be smart, embrace growth and provide security
for the future.



OUR LEADERSHIP

Our Council is trusted, accountable, responsible and
community focused



WHAT WE WILL DELIVER

- **30** **STRATEGIES**
(COMMUNITY STRATEGIC PLAN)
- **115** **DELIVERABLES**
(DELIVERY PLAN)
- **174** **ACTIONS**
(OPERATIONAL PLAN)





OUR OPPORTUNITIES + CHALLENGES

Our engagement with the community identified a variety of opportunities and challenges which have been considered in the creation of the CSP. These include:

Affordable Housing

Affordable Housing and increasing the range of available housing in our LGA is a challenge and opportunity. Ensuring we keep up with demand with development opportunities and attracting developers, investors and residents so Singleton is viewed as a destination of choice.

Changing Environment

Singleton is built on rich natural resources, preserving and sustaining our environment and the longevity of these resources while driving an increase in the use of renewable energy and responding to the changing environment are key opportunities. Delivering programs, projects and initiatives derived from our Sustainability strategy will enable us to support the community and deliver upon the United Nations Sustainable Development Goals (SDGs).

Community Engagement

Council recognises and values the vast knowledge and experiences of the people who make up our diverse community, and is committed to placing our community at the heart of what we do. We have an opportunity to increase and improve our community engagement through a variety of different approaches. to ensure we are meeting the needs of our community.

Economic Evolution

The local economy of Singleton is supported by its diverse industrial base, ranging from mining through to agriculture, equine and defence. With evolving international markets and national targets related to the coal and mining industry, there is an opportunity for the economy to diversify and evolve.

Education

Ensuring continued investment and sustainable growth in our educational and training facilities within the LGA ongoing challenge for the community. This challenge helps drive our advocacy agenda and improve our collaboration with State Government and Educational Providers.

Entertainment for our Community

Community connectedness and collaboration has been affected by COVID 19, with limits on events and people coming together. Supporting the Community to recover from the pandemic provides Council with the opportunity to continue our support and encourage events, festivals and sporting competitions to take place in the Local Government Area (LGA). Council will work towards providing the community with a wide range of entertainment options.

Facilities + Infrastructure

COVID -19 has brought about unparalleled challenges for us as a community, however it has also provided us opportunities to continue to increase the utilisation of our sporting facilities as well as improve accessibility and access wider parts of our LGA through increased walking tracks, footpaths and bike trails. Supporting our community to continue to keep health, safe and active will be an ongoing focus.

Trust + Transparency

Transparency and accountability are vital attributes to build trust and reliability for the community. Council is committed to putting our customers at the centre of everything we do. Through our Customer Experience Strategy and increased service delivery output we will ensure that we are providing the best service we can to our community.

Visitor Economy

Singleton has world class parks, vineyards and facilities and all the makings of a top tourism destination. We have the opportunity is to continue to build upon our current offerings and support local business (shops, accommodation, vineyards) and tourism operators to promote and tell our story.



HOW TO READ THE PLAN

SINGLETON COUNCIL

1 OUR PEOPLE

2 OUR OBJECTIVES *(Where we want to be in 10 years time)*

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.
Our community is resilient, educated, inclusive, connected and engaged.

3 OUR STRATEGIES *(How we will get there)*

- 1.1 Provide services and facilities that meet the needs of our community at different stages of life
- 1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain
- 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and well-being
- 1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity

4 OUR MEASURES *(How will we know when we have arrived)*

Community Indicators

- Increasing Index of Disadvantage (Social Economic indexes for Areas - SEIFA)
- Decreasing crime rates
- Increasing healthy lifestyles (as reported by Hunter New England)

Service Indicators

- Increasing participation rates (participation number in events/ programs)
- Increasing rate of engagement (number engaged/ diversity of groups)
- Increasing customer satisfaction - trending towards 80%



5

SUPPORTING STRATEGIES

- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan

1

PILLAR

Our priority focus areas

2

OBJECTIVES

These are the long term priorities and aspirations for our LGA. Where we want to be in 10 years time.

3

STRATEGIES

Our strategies are how we are going to achieve our long-term objectives.

4

MEASURES

These are the measures that will help us track our progress in achieving our long-term objectives.

5

SUPPORTING STRATEGIES

These are the supporting strategies documents and plans we have included in our IP&R framework that enable us to deliver on our long-term objectives and deliverables.

OUR PEOPLE

OUR OBJECTIVES *(Where we want to be in 10 years time)*

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.

Our community is resilient, educated, inclusive, connected and engaged.

OUR STRATEGIES *(How we will get there)*

- 1.1 Provide services and facilities that meet the needs of our community at different stages of life
- 1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain
- 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and well-being
- 1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity

OUR MEASURES *(How will we know when we have arrived)*

Community Indicators

- Increasing Index of Disadvantage (Social Economic indexes for Areas - SEIFA)
- Decreasing crime rates
- Increasing healthy lifestyles (as reported by Hunter New England)

Service Indicators

- Increasing participation rates (participation number in events/ programs)
- Increasing rate of engagement (number engaged/ diversity of groups)
- Increasing customer satisfaction - trending towards 80%



SUPPORTING STRATEGIES

- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan



OUR PLACES

OUR OBJECTIVES *(Where we want to be in 10 years time)*

Our Places are sustainable, adaptable and inclusive.
Our Places are vibrant, connected, innovative and safe.

OUR STRATEGIES *(How we will get there)*

- 2.1 Provide safe and well-maintained facilities, land and infrastructure
- 2.2 Improve transport connectivity and support sustainable alternatives
- 2.3 Provide safe and reliable water and sewer services
- 2.4 Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community
- 2.5 Promote and facilitate sustainable village living

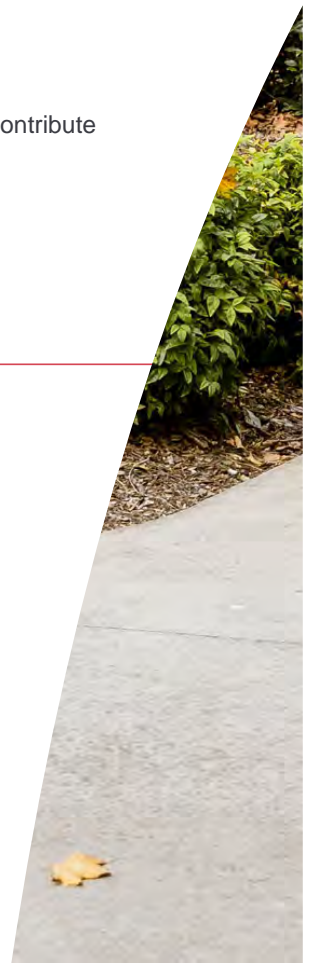
OUR MEASURES *(How will we know when we have arrived)*

Community Indicators

- Increase in Public transport access

Service Indicators

- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Building and Infrastructure Asset Ratio
- Disability and Inclusion Action Plan deliverables





SUPPORTING STRATEGIES

- Advocay Agenda
- Asset Management Strategy
- Development Control Plan (DCP)
- Drought and Emergency Response Management Plan
- Emergency Management Plan
- Integrated Water Cycle Management Plan
- Lake St Clair Plan of Management
- Local Environmental Plan 2013
- Local Strategic Planning Statement 2041 (LSPS)
- Local Housing Strategy (due for adoption in 2022)
- Singleton Village Master Plans
- Village Parks Plan of Management



OUR ENVIRONMENT

OUR OBJECTIVE *(Where we want to be in 10 years time)*

Our Environments are valued, preserved, respected and enhanced in a sustainable way.

OUR STRATEGIES *(How we will get there)*

- 3.1 Collaborate to enhance, protect and improve our natural environment
- 3.2 Advocate for quality clean air and quality rehabilitation
- 3.3 Promote efficient water, energy and waste management and increase reuse and recycling
- 3.4 Collect and manage urban storm water effectively
- 3.5 Manage and reduce risks from environmental pollution and disease
- 3.6 Increase the planning and preparedness for natural disasters

OUR MEASURES *(How will we know when we have arrived)*

Community Indicators

- Improved air quality
- Decreased prevalence of priority weeds
- Decreasing household energy consumption
- Decreasing household water consumption

Service Indicators

- Compliance with water quality targets (drinking, effluent, river health)
- Number of Heritage actions completed
- Increasing recycling, reuse and landfill diversion rates



SUPPORTING STRATEGIES

- Climate Change Adaption Plan (due for adoption in 2022/2023)
- Flood Study and Risk Management Plan
- Singleton Sustainability Strategy 2019-2027
- Singleton Futures Statement
- Singleton Waste Strategy 2013-2033



OUR ECONOMY

OUR OBJECTIVES *(where we want to be in 10 years time)*

Our Economy will demonstrate diversity, resilience and innovation.

Our Economy will be smart, embrace growth and provide security for the future.

OUR STRATEGIES *(How we will get there)*

- 4.1 Attract new investment to increase the diversity and resilience of the Singleton economy
- 4.2 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change
- 4.3 Continue to support local tourism operators to encourage Singleton LGA as a tourism destination
- 4.4 Enhance relationships between local business, industry and government to set strategic economic goals
- 4.5 Inform and inspire our community to be prepared and embrace jobs of the future
- 4.6 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2032
- 4.7 Foster initiatives that strengthen Singletons brand identify

Our MEASURES *(How will we know when we have arrived)*

Community Indicators

- Increase in visitor economy (no. of visitors)
- Increase in Gross Regional Product (GRP)
- Decrease in unemployment
- Increase in market diversification
- Trends in median house prices

Service Indicators

- Number of programs undertaken
- Grant application success rate



SUPPORTING STRATEGIES

- Economic Development Strategy (due for endorsement in 2022)
- Hunter Valley Destination Management Plan
- Socio - Economic Development Strategy 2020-2024
- Singleton Tourism Strategy (due for endorsement in 2023)



OUR LEADERSHIP

OUR OBJECTIVE *(Where we want to be in 10 years time)*

Our Council is trusted, accountable, responsible and community focused

OUR STRATEGIES *(How we will get there)*

- 5.1 Council's service delivery is aligned with our Community's needs and delivered the best way possible
- 5.2 People who are capable of meeting the challenges of the future
- 5.3 Provide accurate and timely communication to our Community
- 5.4 Develop strong partnerships to deliver services
- 5.5 To lead, govern and regulate in an ethical, equitable and transparent way
- 5.6 Improve the connectivity between the community, stakeholders and council to create an informed community
- 5.7 Infrastructure services, facilities and council are managed in a financial sustainable way

OUR MEASURES *(How will we know when we have arrived)*

Service Indicators

- Risk management:
 - Minimise harm to people, property and the environment
 - Achieve an annual Lost Time Injury Frequency Rate (LTIFR) that is no higher than the average LTIFR across the preceding three years
 - Maintain or increase annual risk management maturity score
- Financial sustainability - achievement of Long Term Financial Plan
- Increasing employee engagement - trending towards 85%
- Service delivery - 95% completion of operational actions plans

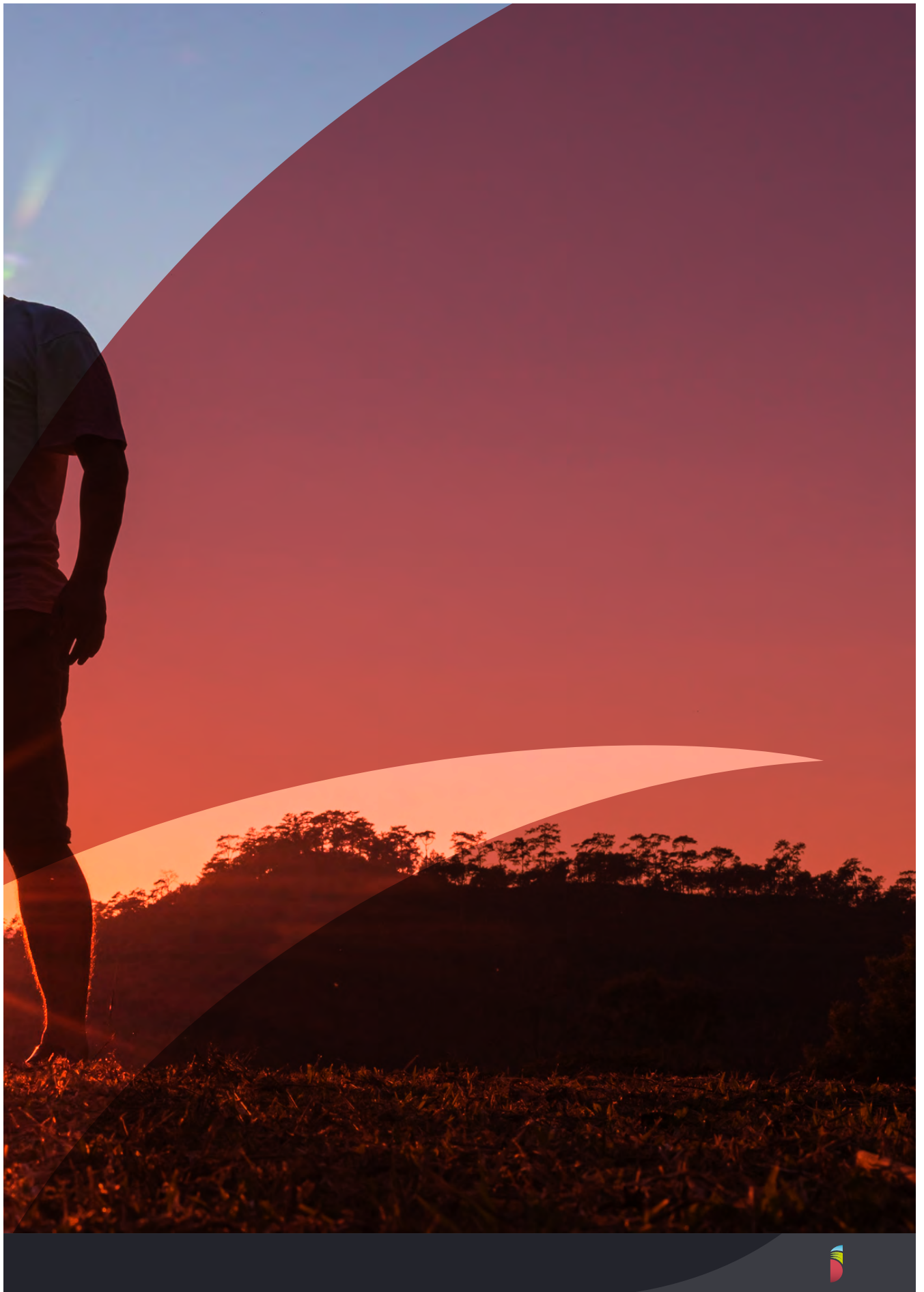


SUPPORTING STRATEGIES

- Advocacy Agenda
- Business Operating Framework
- Customer Experience Strategy 2020-2024
- Information and Communication Technology (ICT) Strategy
- Integrated Risk Management Plan 2021-2024
- Long Term Financial Plan 2021-2031
- Organisational Excellence Strategy (due for adoption in 2022/2023)
- Workforce Plan - Our People Strategy 2022-2026







For more information contact
Singleton Council on:

T 02 6578 7290
E council@singleton.nsw.gov.au
W singleton.nsw.gov.au

12 - 14 Queen Street
Singleton NSW 2330





DELIVERY PROGRAM
2022 - 2026
OPERATIONAL PLAN
2022 / 2023

W singleton.nsw.gov.au





ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.



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SECTION 1

OUR **SINGLETON**

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FROM THE MAYOR

CR SUE MOORE

As we launch into the first year under the Community Strategic Plan 2022-2032, we continue a course set by more than 2,000 submissions from our community towards the Singleton we want for the future: a Singleton that is modern and connected, with all the state-of-the-art facilities and conveniences of cosmopolitan living but without sacrificing the small town feel that makes our towns and villages the special places they are to live.

What you also told us was that you want a strengthened focus on “local”, through shared pathways and bike tracks, shopping, events, and entertainment, all growing more ways for us to experience and engage with local places and people. With that in mind, what this Operational Plan 2022/2023 does is draw up the actions to enhance Singleton’s livability.

This document identifies 174 actions that Council will undertake in 2022/2023 to support the achievement of deliverables detailed in the Delivery Program 2022 -2026 and in turn the Community Strategic Plan 2022-2032.

And I’m particularly pleased to confirm that yes, most of what you told us in more 2,000 submissions are addressed – including shared paths on Civic Avenue from the Singleton Gym and Swim to Combo Lane, and on Combo Lane from Civic Avenue to Queen Street.

At the time of writing, we also await the outcome of funding applications to the Transport for NSW Active Transport program for footpaths on Patrick Street (from Boundary Street to Queen Street),

Boundary Street (from Broughton Street to Queen Street), Market Street (from New England Highway to Patrick Street) and Hunter Street (from Church Street to New England Highway).

And there’s plenty more to look forward to in 2022/2023. We’ll see the completion of the first projects under the Singleton Community and Economic Development Fund (CEDF) – including \$87,997 for the Singleton Country Women’s Association (CWA) – and the announcement of the successful applicants in the second round under this unique approach to Voluntary Planning Agreement (VPA) monies in partnership with The Bloomfield Group and Glencore. We’ll also continue to work with our VPA committees to enhance our villages in Bulga and Jerrys Plains.

The continuation of our focus on arts and culture will see a range of exhibitions, programs and events at the newly-opened Arts and Cultural Centre, reflecting our community’s identity and cementing Singleton as the heart of the Hunter for arts and creativity.

The new centre is a fantastic addition to appeal to visitors, and an opportunity to build on the relationships and partnerships we have already established to continue to evolve Singleton’s economy now and for generations to come.

Without discounting the challenges that we know lay before us, 2022/2023 is set to be an exciting year for Singleton. I look forward to what we’ll achieve together for our community.

SINGLETON COUNCIL

There's no progress without action and with the vision for the future of our community set in the Create Singleton 2032 Community Strategic Plan, this Operational Plan 2022/2023 is where the doing begins.

Recognising this is an important year as the first under a new Council and with a renewed focus for the next 10 years based on an extensive program of community input, it's important to note that many of the 174 actions in this document are a continuation of our organisation's hard work especially around financial management, asset management, sustainability, arts and culture, and economic development.

Taking into account the feedback from our residents that put the focus for the future of Singleton very firmly in the "local", it's a great reinforcement of our organisation's purpose to create community – and that's exactly what this document sets out to do.

In a commitment to you, the people of Singleton, we've identified 174 actions, most included under the 'Our Places' pillar (46) followed by 30 actions under 'Our Environment' and 27 each under 'Our People' and 'Our Economy', that we can do this year to continue our course to a Singleton that is vibrant, progressive, connected, resilient and sustainable.

And on that note, sustainability remains a core focus with particular actions to develop a Transport Strategy and investigate the installation of electric car charging facilities in our local government area.

We're bringing people together with a range of facilities, including shared pathways, and embarking on the delivery of upgrades and embellishments

identified in the Community Sports Infrastructure Strategy, as well as holding two flagship events (Christmas on John Street and Firelight) as part of our commitment to enhance community inclusiveness, connection, health and wellbeing.

And we're accommodating all stages of life – and death – with the provision of childrens services right through to developing a Cemeteries Policy and Operating Management Plan.

Our capital works program for 2022/2023 amounts to \$36.774 million, split 51 per cent for new assets and 49 per cent for asset renewal, which also includes the improvement of our water and sewer infrastructure.

We're also very conscious of what we're doing now to plan for the future generations of Singleton. Led by our elected Council, we are working on an Economic Development Strategy as well as an investment prospectus for Singleton, to encourage new businesses and industries to our local government area and drive an economic revolution so that our community continues to thrive.

It's a great privilege to work for and on behalf of the people of Singleton to create the community we're all proud to be part of, and I'm certain 2022/2023 will be a prosperous and productive year for everyone.



FROM THE
**GENERAL
MANAGER**

JASON LINNANE



SINGLETON COUNCIL

OUR SINGLETON

The Singleton Local Government Area (LGA) has a resident population of 23,380 and covers an area of 4,893 square kilometres (ABS, Census 2016). The Singleton township is located on the banks of the Hunter River, 197 kilometres north-west of Sydney and 80 kilometres northwest of Newcastle.

Singleton is home to a diverse mix of commerce and industry, including agriculture, vineyards, tourism, defence and retail; however, light and heavy industry, power generation and particularly coal mining are the dominant economic drivers.

The LGA boasts a commanding natural environment with 40 per cent of its area made up of the world heritage-listed Wollemi, Yengo and Mount Royal National Parks. It was at Whittingham that the first European exploration party came upon the Hunter River and extolled the virtues of land “as fine as imagination ... can form”, literally sowing the seeds of agriculture and enterprise to help the fledgling colony of New South Wales to prosper. Today, Singleton’s abundance of natural resources continues to help support the State’s economy.

The Singleton LGA and wider Hunter Region are entering a new and exciting era with a growing population, greater economic evolution and expanding global gateways to the rest of the world. With modern conveniences, state-of-the art facilities and infrastructure offered with a country lifestyle, as well as a doorstep to a world-class university, cutting edge hospitals and national sports and cultural events, Singleton continues to expand its status as a leading regional economy with exceptional liveability.

SINGLETON COUNCIL

COMMUNITY SNAPSHOT

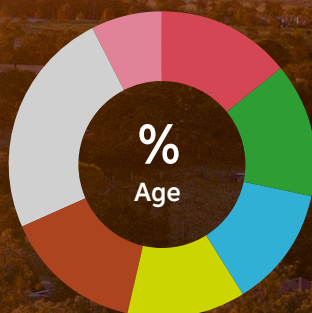


23,573
Population

37 yrs
Median age



40%
Classified as
National Park



14.20%	0-9
14.40%	10-19
12.70%	20-29
12.40%	30-39
14.80%	40-49
24.20%	50-59
7.30%	70+



3
World Heritage-listed
National Parks



79
Parks + reserves



4,893km²
LGA area



4
Protected
Aboriginal Places



6,347
Recorded Aboriginal
Cultural Heritage sites



16,325
jobs within Singleton



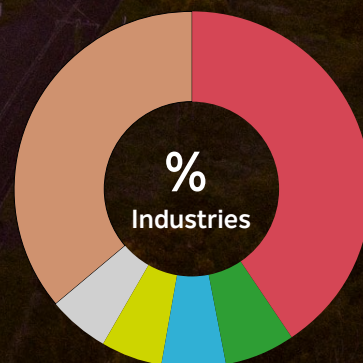
156
Heritage items
in Singleton LGA



37
Historic buildings
on the Singleton
Heritage Walk

Main Employing
Industries

40.59%	Mining
6.50%	Public Administration + Safety
5.82%	Construction
5.70%	Retail Trade
5.38%	Accommodation + Food Services
36.01%	Other



Source: ABS 2016



SINGLETON COUNCIL

OUR **VISION + VALUES**



OUR VALUES

Integrity: We act with commitment, trust and accountability.

Respect: We are open, honest, inclusive and supportive.

Excellence: We strive to achieve the highest standards.

Innovation: We are creative, progressive and strategic.

Enjoyment: We promote a harmonious, productive and positive workplace.

OUR VISION



Vibrant



Progressive



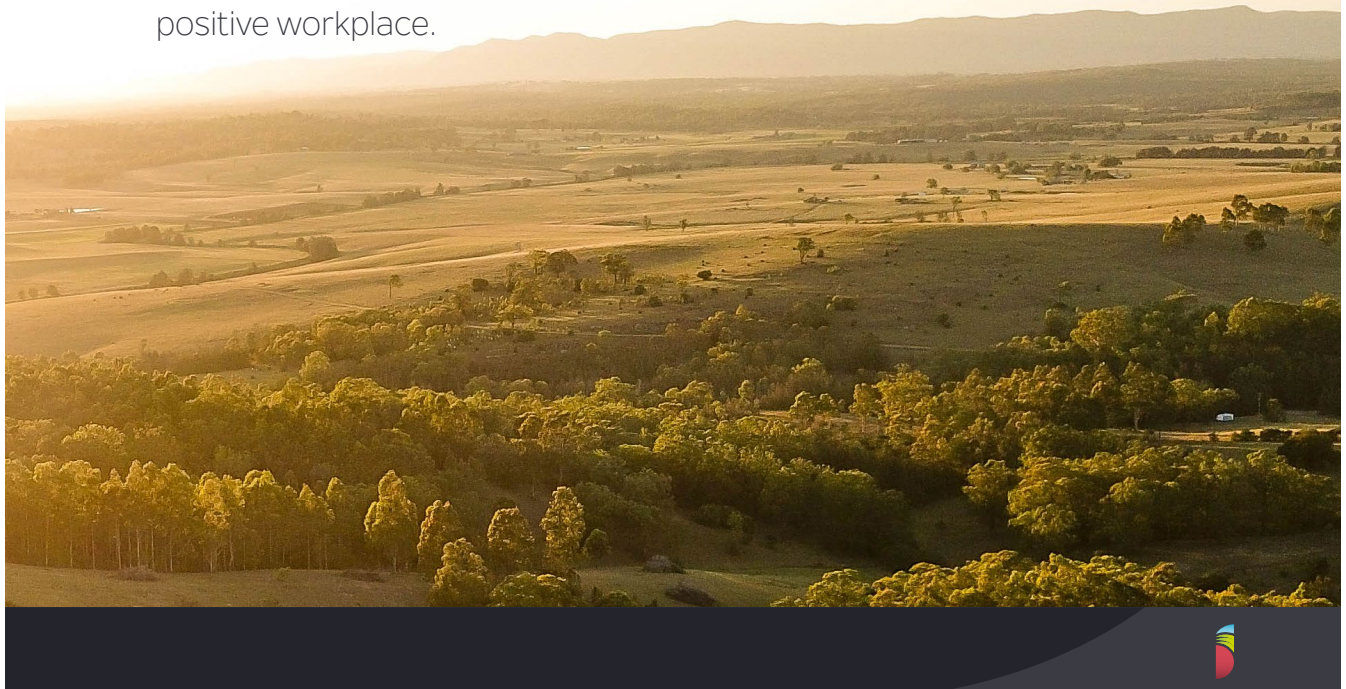
Resilient



Connected



Sustainable



SINGLETON COUNCIL

OUR COUNCILLORS



CR GODFREY
ADAMTHWAITE



CR BELINDA
CHARLTON



CR SUE GEORGE



CR TONY JARRETT
(Deputy Mayor)



CR HOLLEE JENKINS



CR MEL MCLACHLAN



CR TONY MCNAMARA



CR SUE MOORE
(Mayor)



CR VAL SCOTT



CR DAN THOMPSON

OUR EXECUTIVE LEADERSHIP TEAM



JASON LINNANE
General Manager



JUSTIN FITZPATRICK-BARR
Director Planning +
Infrastructure Services

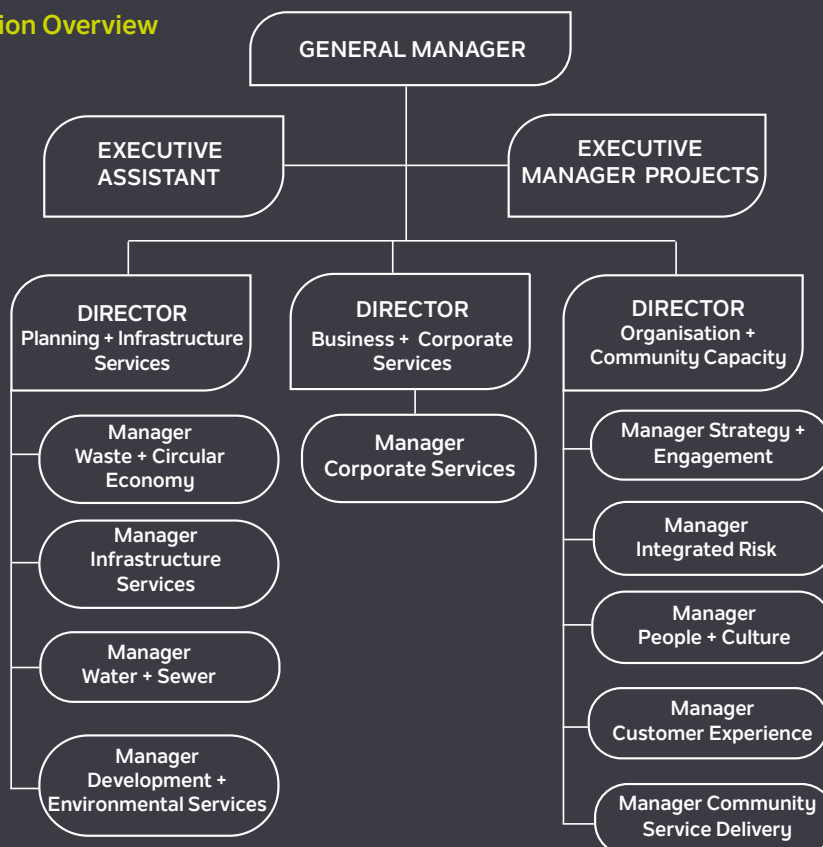


DWIGHT GRAHAM
Director Business +
Corporate Services



VICKI BRERETON
Director Organisation +
Community Capacity

Organisation Overview





OUR **FRAMEWORK**

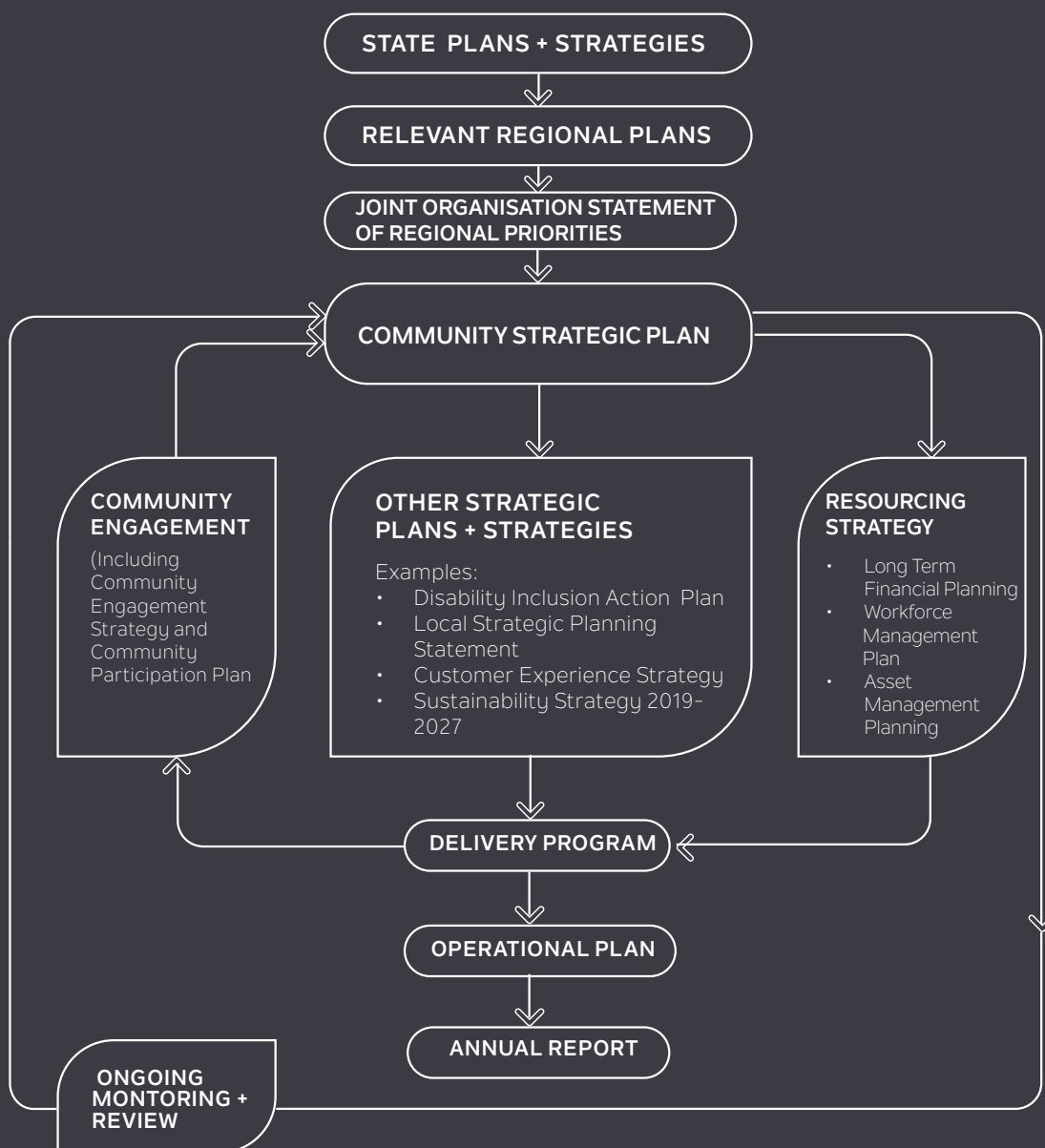
INTEGRATED PLANNING + REPORTING (IP+R) FRAMEWORK

The CSP is the highest level of strategic planning that local councils undertake. It is the keystone document of the NSW Government Integrated Planning and Reporting (IP+R) Framework.

The framework provides the integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring, evaluation and engagement with the community.

SINGLETON COUNCIL

Integrated Planning + Reporting (IP+R) Framework



This diagram demonstrates Singleton's response to the IP+R Framework.

SINGLETON COUNCIL

CREATE SINGLETON 2032

The Community Strategic Plan (CSP) is based on the vision, aspirations and priorities set by our community. The CSP sets our strategic vision for the next 10 years, which we have named Create Singleton 2032. This plan is reviewed every four years to ensure it meets the needs of our community.

Create Singleton 2032 was developed in consultation with the community, including Council, other levels of government, business + other organisations, residents and visitors.

DELIVERING CREATE SINGLETON 2032

Our Delivery Program 2022-2026 outlines the deliverables and actions Council will undertake over the next four years to enable us to achieve the objectives identified in the Create Singleton 2032 Community Strategic Plan 2022- 2032. It is reviewed every election to ensure that it aligns to the community's priorities and needs.

OPERATIONAL PLAN

The Operational Plan identifies the individual projects and activities that Council will undertake annually to achieve the commitments made in the Delivery Program and in turn, the Community Strategic Plan. It is reviewed every year and aligned to our annual budget and resourcing strategies.

RESOURCING STRATEGY

The Resourcing Strategy consists of three components:

Long – Term Financial Planning - 10 Years

Asset Management Planning - 10 Years

Workforce Management Plan - 4 Years

The Resourcing Strategy supports the delivery of the CSP and Delivery Program by demonstrating how Council will allocate resources to deliver the objectives under its responsibility.

REPORTING ON CREATE SINGLETON 2032

Council is committed to improving community reporting and demonstrating progress towards achieving our community's vision. As part of the IP&R Framework requirements, progress of our accomplishments in achieving this plan will be reported via:

Quarterly Financial Budget Review Statement

Bi-Annual Operational Plan Report

Annual Report (Including State of Environment)

State of our LGA Report (every 4 years)

OUR ROLE

Singleton Council takes a leading role in the implementation of this plan. However, collaborating and advocating with other levels of government, industry, community organisations and individuals is crucial to achieving our long term goals.

Through our community feedback and engagement many challenges and opportunities have been raised including topics such as health, education, environmental protection and transport. Delivering on these priorities is largely the responsibility of the NSW Government. Council is committed to advocating and facilitating change and improvement on behalf of the community in these areas.

In the delivery of this plan we will undertake the following roles:



Deliver

As part of its core business, Council provides these services and assets



Collaborate

Council will support and partner with community, government and private organisations to deliver benefits and services to the community.



Advocate

Council will continue to influence others to create positive change for our community through advocacy and our advocacy agenda.



Regulate

Council will continue to regulate activities as required by our legislations

OUR SUCCESS

We have a range of indicators to assist us in measuring our performance and success in achieving our strategies and plans. Our measures also support our evidence-based decision making approach.

OUR INDICATORS

Community Indicators – the wellbeing of our Community and LGA (Community health and wellbeing indicators)

Service Indicators – Service provision measures for services delivered by Council





OUR ADVOCACY

SINGLETON ADVOCACY AGENDA

Putting our community first is paramount for Singleton Council. It is the cornerstone of everything we do, which is why the Singleton Advocacy Agenda plays an important role in setting Council's direction ahead of state and federal elections. This agenda lays the foundation for Council and the community to commence action today that will create long-lasting change into the future. If acted upon, this agenda will form the blueprint for our local government area's transformation.

Commitment to accountable and tangible leadership to drive a whole of region approach to economic evolution

Develop and implement a leadership and governance model that provides direction, drives innovation and is accountable for long-term economic evolution of the region.

Seek commitment to resource and develop a transparent land use-based policy position on final mining land use that aligns with local strategic land use planning outcomes and ensure current and future socio-economic considerations are managed appropriately.

Ongoing funding of Hunter Joint Organisation of Councils

Seek commitment to the ongoing funding of \$300,000 annually for joint organisations

Ongoing commitment to Resources for Regions funding program for mining communities

Seek long-term commitment to the Resources for Regions funding program to continue to recognise and provide certainty for mining communities.

Upgrades to Singleton Police Station and appropriate staffing

Seek commitment on the scope of works, timing and budget allocation for a new police station for Singleton.

Seek commitment for the appropriate allocation of staffing numbers to enable 24-hour operation of the station.

Seek certainty on the timeline for refurbishment of the Jerrys Plains police residence to restore a full-time police presence in the village as soon as possible

Leadership on waste and recycling issues

Seek commitment to actively work with industry and local government to develop a viable strategic policy position.

Seek funding commitment to ensure recycling infrastructure is delivered.

Seek commitment for 100% of the waste levy to be returned to local governments for community waste minimisation and recycling programs.

Changes to cost shifting model imposed by State Government

Seek commitment that no new, increased or transferred responsibilities will be imposed on local government without a sufficient corresponding source of revenue or revenue-raising capacity.

WHAT WE HAVE ACHIEVED

✓ IMPROVED RESOURCES FOR REGIONS FUNDING PROGRAM

with an allocation of a fixed percentage of funds based on the level of impact to mining communities.

✓ INCREASED PASSENGER TRAIN SERVICES TO AND FROM SINGLETON

with a commitment to fully fund an increased level of service on a trial basis.

✓ UPGRADES TO POLICE FACILITIES IN SINGLETON

with a commitment of \$12 million for a new, fit-for-purpose police station.

✓ SINGLETON BYPASS

design improved with a full interchange now planned for the Putty Road.

✓ COMMITTEMENT TO ACCOUNTABLE AND TANGIBLE LEADERSHIP

to drive economic evolution with the commitment to establish a statutory body and provide funding via the proposed Resources for Rejuvenation program.

✓ REVISION OF TfNSW ROADS MAINTENANCE CONTRACT TO IMPROVE MAINTENANCE OF NEW ENGLAND HIGHWAY

to include the entire New England Highway corridor in Singleton.





Upper Hunter water security planning, works and protection of water utility status

Seek commitment to protect Singleton's water utility business and services.

Seek commitment to fund Hunter Valley drought minimisation and water security planning.

Seek commitment for equity in progressing projects included in the draft Lower Hunter Water Security Plan, in particular the Lostock Dam to Glennies Creek Dam pipeline to benefit both the Lower Hunter and Upper Hunter.

Expansion of health services in Singleton

Seek commitment to maintaining and expanding health services in Singleton.

Seek commitment for infusion room for chemotherapy at Singleton Hospital.

Seek commitment for MRI machine at Singleton Hospital.

Seek commitment for mental health services in Singleton.

Environmental issues associated with power stations and mines

Seek commitment to develop a transparent cumulative impact policy position on amenity from mining and power stations that align with local planning outcomes and community expectations.

Seek commitment to undertake an independent review of the impact of coal ash and coal ash by-products on local and regional waterways and catchments.

Seek commitment to research and investigate reuse potential of mining and power generation waste streams to reduce the environmental and social impacts of long-term storage and rehabilitation of coal reject, tailings and coal ash deposits, dams and stockpiles.

Seek commitment for all regional areas to be treated equally with metropolitan areas and for standards to be improved to reflect world's best practice.

Commitment to the agriculture industry and improved drought support

Seek commitment to an increase in drought support.

Seek commitment to fund identified infrastructure projects to aid rural communities.

Simplification of State-delivered grant programs

Seek commitment to provide a four-year structured grant funding allocation for economic and social infrastructure that is evenly distributed to each local government area.

Commitment to telecommunications and connectivity

Seek commitment for the equitable provision of telecommunication infrastructure and services

Seek commitment to improve mobile service levels in Singleton's villages

Review of the standard instrument Local Environmental Plan (LEP) for rural landholders.

Seek commitment to review the standard instrument LEP for dwelling entitlement to provide certainty and flexibility for rural residents.

Ongoing commitment to the expansion of vocational education programs in Singleton

Seek commitment to increase resources, staffing and services to improve provision of vocational training and integration with local school network and other providers.

Seek ongoing commitment for resourcing and staff training to continue the successful delivery of the Outcomes of Trade Training Program.

Seek commitment to continue to support the Singleton TAFE campus, including the expansion of course offerings and trade training.

Provision of affordable housing

Seek commitment to increase the stock of affordable housing options across the Singleton LGA to cater for all demographics including age and levels of income.



SINGLETON COUNCIL

OUR PARTNERS + STAKEHOLDERS

Council recognises the important relationship it has with its wide variety of partners and stakeholders in developing a common understanding of what is important and how we work together.

Stakeholder	Engagement	Why they are important	Why we are important
Business + Industry	Focus groups, workshops, events, emails, website, social media, one-to-one meetings, publications, funding	Drive our local economy, provide jobs and drive capacity in the LGA	Provide support, training, guidance and opportunities.
Council	Council meetings, weekly briefing notes, briefing sessions, emails, The Singleton Edit publication, meetings, website, social media, community events	Civic Leadership, direction, feedback, knowledge and engagement	Training, support, employment
Community	Website, social media, The Singleton Edit publication, community engagement, community events, council services, community funding	Provide direction feedback, expectations, information and knowledge, cultural experiences, resources and engagement.	Provide services, facilities, partnerships, advocacy, civic leadership and representation
Community Groups/ Organisations	Advisory committees, website, social media, workshops, emails, meetings, community engagement	Provide direction, feedback, knowledge, and engagement	Provide services, facilities, support, partnerships and advocacy
Community Service Providers	Advisory committees, website, social media, workshops, emails, meetings, community engagement	Resources, direction, feedback, knowledge, support and partnerships	Provide partnerships, facilities, support and advocacy

SINGLETON COUNCIL

Stakeholder	Engagement	Why they are important	Why we are important
Employees	Intranet, website, social media, weekly Friday Edit electronic direct mailout (EDM), General Manager communications, Weekly Leadership team updates, toolbox talks, emails, staff events and training	Provide skills, valuable knowledge and labour to deliver our operations	Employment, training, career development, flexible working arrangements, support
Government Agencies + departments	Formal meetings, correspondence, events, forums	Provide partnerships, funding, networking, growth opportunities and legislation and guidance	Leadership, advocacy, partnerships, networks and resources
Media	News Releases, social media, interviews, meetings, media briefings	Build reputation, awareness of services and facilities and promotion	Advocacy, engagement, stories to interest readers
Ratepayers	Rate notices, publications, website, social media, public exhibitions, meetings, presentations	Provide direction feedback, expectations, information and knowledge, cultural experiences, resources and engagement.	Provide services, facilities, partnerships, advocacy, civic leadership and representation
Visitors	Website, social media, VIC services, newsletters, community events, facilities and services	Economic growth, increased awareness of services/ facilities	Entertainment, services, facilities information and products





OUR SUSTAINABILITY GOALS

The United Nations Sustainable Development Goals (SDGs) are a set of global principles to guide action. Seventeen goals and associated global targets, actions and indicators were adopted in 2015 by nations (including Australia) and were designed with national governments in mind as a voluntary agreement among the United Nations' 193 member states.

All member states agree on the intent behind the goals to address common global issues. More information on the SDGs can be found at <https://www.singleton.nsw.gov.au/sustainabledevelopmentgoals> and <https://www.singleton.nsw.gov.au/1039/Singleton-Sustainability-Strategy>

The SDGs can be used by local government, industry and non-government organisations to address issues relevant to the local context that work towards meeting the global targets and actions. The adoption of the SDGs is not mandatory, allowing Singleton Council to adopt goals that are relevant to our local government area.

Through the Singleton Sustainability Strategy 2019-2027, Council has identified four of the SDGs as the most important to drive the entire Local Government Area in a sustainable direction.



UN SDG Mission Statement: 'A blueprint to achieve a better and more sustainable future for all people and the world by 2030'

The purpose of employing these four goals is to ensure that both Council and our community have both the knowledge and perception required for the long-term, sustainable development of our LGA and to provide clear direction in achieving sustainable outcomes.

Importantly, the goals can empower both Council and the community to define their roles and responsibilities. Finally, our goals provide an opportunity to promote integration of our economy, environment and society.

Council will continue to explore these goals and others through the life of this CSP.

The focus of the Sustainability Strategy for Singleton is:



SINGLETON COUNCIL

OUR ENGAGEMENT

What the community tells us is extremely important and is the foundation for setting deliverables and actions within of this Delivery Program and Operational Plan.

A great portion of our community engaged in our modes, with over 2,000 interactions across the engagement period including:

Nine written submission

12 Children's art competition submissions

206 Facebook comments

105 Post-it wall (following on from Shadowgram)

229 Dots – Dotmocracy board

Two village roadshows

66,759

people reached
through social media

206 Facebook submissions
Two virtual workshops



954

Responses to survey

904 responses to survey #1
50 responses to survey #2

SINGLETON COUNCIL

ENGAGEMENT SNAPSHOT

64%

of respondents feel we are on our way to achieving the vision for Singleton to be 'Vibrant, Progressive, Connected, Sustainable and Resilient'

74%

When asked to describe Singleton and the LGA, over 74% of the responses were positive descriptions



Top 10 priority themes identified through the engagement include:

THEMES

- Walking / Pathways/ Bike tracks
- Bypass
- Retail
- Events
- Entertainment / Activities
- Tourism
- Youth
- away from mining
- Arts/ Culture
- Hospitality



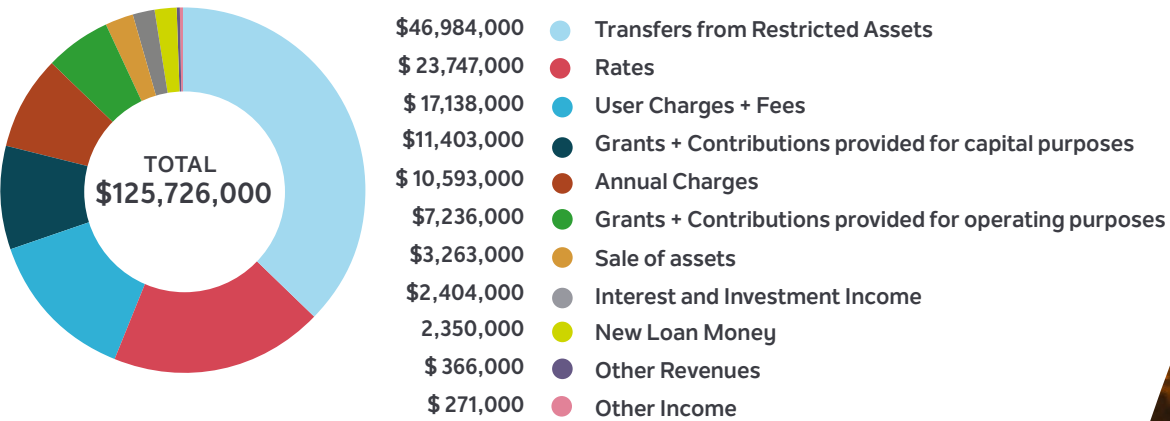
SINGLETON COUNCIL

OUR FUNDING

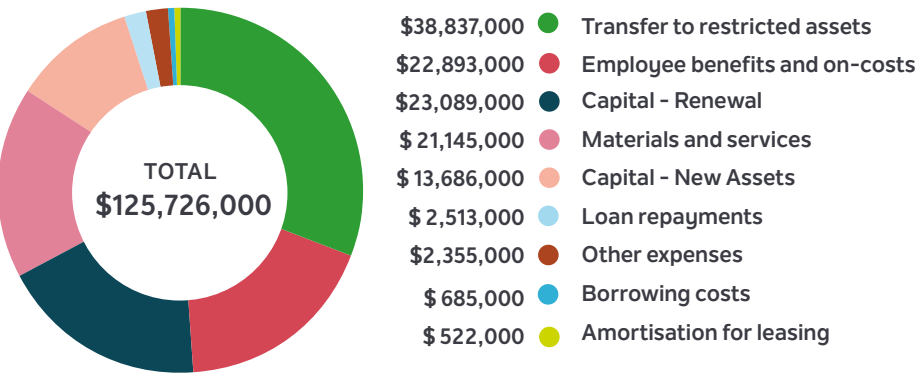
Council generates income to fund our services and invest in our assets. This income comes from rates, developer contributions, interest on investments, government grants, user charges and Council's business activities.

This funding is used to ensure we can maintain and improve our LGA as well as deliver a wide variety of services to the community.

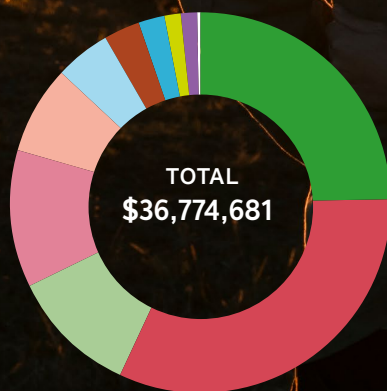
SOURCE OF FUNDING



USE OF FUNDING



OUR CAPITAL WORKS



\$9,134,613	Total Sewer
\$11,842,109	Total Roads
\$4,044,226	Total Water
\$4,260,214	Total Building
\$2,709,000	Total Land Development
\$1,810,000	Total Open Spaces
\$1,062,010	Total Transport
\$798,509	Total Drainage
\$595,000	Total Waste
\$459,000	Total Plant
\$60,000	Other



SINGLETON COUNCIL

HOW TO READ THE PLAN



SINGLETON COUNCIL

1 OUR PEOPLE

2 OUR OBJECTIVES (Where we want to be in 10 years time)

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.
Our community is resilient, educated, inclusive, connected and engaged.

3 OUR STRATEGIES (How we will get there)

- 1.1 Provide services and facilities that meet the needs of our community at different stages of life
- 1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain
- 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4 Advocate and collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and wellbeing
- 1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity

4 OUR MEASURES (How will we know when we have arrived)

Community Indicators

- Increasing Index of Disadvantage (Social Economic Indexes for Areas - SEIFA)
- Decreasing crime rates
- Increasing healthy lifestyle (as reported by Hunter New England)

Service Indicators

- Increasing participation rates (participation numbers in events/ programs)
- Increasing rate of engagement (number engaged/ diversity of groups)
- Increasing customer satisfaction - trending towards 80%

5 SUPPORTING STRATEGIES

- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan

34 | DELIVERY PROGRAM 2022-2026 + OPERATIONAL PLAN 2022-2023

1 PILLAR
Our priority focus areas.

2 OBJECTIVES
These are the long term priorities and aspirations for our LGA. Where we want to be in 10 years time.

3 STRATEGIES
Our strategies are how we are going to achieve our long-term objectives.

5 SUPPORTING STRATEGIES
These are the supporting strategies documents and plans we have included in our IP&R framework that enable us to deliver on our long-term objectives and deliverables.

4 MEASURES
These are the measures that we use to help us track our progress in achieving our long-term objectives.

SINGLETON COUNCIL				SINGLETON COUNCIL
CSP	3	Delivery Program	7	Operation Plan
			Responsibility	8
			Outcome	9
Strategy (10 year)	Deliverables (4 year)	Action - Year 1 2022/2023	Services within Council + Our Role	What services will be provided?
1.1 Provide services and facilities that meet the needs of our community at different stages of life	1.1.1 Develop and enhance community data for evidence based decision making	1.1.1.1 Review Singleton LGA social data and produce a report to inform community strategic planning activities.	Community + Economy	Up to date social profile
	1.1.2 Improve availability and accessibility of community services through implementation of the Singleton Community Development Strategy	1.1.1.2 Develop a portfolio of community health indicators	Community + Economy	Ability to track and report gaps and progress
	1.1.3 Deliver sustainable quality management of Youth Services, supporting young people to build their confidence and contribution to the community	1.1.2.1 Implement the Singleton Community Development Strategy and report improved outcomes	Community + Economy	Improved social programs and services
	1.1.4 Deliver sustainable management of Children's Services providing quality education and care of children	1.1.2.2 Conduct annual review of current services offered in the Singleton Local Government Area to all ages to ensure adequate provision of services	Community + Economy	Improved social programs and services
	1.1.5 Facilitate and deliver Targeted Early Intervention program	1.1.3.1 Youth Services meet the needs of the community within budget through visitation, online engagement and beneficial relationships with external support agencies	Community Services	Youth Services
	1.1.6 Deliver sustainable quality management of Library Services to meet Living Learning Library NSW Standards	1.1.4.1 Long Day Care, Mobile Preschool and OOSH operate at or near capacity, with minimal debtors meeting National Quality Framework requirements within budget	Community Services	Long Day Care, Mobile Preschool and OOSH Services
	1.1.7 Deliver sustainable management of Visitor Information Centre, implementing contemporary services to develop and grow visitor economy and maintain accreditation	1.1.5.1 Deliver Actions for Targeted Early Intervention program for 2022/2023	Community Services	Community Development Initiatives
		1.1.6.1 Library Services meet the needs of the community within budget through visitation, loans and online engagement meeting Living Learning Library Standards	Community Services	Library Services
		1.1.7.1 Tourism Improvement Project actions delivered, ensuring Visitor Information Centre operates within budget maintaining Destination NSW accreditation within budget	Community Services	Visitor Information Services
ROLE OF COUNCIL:				
Deliver Advocate Collaborate Regulate LSPS				

6 DELIVERABLES

These are our four year deliverables and how we are supporting our 10 year strategies.

7 OPERATIONAL PLAN ACTION

These are the actions we are planning to undertake annually to achieve our deliverables.

8 RESPONSIBILITY

This shows the Council service department responsible for delivering on the action and the role they are going to take.

9 OUTCOMES

This describes the service or community outcome we are providing.

SINGLETON COUNCIL

SECTION 2

OUR DELIVERY PROGRAM + OPERATIONAL PLAN

DELIVERY PROGRAM 2022-2026

The Delivery Program allows the Council to identify priorities and principal activities across a range of roles. The aim is to create a document that Councillors and staff should regard as their central reference point for decision making and performance monitoring.

Council must consider the priorities and expected levels of service expressed by the community during the CSP engagement process. The Delivery Program must address the full range of the Council's operations.

OPERATIONAL PLAN 2022/2023

The Operational Plan is a sub-plan of the Delivery Program. The actions listed within the Operational Plan will be undertaken during a 12 month period to address identified Delivery Program deliverables. The Operational Plan specifies the actions to be undertaken each year in support of the Delivery Program and at a high level who is responsible for the action.

ROLE OF COUNCIL



Deliver



Collaborate



Advocate



Regulate

SINGLETON COUNCIL

SECTION 2 | CONTENTS

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34	OUR PEOPLE
42	OUR PLACES
54	OUR ENVIRONMENT
62	OUR ECONOMY
70	OUR LEADERS

WHAT WE WILL DELIVER



• 30 OUR STRATEGIES
(COMMUNITY STRATEGIC PLAN)

• 119 OUR DELIVERABLES
(DELIVERY PROGRAM)

• 174 OUR ACTIONS
(OPERATIONAL PLAN)



SINGLETON COUNCIL

OUR PEOPLE

OUR OBJECTIVES (Where we want to be in 10 years time)

Our community is creative, vibrant, inclusive, safe, healthy and sustainable.

Our community is resilient, educated, inclusive, connected and engaged.

OUR STRATEGIES (How we will get there)

- 1.1 Provide services and facilities that meet the needs of our community at different stages of life
- 1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain
- 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles
- 1.4 Advocate and collaborate with Government and other agencies to improve services relating to but not limited to health, education, integration, connectivity, security and wellbeing
- 1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity

OUR MEASURES (How will we know when we have arrived)

Community Indicators

- Increasing Index of Disadvantage (Social Economic indexes for Areas - SEIFA)
- Decreasing crime rates
- Increasing healthy lifestyle (as reported by Hunter New England)

Service Indicators

- Increasing participation rates (participation numbers in events/ programs)
- Increasing rate of engagement (number engaged/ diversity of groups)
- Increasing customer satisfaction - trending towards 80%



SUPPORTING STRATEGIES

- Aboriginal Reconciliation Action Plan
- Arts and Cultural Strategy 2020-2030
- Community Development Strategy
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
1.1 Provide services and facilities that meet the needs of our community at different stages of life	1.1.1 Develop and enhance community data for evidence-based decision making
	1.1.2 Improve availability and accessibility of community services through implementation of the Singleton Community Development Strategy
	1.1.3 Deliver sustainable quality management of Youth Services, supporting young people to build their confidence and contribution to the community
	1.1.4 Deliver sustainable management of Children's Services providing quality education and care of children
	1.1.6 Deliver sustainable quality management of Library Services to meet Living Learning Library NSW Standards
	1.1.7 Deliver sustainable management of Visitor Information Centre, implementing contemporary services to develop and grow visitor economy and maintain accreditation

ROLE OF COUNCIL:



Deliver



Advocate



Collaborate








Regulate



LSPS

Actions which also form part
Singleton's Local Strategic
Planning Statement (LSPS)

Operation Plan	Responsibility		Outcome
Action - Year 1 2022/2023	Services within Council + Our Role		What will be provided
1.1.1.1 Review Singleton LGA social data and produce a report to inform community strategic planning activities	Community + Economy		Up-to-date Singleton LGA social profile
1.1.1.2 Develop a portfolio of community health indicators	Community + Economy		Improved social programs and services with Community health and wellbeing
1.1.2.1 Implement the Singleton Community Development Strategy and report improved outcomes	Community + Economy		Improved social programs and services
1.1.2.2. Work in partnership with Interagency for the equitable provision of services across the LGA across for all ages	Community + Economy		Improved social programs and services
1.1.3.1 Youth Services meet the needs of the community within budget through visitation, online engagement and beneficial relationships with external support agencies	Community Services	 	Increased access to Youth Services
1.1.4.1 Long Day Care, Mobile Preschool and OOSH operate at or near capacity, with minimal debtors meeting National Quality Framework requirements	Community Services		Quality Long Day Care, Mobile Preschool and OOSH Services
1.1.6.1 Library Services meet the needs of the community within budget through visitation, loans and online engagement meeting living learning library standards NSW	Community Services		Library Services
1.1.7.1 Visitor Information Centre operates within budget maintaining Destination NSW accreditation	Community Services		Visitor Information Services
1.1.7.2 Tourism Improvement Project actions delivered,	Community Services		Improved visitor information services



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
1.2 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain	1.2.1 Deliver an inclusive Singleton Arts and Culture Strategy and supporting programs
	1.2.2 Deliver quality library programs and resources that meet community needs
	1.2.3 Deliver a diverse range of social, recreational and educational programs to encourage community participation
1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles	1.3.1 Deliver programs that enhance community health and wellbeing

Operation Plan

Responsibility







Outcome

Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
1.2.1.1 Deliver the Singleton Arts and Culture Strategy actions for 2023/2024 and report outcomes	Arts + Culture  	Increase arts and culture service offering
1.2.1.2 Provide targeted programs in the Singleton Arts and Cultural Centre for all ages which educate, inspire and entertain	Arts + Culture 	Arts and Culture Program that is inclusive and accessible
1.2.1.3 Deliver a participatory arts and cultural program for the exhibition of local content	Arts + Culture  	Improved arts and culture offering
1.2.2.1 Deliver literacy, recreational and social programs and resources for all ages delivered	Community Services 	Literacy, recreational, social programs
1.2.3.1 Deliver youth programs that provide inclusive, social, recreational and skills development opportunities	Community Services 	Social, recreational and educational programs
1.2.3.2 Collaborate with community groups to facilitate a range of social, recreation and education programs available for community participation (eg U3A)	Community + Economy 	Social, recreational and educational programs
1.3.1.1 Collaborate and support community groups initiatives that promote good health and wellbeing	Community + Economy 	Improved community capacity
1.3.1.2 Deliver actions for Targeted Early Intervention program for 2022/2023, supporting children, young people, families and communities experiencing or at risk of vulnerability	Community Services 	Community Development Initiatives
1.3.1.3 Promote 'Scores on Doors premises' program to facilitate good public health standards	Regulatory Services 	'Scores on the Doors premise' program
1.3.1.4 Conduct swimming pool compliance inspections according to inspection program	Regulatory Services 	Swimming Pool Inspection and audit Program
1.3.1.5 Implement programs to improve: - parking near schools - illegal dumping - abandoned vehicle rates - littering - companion animal management	Regulatory Services 	Ranger Services



SINGLETON COUNCIL

CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles (cont)	1.3.1 Deliver programs that enhance community health and wellbeing (cont)
1.4 Advocate to and collaborate with Government and other agencies to improve services relating to but not limited to health, education, connectivity, security and wellbeing	1.4.1 Deliver improved community outcomes through advocacy and collaboration
1.5 Facilitate and support programs and activities which promote inclusion and celebrate diversity	1.5.1 Support and deliver programs and activities that celebrate and enhance Singleton's liveability, wellbeing and prosperity

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
1.3.1.6 Implement and promote content within the Sustainability Hub to drive relevant behavioural change interventions through principles of: <ul style="list-style-type: none"> social inclusion social norms intergenerational equity 	Environmental Services 	Sustainability Hub
1.4.1.1 Advocate and collaborate with government bodies, industry and other stakeholders to improve services relating to but not limited to health, education, connectivity, security and wellbeing	Communication + Engagement  	Workshops, committee meeting e.g. DIAP, ARC
1.4.1.2 Review and update Advocacy Agenda in line with Councils priorities	Communication + Engagement 	Advocacy Agenda
1.5.1.1 Deliver significant community events such as Australia Day + Twilight event and Firelight that promotes inclusion, community participation and wellbeing	Community + Economy 	Delivery of Australia Day + Twilight event and Firelight
1.5.1.2 Provide assistance to community groups and organisations to plan community events	Community + Economy 	Approval process for events run on community land
1.5.1.3 Actively seek and support programs that enhance community inclusiveness, connection, health and wellbeing	Community + Economy 	Improved community outcomes
1.5.1.4 Deliver an arts and culture program that promotes inclusion and celebrates diversity	Arts + Culture 	Arts and Culture Program that promotes inclusion and celebrates diversity



SINGLETON COUNCIL

OUR PLACES

OUR OBJECTIVES (Where we want to be in 10 years time)

Our Places are sustainable, adaptable and inclusive.

Our Places are vibrant, connected, innovative and safe.

OUR STRATEGIES (How we will get there)

- 2.1 Provide safe and well-maintained facilities, land and infrastructure
- 2.2 Improve transport connectivity and support sustainable alternatives
- 2.3 Provide safe and reliable water and sewer services
- 2.4 Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community
- 2.5 Promote and facilitate sustainable village living

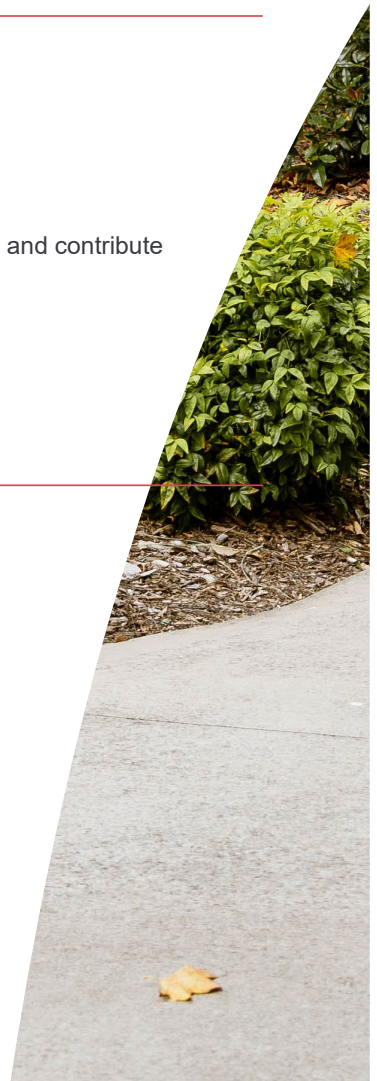
OUR MEASURES (How will we know when we have arrived)

Community Indicators

- Increase in public transport access

Service Indicators

- Infrastructure Backlog Ratio
- Asset Maintenance Ratio
- Building and Infrastructure Asset Ratio
- Disability and Inclusion Action Plan deliverables





SUPPORTING STRATEGIES






- Advocacy Agenda
- Asset Management Strategy
- Development Control Plan (DCP)
- Drought and Emergency Response Management Plan
- Emergency Management Plan
- Integrated Water Cycle Management Plan
- Lake St Clair Plan of Management
- Local Environmental Plan 2013
- Local Strategic Planning Statement 2041 (LSPS)
- Local Housing Strategy (due for adoption in 2022)
- Singleton Village Master Plans
- Village Parks Plan of Management



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
2.1 Provide safe and well-maintained facilities and infrastructure	2.1.1 Plan and deliver maintenance programs for infrastructure assets
	2.1.2 Plan, maintain and encourage usage of Council assets
	2.1.3 Design, program and deliver Capital Works Program for each of the infrastructure asset classes
<p>ROLE OF COUNCIL:</p> <div>  Deliver  Advocate  Collaborate  Regulate </div>	
<p> LSPS</p> <p>Actions which also form part Singleton's Local Strategic Planning Statement (LSPS)</p>	

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
2.1.1.1. Review and implement revised levels of service for open space	Recreation + Facilities 	Safe and accessible open space that meet the needs of the community
2.1.1.,2 Review and implement revised levels of service for Local and Regional Roads and associated infrastructure	Civil Operations 	Safe and accessible Local and Regional Roads that meet the needs of the community
2.1.1.3 Review and implement revised levels of service for buildings	Recreation + Facilities 	Safe and accessible buildings that meet the needs of the community
2.1.1.4 Review and implement revised levels of service for CBD	Recreation + Facilities 	Safe, accessible and attractive CBD
2.1.1.5 Undertake programmed infrastructure inspections for condition including critical assets	Compliance + Systems 	Safe and accessible infrastructure assets that meet the needs of the community
2.1.1.6 Undertake programmed infrastructure inspections for safety and maintenance	Compliance + Systems 	Safe and accessible infrastructure assets that meet the needs of the community
2.1.2.1 Develop and implement a cemeteries policy and operating management plan	Recreation + Facilities 	Safe and accessible cemeteries that meet the needs of the community
2.1.2.2 Promote the services, capacity and utilisation of the Civic Centre	Community + Economy 	Fully functioning Civic Centre
2.1.2.3 Continue to enhance the Civic Centre and surrounds including accessibility, aesthetics and digital upgrade	Community + Economy 	Highly functioning facility
2.1.3.1 Deliver 2022/2023 Infrastructure Capital works in line with Capital Works Program	Capital Works 	New, renewed and upgraded Infrastructure assets are delivered in line with Asset Management Plans
2.1.3.2 Program 2023/2024 Capital Works Program in line with asset management plans	Assets 	Capital works are programmed to ensure effective delivery
2.1.3.3 Design and Environmental Impact Assessments are completed for the 2024/2025 Capital Works Program in line with Asset Management Plans	Engineering Services 	Capital works are designed for future years allowing effective capital works programming
2.1.3.4 Develop and embed Council's Project Management Framework across Council	Capital Works 	Capital works are delivered in a consistent, efficient and cost effective way



SINGLETON COUNCIL

CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
2.1 Provide safe and well-maintained facilities and infrastructure	2.1.4 Design and construct a consolidated Council Operations Depot
	2.1.5 Facilitate Sports Council Committee to engage with sporting groups to improve sporting facilities
	2.1.6 Develop strategies and plans for Recreation + Facilities to meet the needs of the community
	2.1.7 Provide safe, attractive and accessible facilities at Lake St Clair
2.2 Improve transport connectivity and support sustainable alternative	2.1.8 Respond efficiently and professionally to community maintenance enquiries relating to infrastructure services
	2.2.2 Develop and implement a Walking and Cycling Strategy
	2.2.2 Develop and implement a Transport Strategy 2.2.3 Increase options for transport in and around the LGA

SINGLETON COUNCIL

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
2.1.4.1 Finalise design and costing for consolidated operations depot	Infrastructure Services 	A depot that enables Council to deliver services to the community now and for the future
2.1.5.1. Facilitate scheduled Sports Council Committee meetings	Recreation + Facilities  	Engaged sporting community involved in current and future sporting priorities
2.1.5.2 Promote and deliver Sports Council R4R grant program for Singleton LGA sporting groups	Recreation + Facilities  	Financial support provided to sporting groups within Singleton LGA
2.1.5.2 Program and deliver upgrades and embellishments identified within the Community Sports Infrastructure Strategy	Recreation + Facilities  	Sporting facilities that meet the needs of the community
2.1.6.1 Develop Plans of Management for General Community Use Parks and Jerrys Plains Recreation Ground	Recreation + Facilities  	Legal documents to guide how community land is managed
2.1.6.2 Develop Master Plan for Civic Park	Recreation + Facilities  	Clarity for the development of parks and reserves for the needs of the community now and for the future
2.1.6.3 Develop Parks and Play Strategy	Recreation + Facilities  	Strategies for the management of Recreation + Facilities to meet the needs of the community now and for the future
2.1.7.1 Implement the Lake St Clair Plan of Management	Recreation + Facilities 	Safe, attractive and accessible facilities that meet visitor needs
2.1.7.2 Promote Lake St Clair service offering in alignment with Singleton Visitor Tourism Strategy and Hunter Valley Destination Management Plan	Community + Economy 	Safe, attractive and accessible facility that meet visitor needs
2.1.8.1 Attend to maintenance matters raised in customer request system within required timeframe	Compliance + Systems 	Customer needs are reviewed and actioned in an efficient and professional manner
2.2.2.1 Develop a Walking and Cycling Strategy	Engineering Services 	Strategic Plan to improve walking and cycling activities and connections
Actions to start in 2023/2024	Environmental Services 	Strategic Plan to provide and effective and efficient transport network
2.2.3.1 Investigate installation, and remove barriers for, electric car charging facilities provided in Singleton LGA. Promote usage of alternative transportation options	Planning + Development 	Increased EV charging capacity within the LGA



SINGLETON COUNCIL










CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
2.3 Provide safe and reliable water and sewer services	2.3.1 Provide water and sewer services in accordance with Council's Water and Sewer Customer Service Plan
	2.3.2 Provide potable water supply in accordance with Australian Drinking Water Guidelines
	2.3.3 Provide sewage services in accordance with Council's Environment Protection Licence requirements
	2.3.4 Deliver capital projects to renew assets, provide for development and growth and improve the environment and health performance of water and sewer systems
	2.3.5 Develop and implement the long-term service delivery strategies and plans for water and sewer services

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
2.3.1.1 Water and Sewer related customer requests are actioned within levels of service	Water + Sewer 	Safe and reliable water and sewer services that meet the needs of the community
2.3.1.2 Water and Sewer development-related applications are actioned within levels of service	Water + Sewer 	Developments connected to Water and Sewer meet Council's requirements
2.3.1.3 High and medium risk liquid trade waste approval holders are inspected annually by Council	Water + Sewer 	Trade waste is discharged to Council's sewerage system in compliance with its Environmental Protection
2.3.2.1 Continue implementation of Council's Drinking Water Management System, including the 2022/2023 Improvement Program Items	Water + Sewer 	Potable water is supplied in accordance with the Australian Drinking Water Guidelines
2.3.3.1 Continue implementation of Sewerage System Pollution Incident Response Management Plan including regular reporting to the EPA and annual update of the plan	Water + Sewer 	Sewage services are provided in accordance with Council's Environment Protection Licence requirements
2.3.4.1 Complete or progress to the identified phase water and sewer capital projects, as per 2024/2025 Capital Works Program (refer ops plan page 104)	Water + Sewer 	Council's water and sewer assets are renewed and upgraded
2.3.5.1 Implement Integrated Water Cycle Management Plan (IWCM) projects and investigations for 2022/2023	Water + Sewer 	Strategic plans are in place to provide safe and reliable water and sewer services
2.3.5.2 Review IWCM documents to confirm they are aligned with current conditions.	Water + Sewer 	
2.3.5.3 Review Total Asset Management Plans for water and sewer assets integrated with the Integrated Water Cycle Management Plan by 30 June 2023	Water + Sewer 	Water and sewer assets are managed according to their Total Asset Management Plans
2.3.5.4 Generate annual asset management forecasts and programs for capital and operational budgets and maintenance activities	Water + Sewer 	



SINGLETON COUNCIL

CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
2.3 Provide safe and reliable water and sewer services	2.3.6 Council's water customers have a resilient water supply
	2.3.7 Water and sewer services are priced so they are economically sustainable and equitable
	2.3.8 Undertake water and sewer regulatory and business performance reporting
2.4 Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community	2.4.1 Provide development engineering assessment and advice services that meet the needs of the community
	2.4.2 Increase awareness towards sustainable urban planning outcomes
	2.4.3 Develop and Deliver a Vineyards and Rural Tourism Strategy
	2.4.4 Develop and Implement an Employment Lands Strategy that provides for the sustainable growth and diversification of industries

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
2.3.6.1 Monitor water usage and availability and implement corrective actions as per the Drought and Emergency Response Management Plan, including introducing water restrictions and implementing Water Savings Action Plans where required	Water + Sewer 	Council's water customers have adequate access to potable water during times of drought
2.3.7.1 Review water and sewer income and expenditure models to determine 2023/24 water and sewer pricing	Water + Sewer 	Water and sewer pricing is equitable for customers and Council has sufficient funds are available service provision consistent with Council's levels of service
2.3.8.1 Complete and submit to the relevant government authorities the annual EPA Annual Return, National Pollutant Inventory, Best Practice Management Annual Reporting, Drinking Water Management System Performance Report and Liquid Trade Waste Annual Report	Water + Sewer 	Performance of Council's water and sewer services are reported to relevant government departments for benchmarking and compliance checking
2.4.1.1 Assess and certify development that creates new lots and public infrastructure to ensure it meets relevant standards within required timeframes	Engineering Services 	Developments that are built to council standards
2.4.2.1 Undertake liveability assessment of the Singleton LGA	Planning + Development 	Increased awareness of sustainable urban planning across the LGA Improved liveability
2.4.3.2 Develop a Vineyards and Rural Tourism Strategy (LSPS 4.3.1)	Planning + Development  	Clarity on future of development within the RU4 zoned areas
2.4.4.1 Develop an Employment Lands Strategy (LSPS 4.1.1)	Planning + Development  	Clarity on future of development within the employment zoned areas



CSP

Strategy (10 year)

Deliverables (4 year)

2.4 Facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community

2.4.5 After adoption of an Employment Land Strategy, complete a report formally reviewing land use zoning around existing and proposed transport corridors, which give consideration to land use compatibility, minimisation of land use conflict and protection of visual amenity

2.4.6 Implement Housing Strategy which gives consideration to housing affordability, diversified housing and lot sizes

2.4.7 An analysis of the Strategic Growth Areas in the Local Strategic Planning Statement to review infrastructure servicing, site constraints and legislative changes

2.4.8 Review and update the Development Control Plan and LEP in response to developed strategies

2.4.9 Protect and promote Indigenous Heritage

2.4.10 Protect and promote Non - Indigenous heritage

2.4.11 Create urban forests

2.4.12 Facilitate the development of innovation

2.5 Promote and facilitate sustainable village living

2.5.1 Enhance the visual and public amenity of villages through the implementation of the Village Master Plans

2.5.2 Village entrances and public spaces are well presented

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What services will be provided
Actions to start in 2023/2024	Planning + Development  	Clarity on future of development within the employment zoned areas
2.4.6.1 Monitor and report on implementation of Housing Strategy (LSPS 2.3.1)	Planning + Development  	Housing and employment metrics are measured and reported
Action due to start in 2024/2025	Planning + Development  	Updated and reliable LSPS
Action due to start in 2024/2025	Planning + Development  	Updated, transparent and reliable DCP
2.4.9.1 Prepare guidelines to support the appropriate identification, management and mitigation of impacts to sites and places of local Aboriginal significance (LSPS 2.2.3)	Planning + Development  	Recognition of local Aboriginal heritage within the local land use planning system
2.4.10.1 Promote the Mount Thorley Warkworth Heritage Grants Program	Planning + Development 	Heritage within the LGA is preserved
2.4.11.1 Develop urban greening strategy	Environmental Services 	Increased tree canopy
2.4.12.1 Progress participation in the Office of Environment + Heritage (OEH) Sustainability Advantage program to Silver membership	Environmental Services 	Recognition of sustainability outcomes for council and the community
2.5.1.1 Implement the Singleton Village Master Plans through the Community Committees agreed works program	Executive Projects 	Improved facilities and amenities in the villages
2.5.1.2 Review the Broke, Bulga and Jerrys Plains Village Master Plans	Executive Projects 	Updated village plans
2.5.2.1 Review maintenance Levels of Services for the villages	Recreation + Facilities 	Reviewed Levels of Services
2.5.2.2 Deploy new village and locality signage throughout the LGA	Executive Projects 	% of signs replaced - 100% target



SINGLETON COUNCIL

OUR ENVIRONMENT

OUR OBJECTIVE (Where we want to be in 10 years time)

Our Environments are valued, preserved, respected and enhanced in a sustainable way.

OUR STRATEGIES (How we will get there)

- 3.1 Collaborate to enhance, protect and improve our natural environment
- 3.2 Advocate for quality clean air and quality rehabilitation
- 3.3 Promote efficient water, energy and waste management and increase reuse and recycling
- 3.4 Collect and manage urban storm water effectively
- 3.5 Manage and reduce risks from environmental pollution and disease
- 3.6 Increase the planning and preparedness for natural disasters

OUR MEASURES (How will we know when we have arrived)

Community Indicators

- Improved air quality
- Decreased prevalence of priority weeds
- Decreasing household energy consumption
- Decreasing household water consumption

Service Indicators

- Compliance with water quality targets (drinking, effluent, river health)
- Number of Heritage actions completed
- Increasing recycling, reuse and landfill diversion rates



SUPPORTING STRATEGIES

- Climate Change Adaption Plan (due for adoption in 2022/2023)
- Flood Study and Risk Management Plan
- Singleton Sustainability Strategy 2019-2027
- Singleton Futures Statement
- Singleton Waste Strategy 2013-2033



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
3.1 Collaborate to enhance, protect and improve our natural environment	3.1.1. Plan, monitor, educate and deliver weed management for the Singleton LGA
	3.1.2 Enhance re-use of roads material
	3.1.3 Identify, maintain and improve biodiversity assets such as natural corridors
	3.1.4 Identify biodiversity risks and implement risk mitigation strategies to promote conservation
	3.1.5 Advocate and promote best practice activities for final land use outcomes for mining and supporting industries
	3.1.6 Advocate to manage cumulative impacts on agricultural land, natural resources, air quality, ecosystem services and community health
3.2 Advocate for quality clean air and quality rehabilitation	3.2.1 Council will lead by example through clean energy practices
	3.2.2 Increased take up of renewable energy sources for businesses and households

ROLE OF COUNCIL:



Deliver



Advocate



Collaborate
















Regulate



LSPS

Actions which also form part
Singleton's Local Strategic
Planning Statement (LSPS)

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
3.1.1.1 Implement weed strategic actions identified through consultation with the Singleton Weeds Advisory Committee	Environmental Services  	Effective community engagement on weed management on private land
3.1.1.2 Develop a four year weed management plan for weeds on council owned land.	Infrastructure Services 	Proactive management of weeds on council owned land
3.1.2.1 Implement Stockpile Management Plan and utilise recycled / reused materials where possible	Civil Operations 	Reduction in waste from civil maintenance and project work
3.1.3.1 Prepare the Singleton High Biodiversity Values Map and Biodiversity Corridors Map	Environmental Services 	Minimising impacts to biodiversity and conserving and enhancing areas of high biodiversity values within the LGA
3.1.4.1 Conduct a biodiversity conservation risk assessment to identify current and future risks to biodiversity in the LGA	Environmental Services 	Minimising impacts to biodiversity and conserving and enhancing areas of high biodiversity values within the LGA
3.1.5.1 Finalise discussion paper on rehabilitation of post-mined land (LSPS 3.4.2)	Planning + Development    	Advocacy for the Community
3.1.6.1 Continue to advocate for a cumulative impact study to consider and assess the long term cumulative impacts on agricultural land, natural resources, air quality, ecosystem services and community health arising from current and projected land use across the LGA	Planning + Development 	Improved liveability
3.2.1.1 Investigate requirements and implications of achieving net zero emissions in line with NSW government objectives.	Environmental Services 	Reduced greenhouse gas emissions for Council
3.2.2.1 Establish mechanism for monitoring renewable energy usage	Environmental Services 	Reduced greenhouse gas emissions for Council













SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
3.2 Advocate for quality clean air and quality rehabilitation	3.2.3 More efficient use of energy by Council, households and businesses
	3.2.4 Encourage sustainable design
	3.2.5 Promote affordable and clean energy
	3.2.6 Advocate to improve quality clean air
3.3 Promote efficient water, energy and waste management and increase reuse and recycling	3.3.1 Optimise the efficiency of water and sewer infrastructure and services
	3.3.2 Focus on local suppliers and materials
	3.3.3 Develop and implement a long-term Waste Management Strategy for Singleton Council
	3.3.4 Development of the site Master Plan for the Waste Management Facility

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
3.2.3.1 Establish mechanism for monitoring energy consumption of renewable and non-renewable energy against baseline energy usage in the Singleton LGA	Environmental Services 	Reduced greenhouse gas emissions for community
3.2.4.1 Develop a program to promote energy efficiency and renewable energy and consumption reduction to the community	Environmental Services 	Reduced greenhouse gas emissions for community
3.2.5.1 Implement an environmental education program to increase the community's participation in sustainability activities.	Environmental Services  	Reduced greenhouse gas emissions for community
3.2.5.2 Implement data capture and reporting systems for council facilities	Environmental Services 	Reduced greenhouse gas emissions for Council
3.2.6.1 Advocate to improve quality clean air through the Upper Hunter Air Monitoring Scheme and through Advocacy Agenda with government and businesses	Strategy + Engagement 	Updated Advocacy Agenda
3.3.1.1 Develop Water and Sewer Efficiency Strategy for improving the efficiency of water and sewer assets	Water and Sewer 	Improved efficiency of water and sewer infrastructure and services
3.3.2.1 Complete sustainable procurement module with Sustainability Advantage Program	Environmental Services 	Increased use of local resources for council services
3.3.3.1 Develop a long-term Waste Management Strategy	Waste Services 	Compliant Waste management approach for Singleton
3.3.4.1 Develop the site master plan for the Waste Management Facility	Waste Services 	Compliant Waste Management Facility in Singleton






SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
3.3 Promote efficient water, energy and waste management and increase reuse and recycling	3.3.5 Deliver problem waste recycling program to the Singleton community
	3.3.6 Participation in implementation of both the Hunter Regional Waste Management and Circular Economy working groups
	3.3.7 Advocate for Waste Levy re-investment for community education programs
3.4 Collect and manage urban stormwater effectively	3.4.1 Development of the Urban Stormwater Management Strategy
3.5 Manage and reduce risks from environmental pollution and disease	3.5.1 Operation of the Waste Management Facility in line with all legislative requirements
	3.5.2 Ensure the Pollution Incident Response Management Plan (PIRMP) is implemented for the Waste Management Facility
	3.5.3 Reduce the risk of environmental harm and adverse health impacts
3.6 Increase the planning and preparedness for natural disasters	3.6.1 Provision of responsive, effective emergency management and emergency prevention services
	3.6.2 Develop and Implement Climate Change Adaptation plan
	3.6.3 Advocate for improved flood preparedness including levees and infrastructure with State Government

SINGLETON COUNCIL

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
3.3.5.1 Provide problem waste disposal options to Singleton community	Waste Services 	Variety of waste disposal options for the community
3.3.5.2 Deliver projects that utilise products made from recycled materials	Waste Services 	Support and opportunities for the community
3.3.6.1 Attend all regional meetings for waste management and circular economy working groups as well as participation in regional events and projects	Waste Services 	Improved waste management
3.3.7.1 Advocate to State Government for Waste Levy re-investment for community education programs	Strategy + Engagement 	Advocacy on behalf of the Community
Actions to start in 2023/2024	Assets 	Strategic plan for the management of stormwater in urban areas
3.5.1.1 100% compliance with landfill licence, EPA approved management plans and regulatory reporting requirements	Waste Services 	Compliant Waste Management Facility
3.5.2.1 Review and test the Pollution Incident Response Management Plans for Waste Management Facility at least annually	Waste Services 	Compliant Waste Management Facility
3.5.3.1 Implement inspection program for unauthorised and unregistered on site sewage management (OSSM) Systems	Regulatory Services 	OSSMs in the LGA are compliant with minimal risk to public health
3.6.1.1 Review Singleton Emergency Management Plan and attend Singleton LGA Emergency Management Committee Meetings	Infrastructure Services 	Detailed arrangements for the prevention of, preparation for, response to and recovery from emergencies within the LGA
3.6.1.2 Assist the community in the Prevention of, Preparation for, Response to & Recovery from natural disasters	Infrastructure Services 	Council and community are prepared for natural disasters
3.6.2.1 Develop climate change adaptation plan and finalise Climate Change Risk Assessment	Environmental Services 	Improved insurance outcomes
3.6.2.2 Mitigate risks identified in Climate Change Risk Assessment	Environmental Services 	Clear climate change adaptation outcomes
3.6.3.1 Update Advocacy Agenda to address improved flood preparedness including levees and infrastructure with State Government	Strategy + Engagement 	Advocacy on behalf of our community
3.6.3.2 Complete and implement new Floodplain Risk Management Study + Plan	Planning + Development 	Flood risks are understood across the LGA



SINGLETON COUNCIL

OUR ECONOMY

OUR OBJECTIVES (where we want to be in 10 years time)

Our Economy will demonstrate diversity, resilience and innovation.

Our Economy will be smart, embrace growth and provide security for the future.

OUR STRATEGIES (How we will get there)

- 4.1 Attract new investment to increase the diversity and resilience of the Singleton economy
- 4.2 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change
- 4.3 Continue to support local tourism operators to encourage Singleton LGA as a tourism destination
- 4.4 Enhance relationships between local business, industry and government to set strategic economic goals
- 4.5 Inform and inspire our community to be prepared and embrace jobs of the future
- 4.6 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2032
- 4.7 Foster initiatives that strengthen Singletons brand identify

Our MEASURES (How will we know when we have arrived)

Community Indicators

- Increase in visitor economy (no. of visitors)
- Increase in Gross Regional Product (GRP)
- Decrease in unemployment
- Increase in market diversification
- Trends in median house prices

Service Indicators

- Number of programs undertaken
- Grant application success rate

SINGLETON COUNCIL

SUPPORTING STRATEGIES

- Economic Development Strategy (due for endorsement in 2022)
- Hunter Valley Destination Management Plan
- Socio - Economic Development Strategy 2020-2024
- Singleton Tourism Strategy (due for endorsement in 2023)



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
4.1 Attract new investment to increase the diversity and resilience of the Singleton economy	4.1.1 Deliver strategies and initiatives that showcase Singleton and attract new investment, including the Singleton Economic Development Strategy
4.2 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change	4.2.1 Build capacity of local business through education, support and engagement for improved economic prosperity
4.3 Continue to support and promote our Visitor Economy to encourage Singleton LGA as a tourism destination	4.3.1 Deliver improved visitor economy outcomes through strategic industry alignment and improved stakeholder engagement

ROLE OF COUNCIL:



Deliver



Advocate



Collaborate
















Regulate



LSPS

Actions which also form part
Singleton's Local Strategic
Planning Statement (LSPS)

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
4.1.1.1 Develop a Singleton Economic Development Strategy	Strategy + Engagement 	Future direction for Singleton economic prosperity and resilience
4.1.1.2 Create an investment prospectus for the Singleton LGA for current and potential investors	Strategy + Engagement 	Singleton becomes a destination of choice for investment
4.1.1.3 Develop relationship with existing investors and source forums for potential investors	Strategy + Engagement 	Improved relationship with investors
4.1.1.4 Engage and network with governments, university and industry to identify opportunities within Singleton, the Upper Hunter and the Hunter Region	Strategy + Engagement 	Singleton positioning and identity clear to government agencies
4.1.1.5 Review Singleton LGA economic data and produce a report to inform community strategic planning activities and report progress	Strategy + Engagement 	Data based decision making and strategic approach
4.2.1.1 Collaborate with Business Singleton to support and grow local business	Strategy + Engagement 	Highly functioning partnership with Singleton Business Chamber
4.2.1.2 Deliver programs that safeguard and build capacity for local business across the whole LGA	Strategy + Engagement  	Improved resilience for business sector
4.2.1.3 Seek funding for programs that build resilience and encourage economic growth across the business sector	Strategy + Engagement 	Economic growth
4.3.1.1 Review and update Hunter Valley Destination Management Plan in collaboration with Cessnock City Council, Hunter Valley Wine Tourism Association, Destination Sydney Surrounds North and local tourism operators	Strategy + Engagement  	Collaborative approach to tourism
4.3.1.2 Deliver the Singleton Council-related actions from the Hunter Valley Wine Tourism Alliance for 2022/2023	Strategy + Engagement 	Resilience and growth of wine tourism and wine viticulture
4.3.1.3 Collaborate with Hunter Valley Wine Tourism Association to promote Singleton as a tourism destination	Strategy + Engagement 	Improved tourism offering for Singleton LGA and wine country















SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
4.3 Continue to support and promote local tourism operators to encourage Singleton LGA as a tourism destination	4.3.1 Deliver improved visitor economy outcomes through strategic industry alignment and improved stakeholder engagement
	4.3.2 Facilitate the development of a night time economy for Singleton
4.4 Enhance relationships between local business, industry and government to set strategic economic goals	4.4.1 Represent the needs of Singleton and support regional growth the stakeholder engagement at appropriate forums
4.5 Inform and inspire our community to be prepared and embrace jobs of the future	4.5.1 Increase opportunities for employment, skills and education for all ages

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
4.3.1.4 Develop a Singleton Tourism Strategy and promote the tourism identity for Singleton in collaboration with local tourism operators	Strategy + Engagement 	Improved tourism offering for Singleton LGA and wine country
4.3.1.5 Deliver actions to improve the local tourism experience via the Singleton Tourism Improvement Project through collaboration and engagement with the Singleton LGA tourism network	Strategy + Engagement  	Improved tourism offering for Singleton and relationships with local tourism operators
4.3.1.7 Review Singleton LGA and Hunter Regional tourism data and produce a report to inform community strategic planning activities and report progress	Strategy + Engagement 	Evidence-based decision making and progress tracked
4.3.2.1 Deliver two evening/twilight events annually including Christmas on John Street	Strategy + Engagement 	Two community evening events
4.3.2.2 Undertake research and develop a plan to attract large scale events to the LGA	Strategy + Engagement  	Increase in night time economy
4.4.1.1 Represent Council at the industry cluster forums including Hunter Valley Wine and Tourism Association, Upper Hunter Economic Diversification Working Group and AGL Liddell Transition Working Group.	Strategy + Engagement 	Improved consultative approach and stakeholder engagement
4.4.1.2 Collaborate with relevant stakeholders to position Singleton for State and Regional strategic economic drivers such as the Hunter Regional Plan	Strategy + Engagement 	Singleton has a "seat at the table" to push case for economic drivers
4.5.1.1 Develop and utilise economic dataset to understand strengths and vulnerabilities of employment capability for current workforce and jobs of the future	Strategy + Engagement 	Job security for local workers
4.5.1.2 Engage with community members, job providers and education bodies to build capacity for employment pathways and jobs of the future	Strategy + Engagement 	Increase capacity of workforce
4.5.1.3 Deliver employment and education related actions from the Singleton Economic Development Strategy	Strategy + Engagement 	Increased employment and education opportunities for local community



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
4.6 Seeking funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2032	4.6.1 Increase economic prosperity through injection of significant funding
4.7.1 Foster initiatives that strengthen Singletons brand identify	4.7.1 Develop Singleton to inform future communications and marketing

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
4.6.1.1 Provide information and support to enable the local community and businesses to apply for funding.	Strategy + Engagement 	Improved capacity for local business owners
4.6.1.2 Submit grant funding applications for priority Council economic development projects.	Strategy + Engagement 	Increased service offering, fast track progress
4.7.1.1 Develop Singleton brand and positioning identity	Strategy + Engagement 	Strong brand for Singleton
4.7.1.2 Further develop and enhance the Singleton tourism brand to align with Singleton brand and positioning identity and Hunter Valley Destination Management Plan	Strategy + Engagement 	Tourism brand for Singleton
4.7.1.3 Manage Singleton Brand Identity Style Guide and adherence to maintain brand identity	Strategy + Engagement 	Guidance over Singleton's brand



SINGLETON COUNCIL

OUR LEADERSHIP

OUR OBJECTIVE (Where we want to be in 10 years time)

Our Council is trusted, accountable, responsible and community focused

OUR STRATEGIES (How we will get there)

- 5.1 Council's service delivery is aligned with our Community's needs and delivered the best way possible
- 5.2 People who are capable of meeting the challenges of the future
- 5.3 Provide accurate and timely communication to our Community
- 5.4 Develop strong partnerships to deliver services
- 5.5 To lead, govern and regulate in an ethical, equitable and transparent way
- 5.6 Improve the connectivity between the community, stakeholders and council to create an informed community
- 5.7 Infrastructure services, facilities and council are managed in a financial sustainable way

OUR MEASURES (How will we know when we have arrived)

Service Indicators

- Risk management:
 - Minimise harm to people, property and the environment
 - Achieve an annual Lost Time Injury Frequency Rate (LTIFR) that is no higher than the average LTIFR across the preceding three years
 - Maintain or increase annual risk management maturity score
- Financial sustainability - achievement of Long Term Financial Plan
- Increasing employee engagement - trending towards 85%
- Service delivery - 95% completion of Operational Plan

SINGLETON COUNCIL

SUPPORTING STRATEGIES

- Advocacy Agenda
- Business Operating Framework
- Customer Experience Strategy 2020-2024
- Information and Communication Technology (ICT) Strategy
- Integrated Risk Management Plan 2021-2024
- Long Term Financial Plan 2021-2031
- Organisational Excellence Strategy (due for adoption in 2022/2023)
- Workforce Plan - Our People Strategy 2021-2024



SINGLETON COUNCIL

CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
5.1 Council's service delivery is aligned with our community's needs and delivered the best way possible	5.1.1 Development and delivery of Organisation Excellence Strategy
	5.1.2 Development and Deliver the Service Excellence Review Program
	5.1.3 Align the needs of our customers with our services through conducting Customer Experience Reviews of targeted services
	5.1.4 Increase the frequency and depth of customer feedback through the implementation and optimisation of the "Voice of the Customer" platform
	5.1.5 Embed a closed loop process to increase our speed of response to customer feedback
	5.1.6 Complete a Digital Experience Review of digital touchpoints to identify opportunities for improved digital services
5.2 Our People are capable of meeting the challenges of the future	5.2.1 Implement Our People Strategy
	5.2.2 Improve the health and wellbeing of our workforce

ROLE OF COUNCIL:



Deliver



Advocate



Collaborate



Regulate



LSPS

Actions which also form part
Singleton's Local Strategic
Planning Statement (LSPS)

SINGLETON COUNCIL

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
5.1.1.1 Develop and implement the Organisation Excellence Strategy	Business Improvement 	Improved services and council efficiencies
5.1.2.1 Develop and implement the Service Excellence Program	Business improvement 	Service Excellence Program
5.1.3.1 Conduct targeted Customer Experience Reviews	Customer Experience 	Improved clarity and alignment with community needs
5.1.4.1 Increase the number of customer feedback opportunities and refine existing touchpoints to maximise the breadth and depth of customer feedback.	Customer Experience 	Whole of council program established including quantitative and qualitative methods
5.1.5.1 Implement data automation processes that increase accuracy and speed of survey data being provided to teams. This ensures a timely and accurate response is completed.	Customer Experience 	Customer feedback is turned into action through reporting and analysis
5.1.6.1 Deliver Digital Experience Uplift review	Customer Experience 	Prioritised roadmap of proposed improvements and high level understanding of each improvement
5.2.1.1 Deliver the 2022/2023 actions from the People Strategy	People + Culture 	Our people are engaged, safe sustainable and performing
5.2.2.1 Continue to implement and develop the Swell (safe and well) Program to promote the mental and physical health of our people	Integrated Risk Management People + Culture 	A workforce that is safe, well and engaged




SINGLETON COUNCIL

CSP

Delivery Program


Strategy (10 year)	Deliverables (4 year)
5.2 Our People are capable of meeting the challenges of the future	5.2.3 Develop and implement Equal Employment Opportunity Plan
	5.2.4 Develop and deliver a program of staff development sessions to reinforce a customer centric culture
	5.2.5 Collect and integrate customer data to provide an holistic view of our customers and their expectations
	5.2.6 Empower staff to respond swiftly to customer needs and amplify a culture of customer centricity
5.3 Provide accurate and timely communication to our Community	5.3.1 Increase digital and social media profile and encourage information sharing online
5.4 Develop strong partnerships to deliver services	5.4.1 Deliver road infrastructure services on behalf of Transport for NSW
	5.4.2 Continue participation in the NSW DPIE Sustainability Advantage Program

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
5.2.3.1 Deliver the 2022/2023 actions from the Equal Employment Opportunity Plan	People + Culture 	Our people are diverse, high performing and reflect the community we serve
5.2.4.1 Implement customer experience principles and culture into employee onboarding .	Customer Experience 	Our people are collectively building a culture where we actively look out for our impact on all customers. Both internal staff members and external community members
5.2.4.2 Develop a program to enhance Customer Experience and deliver to all staff	Customer Experience 	
5.2.5.1 Develop options that integrate customer data and present it meaningfully to teams	Customer Experience 	Enable our people to quickly and easily see a “single view” of each customer to assist with delivering customer expectations
5.2.6.1 Deliver experience design workshops with teams to co-create the processes and systems that support empowered customer centric decisions	Customer Experience 	Teams have the right tools, the right information and the autonomy to adapt swiftly to evolving customer needs
5.3.1.1 Deliver high quality communications that are accurate and timely including website, social media, news releases, advertising and publications	Communication + Engagement 	Publications Social media Website
5.4.1 Deliver road infrastructure services on behalf of Transport for NSW	Civil Operations 	Maintained state roads through Singleton
5.4.2 Progress participation in the NSW DPIE Sustainability Advantage Program to Silver membership	Environmental Services 	Council is a leader in sustainability



SINGLETON COUNCIL

CSP	Delivery Program
Strategy (10 year)	Deliverables (4 year)
5.5 To lead, govern and regulate in an ethical, equitable and transparent way	5.5.1 Ensure tendering and procurement activities are undertaken according to legislation and achieving best value for Council and community
	5.5.2 Support the community and organisation through improved Information and Communication Technology (ICT) services that meet community needs
	5.5.3. Continual review and enhancement of cyber security capabilities
	5.5.4 Ensure all finance and rating activities are undertaken in accordance with legislation and audit requirements
	5.5.5 Implement, refine and continuously improve the Integrated Risk Management System
	5.5.6 Administer the 2024 Local Government election for the Singleton LGA
	5.5.7 The elected Council is informed, engaged and attuned to community needs

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
5.5.1.1 Ensure all procurement activities meet legislative requirements - promote local spend opportunities where possible	Procurement 	Legislative compliant procurement - promoting local spend
5.5.2.1 Deliver Information and Communication Technology (ICT) Strategy actions for 2022/23	Information Technology 	ICT systems and services meet the needs of the community and the organisation
5.5.3.1 Deliver Cyber Security roadmap actions as part of the ICT Strategy	Information Technology 	Limit risk of cyber security attacks and educate staff on potential cyber threats
5.5.4.1 Ensure all finance activities meet legislative and audit requirements	Financial Services 	Legislative compliance
5.5.5.1 Review Integrated Risk Management Plan	Integrated Risk Management 	A best practice integrated risk management system that minimises risks arising from Council's operations
5.5.5.2 Implement the Integrated Risk Management Plan Actions for 2022/2023	Integrated Risk Management 	
5.5.5.3 Conduct a range of audits to drive improvements in our Integrated Risk Management System	Integrated Risk Management 	
Actions due to start in 2023/2024	Integrated Risk Management 	An elected Council
5.5.7.1 Implement the Councillor Professional Development Program	Integrated Risk Management 	An elected Council that is informed, engaged and attuned to community needs
5.5.7.2 Action and process Councillor requests within agreed timeframes	Integrated Risk Management 	
5.5.7.3 Report to the community on Councillor workshop and meeting attendance	Integrated Risk Management 	
5.5.7.4 Commence Council meeting actions within the agreed timeframes	Integrated Risk Management 	



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
5.5 To lead, govern and regulate in an ethical, equitable and transparent way	5.5.8 Policies are reviewed as required throughout the term of Council to ensure legislative compliance
	5.5.9 Meet governance compliance and reporting requirements
	5.5.10 Provide continuous review of the effectiveness of risk management, control and governance processes
	5.5.11 Development assessment of applications is managed in an efficient and effective manner
	5.5.12 Provide development compliance services that meet the needs of the community
	5.5.13 Building certification services are provided to meet community needs
	5.5.14 Develop, review and streamline administration processes associated with all Development and Environmental Services functions
5.6 Improve the connectivity between the community, stakeholders and council to create an informed community	5.6.1 Ensure consistent, timely and transparent information is made available to the community

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
5.5.8.1 Council policies are current and reviewed as required	Integrated Risk Management 	Legislative compliance and currency of Council's policy framework
5.5.9.1 Complete governance items on the Office of Local Government Calendar of Compliance and Reporting requirements by due dates	Integrated Risk Management 	Compliance and reporting requirements are met
5.5.10.1 Coordinate the Internal Audit program and meetings of the Audit, Risk & Improvement Committee	Integrated Risk Management 	Independent review of the effectiveness of risk management, control and governance processes
5.5.11.1 Development applications are processed to meet best practice guidelines	Planning + Development 	Applications are assessed in a transparent and reliable system
5.5.12.1 Review council's Enforcement and Compliance Policy	Planning + Development 	Compliance action is taken commensurate with impacts and risks
5.5.12.2 Implement proactive program of development compliance auditing		
5.5.13.1 Develop a building certification marketing plan to promote services within the community	Planning + Development 	Increase in uptake of Council's Building Certification services
5.5.14.1 Development and Environmental Services are provided in a systematic and efficient manner to meet best practice guidelines	Planning + Development 	Council's planning and regulatory functions are undertaken in an equitable and transparent manner
5.6.1.1 Deliver and distribute quarterly editions of Singleton Edit to keep the community up to date on Council operations	Communication + Engagement 	Singleton Edit
5.6.1.2 Engage with media representatives to enhance Council's reputation and access wider media coverage	Communication + Engagement 	Media Releases



SINGLETON COUNCIL

CSP

Delivery Program

Strategy (10 year)	Deliverables (4 year)
5.6 Improve the connectivity between the community, stakeholders and council to create an informed community	5.6.2 Develop an adaptive service model for engagement with the community across the LGA, providing opportunities and support for engagement with the community to inform decision-making
	5.6.3 Collaborate with our Joint Organisations (HJO)
5.7 Infrastructure services, facilities and operations are managed in a financially sustainable way	5.7.1 Ensure long-term financial sustainability through short, medium and long term financial planning
	5.7.2 Review Council's insurance portfolio annually to ensure appropriate levels of cover and to minimise uninsured losses
	5.7.3 Operate an efficient, reliable and affordable Council fleet
	5.7.4 Undertake revaluation of Council's infrastructure assets as per the Office of Local Government revaluation schedule
	5.7.5 Develop and refine asset management strategies, plan and policies

Operation Plan	Responsibility	Outcome
Action - Year 1 2022/2023	Services within Council + Our Role	What will be provided
5.6.2.1 Develop and deliver Community Engagement Strategy	Communcation + Engagement 	Adopted Community Engagement Strategy
5.6.2.2 Deliver professional engagement for targeted interaction with the community across the LGA eg survey tools, workshops, road shows etc	Communcation + Engagement 	Increase in engagement opportunities
5.6.3.1 Continue to collaborate with the Hunter Joint Organisations	General Manager 	A progressive and connected Hunter Council
5.7.1.1 Ensure the LTFP is up to date and accurate	Financial Services 	Financial sustainability
5.7.2.1 Review and place Council's insurance policies prior to 30 June 2023	Integrated Risk Management 	Appropriate insurance against losses that could effect services and infrastructure
5.7.3.1 Source, manage and maintain plant, vehicles and equipment to support Council activities	Civil Operations 	Safe and efficient fleet meets the needs to support the council operations
5.7.3.2 Investigate options to transition to a sustainable fleet	Environmental Services 	Available options for transitioning to a sustainable fleet
5.7.4.1 Revalue Council Infrasructure through an organised Program covering: <ul style="list-style-type: none"> • Buildings • Operational Land • Swimming Pools • Art Collection 	Assets 	Robust Asset Management to support ongoing investment in the community's assets
5.7.5.1 Actions due to start in 2023/2024	Assets 	Plans are in place for the management of council assets



SINGLETON COUNCIL

SECTION 3

OUR FINANCIALS



SINGLETON COUNCIL

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BUDGET 2022/2023

INCOME + EXPENDITURE STATEMENT

In accordance with section 404(1) of the *Local Government Act 1993* and Local Government (General) Regulation 2005 Council provides the following statement setting out a detailed estimate of Income and Expenditure for the year ending 30 June 2023.

The estimates are prepared in conformity with the Australian Accounting Standards and the Office of Local Government – Code of Accounting Practice.

RATE INCREASE 2022/2023

The Independent Pricing and Regulatory Tribunal (IPART) determined the rate pegging limit for 2022/2023 to be 0.7% for Singleton Council. However, in response to submissions from NSW councils, the Office of Local Government issued Circular 22-03 - Guidelines for Additional Special Variation (ASV) Process for 2022/23. That Circular will allow councils to apply to IPART for an additional special variation of either:

- 2.5% or
- the rate pegging estimate which was included in Council 2021/22 Long Term Financial Plan (LTFP) - which was 2.0% for Singleton Council) - whichever is the lower.

Under these guidelines, Singleton Council may apply for a 2.0% ASV for 2022/23, which is the increase amount shown in the current LTFP and means no change for the existing plan. There is an application process and while Council does not yet know the outcome, Council is confident it can demonstrate that despite improving efficiencies, a 0.7% increase would make it difficult for Council to meet its financial commitments in 2022/23.

Further, a 0.7% increase would make it difficult for Council to meet its financial commitments beyond 2022/23. Therefore, Council is applying for the additional special variation to be permanent.

IPART will:

- Accept applications from councils up to 29 April 2022
- Publish applications to enable community consultation for a period of at least 3 weeks and
- Will notify councils of its decision no later than 21 June 2022.

Council may adopt the determination by IPART which could be either:

- a 2.0% Additional Special Variation
- or a 0.7% rate pegging limit
- or any other increase that IPART may determine for 2022/23 for Singleton Council.

Singleton Councils Income Statement for five years ending 30 June 2026 is shown below and is based on a 2.0% rate peg in accordance with the ASV application. If in the unlikely event that Council is unsuccessful in its ASV application, Council will reduce the rates increase to a 0.7% rates increase.



SINGLETON COUNCIL

SINGLETON COUNCIL INCOME STATEMENT

Five years ending 30 June 2026

	Revised 2021/2022 \$000	Estimated 2022/2023 \$000	Estimated 2023/2024 \$000	Estimated 2024/2025 \$000	Estimated 2025/2026 \$000
Revenue From Continuing Operations					
Rates + Annual Charges	33,497	34,340	35,334	36,113	36,910
User Charges and Fees	15,675	17,138	17,479	17,861	18,299
Interest and Investment Revenue	1,722	2,404	2,443	2,643	2,650
Grants and Contributions provided for operating purposes	12,126	7,236	8,139	8,458	8,609
Grants and Contributions provided for capital purposes	11,216	11,403	14,951	6,429	5,090
Net Gain from the sale of assets	550	231	237	243	249
Other revenue from ordinary activities	628	336	343	350	357
Other Income	408	271	271	272	273
Total revenues from continuing operations	75,822	73,359	79,197	72,369	72,437



SINGLETON COUNCIL

	Revised 2021/2022 \$000	Estimated 2022/2023 \$000	Estimated 2023/2024 \$000	Estimated 2024/2025 \$000	Estimated 2025/2026 \$000
Expenses From Continuing Operations					
Employee benefits and on-costs	22,754	22,893	23,510	24,153	24,829
Borrowing Costs	661	685	765	780	782
Materials and Contracts	23,263	21,146	21,326	22,021	22,437
Depreciation	14,734	15,454	15,604	15,750	15,845
Other expenses from ordinary activities	2,144	2,355	2,437	2,523	2,612
Total expenses from continuing operations	63,556	62,533	63,642	65,227	66,505
Operating results from continuing operations	12,265	10,827	15,555	7,142	5,932
Net operating result for the year before grants and contributions provided for capital purposes	1,050	(577)	604	713	842



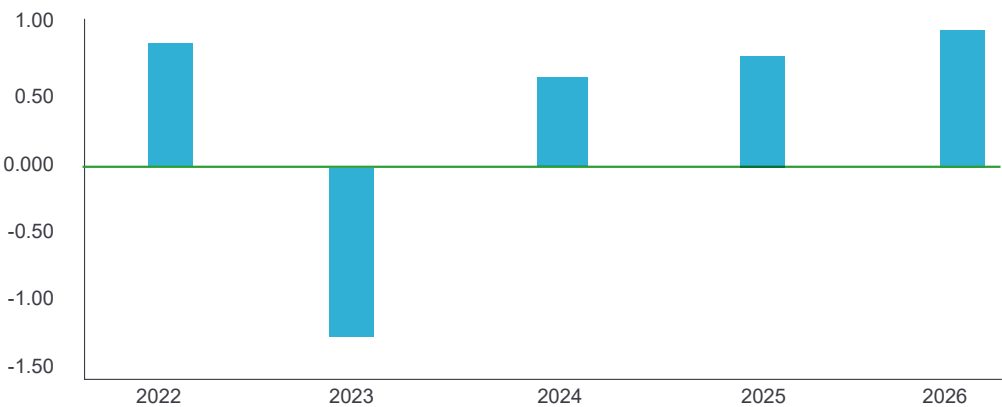
SINGLETON COUNCIL

FINANCIAL PERFORMANCE INDICATORS

The financial performance indicators are intended to be indicative of the financial health and good business management practices being conducted at Singleton Council.

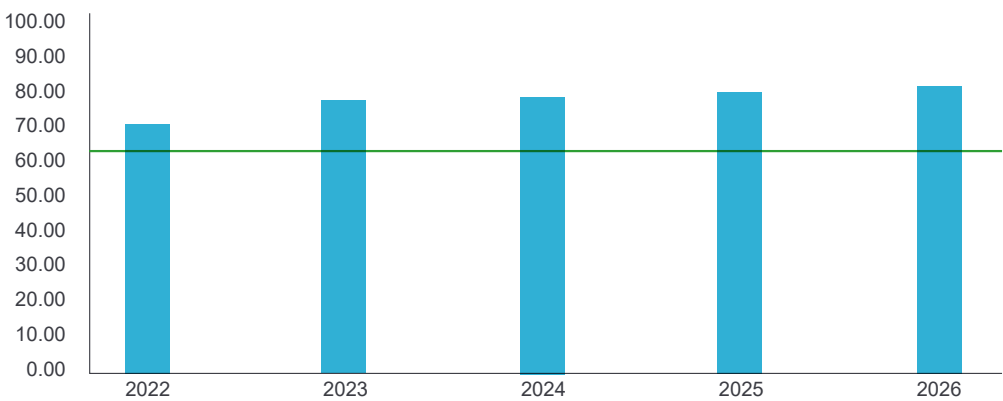
Operating Performance Ratio - Consolidated (%)

This indicator measures how well Council is able to contain expenses within revenue. The benchmark set by OLG is greater then 0%.



Own Source Operating Revenue Ratio - Consolidated (%)

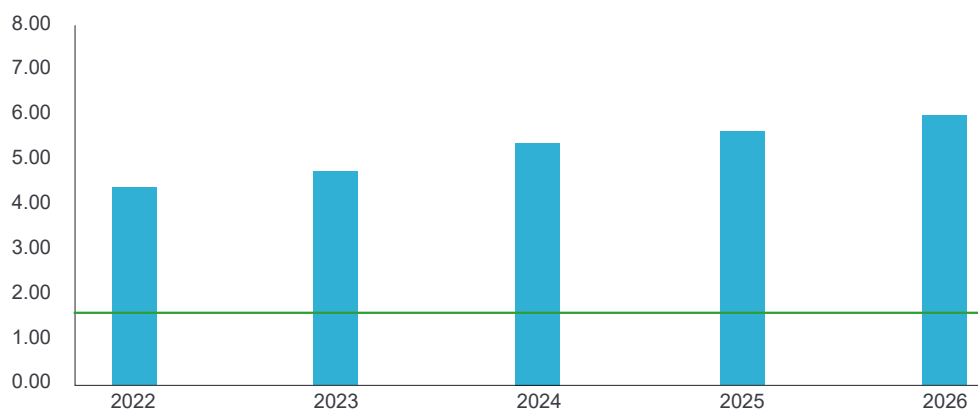
This indicator measures Council’s fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60%



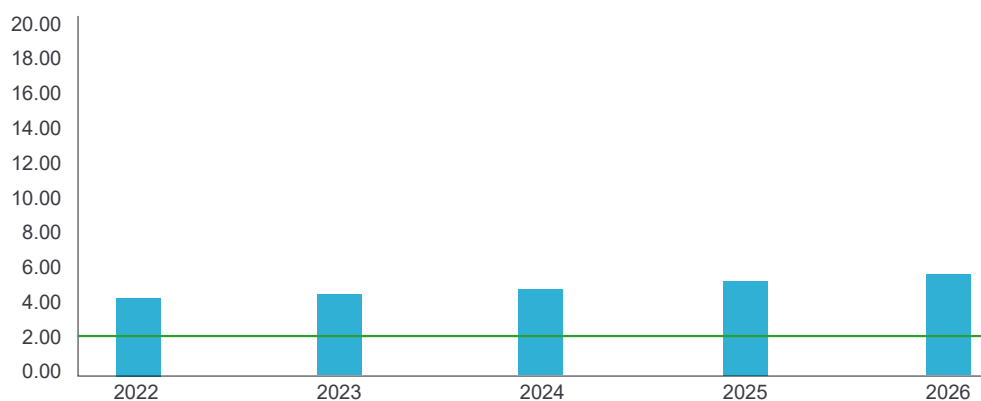
SINGLETON COUNCIL

Unrestricted Current Ratio - Consolidated

This indicator represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by the OLG is greater than 1.5 times

**Debt Services Cover Ratio - Consolidated (%)**

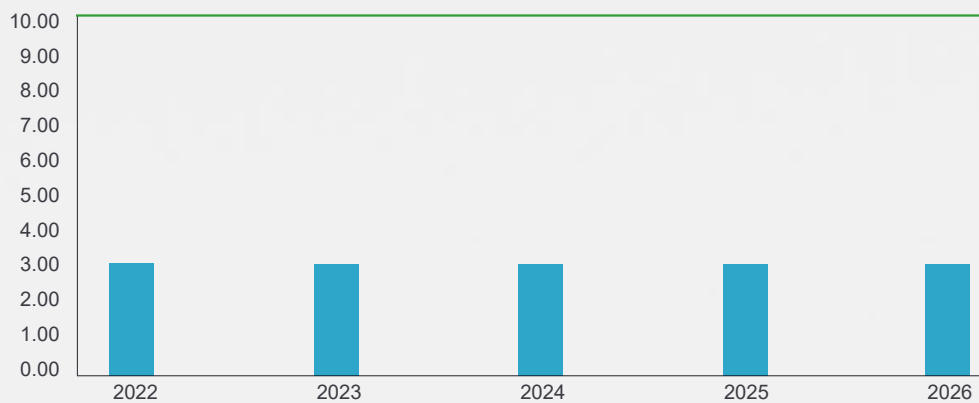
This ratio measures the operating cash available to service debt including interest, principle and lease payments. The benchmark set by OLG is greater than two times.



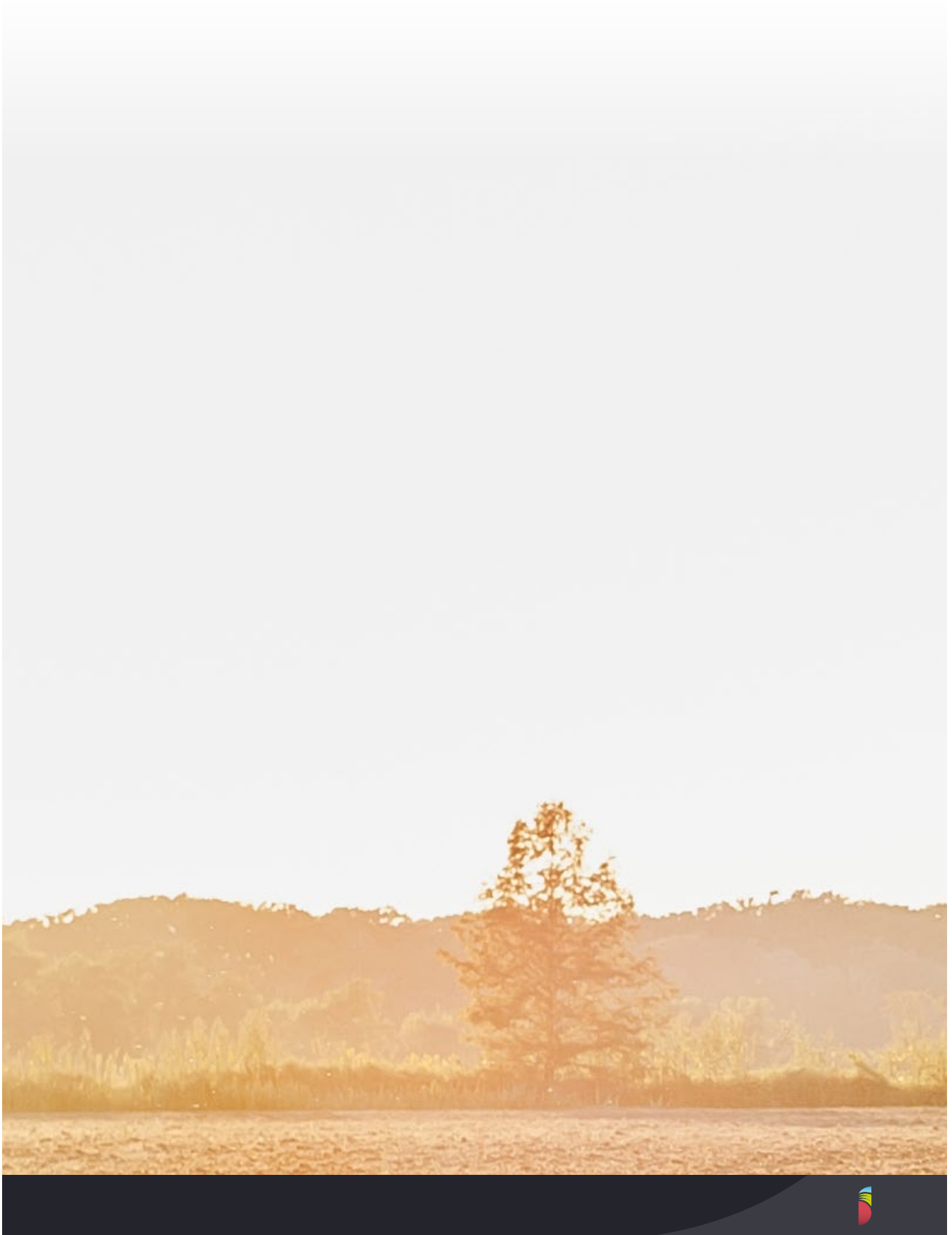
SINGLETON COUNCIL

Rates, Annual Charges, Interest + Extra Charges Outstanding - Consolidated (%)

This measure assesses the impact of uncollected rates and annual charges on a Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10% for rural Councils.



SINGLETON COUNCIL



SINGLETON COUNCIL

BUDGET ALLOCATIONS COMMUNITY STRATEGIC PLAN PILLARS

INCOME FROM CONTINUING OPERATIONS

CSP Pillar	Service
Our Leadership	
	Financial Services
	Governance
	Contracts + Property
	Executive Services
	Integrated Risk
	Information Services
	Depot + Council Fleet Services
	Sub-total
Our Places	
	Roads (ISPP)
	Roads
	Recreation + Facilities
	Emergency Services
	Water Services
	Sewer Services
	Council Assets
	Sub-total
Our People	
	Children Services
	Library Services
	Youth Services
	Arts + Culture
	Sub-total
Our Environment	
	Environmental Services
	Planning + Development Services
	Regulatory Services
	Sub-total
Our Economy	
	Economy + Community
	Land Development
	Livestock Sales
	Sub-total
Total Income from continuing operations	

SINGLETON COUNCIL

Council's income statements as per Council's Long Term Financial Plan, have been allocated across our five pillars of 'Create Singleton 2022-2032', as follows:

Revised 2021/2022	Estimated 2022/2023	Estimated 2023/2024	Estimated 2024/2025	Estimated 2025/2026
27,250,549	25,155,069	26,397,093	26,922,238	27,457,897
94,447	128,720	128,656	128,590	128,523
23,995	15,997	16,317	16,643	16,976
734	749	764	779	795
80,876	15,606	15,918	16,236	16,561
113,163	116,858	119,162	121,512	124,106
43,517	32,865	33,358	33,858	34,366
27,607,281	25,465,864	26,711,268	27,239,857	27,779,224
6,167,985	4,824,193	4,315,188	5,410,494	7,628,446
5,721,510	4,965,192	1,512,466	1,402,276	1,641,133
4,483,542	4,311,727	3,445,676	2,801,716	2,872,192
1,265,463	566,976	539,928	821,747	563,830
8,411,635	9,212,945	19,785,628	9,885,029	10,017,540
5,888,460	6,649,832	7,059,963	7,405,282	7,627,688
181,351	140,445	139,460	138,453	137,879
32,119,946	30,671,310	36,798,308	27,864,997	30,488,708
2,167,329	2,210,879	2,255,091	2,300,188	2,357,229
420,743	391,636	154,938	157,796	160,827
116,455	118,873	120,867	122,901	124,975
(6,000)	94,000	95,940	97,919	100,442
2,698,527	2,815,388	2,626,836	2,678,804	2,743,473
7,873,637	8,034,398	8,120,727	8,304,266	8,530,677
2,508,568	2,163,915	2,191,049	2,120,092	2,150,205
318,442	450,171	458,521	467,027	476,756
10,700,647	10,648,484	10,770,297	10,891,385	11,157,638
2,259,842	3,660,342	2,190,012	3,590,403	160,803
425,808	87,940	90,784	93,713	96,731
10,000	10,000	10,000	10,000	10,000
2,695,650	3,758,282	2,290,796	3,694,117	267,534
75,822,051	73,359,328	79,197,505	72,369,160	72,436,577



SINGLETON COUNCIL

BUDGET BY CSP PILLAR | EXPENDITURE FROM CONTINUING OPERATIONS

CSP Pillar Service

Our Leadership

Council Performance + Improvement

Communication + Engagement

Financial Services

Governance

Contracts + Property

People + Culture

Executive Projects

Integrated Risk

Information Services

Depot + Council Fleet Services

Sub-total**Our Places**

Roads (ISPP)

Roads

Recreation + Facilities

Emergency Services

Water Services

Sewer Services

Council Assets

Sub-total**Our People**

Children Services

Library Services

Youth Services

Arts + Culture

Other Community Services

Sub-total**Our Environment**

Environmental Services

Planning + Development Services

Regulatory Services

Sub-total**Our Economy**

Economy + Community

Land Development

Livestock Sales

Sub-total**Total Expenses from continuing operations**

SINGLETON COUNCIL

Revised 2021/2022	Estimated 2022/2023	Estimated 2023/2024	Estimated 2024/2025	Estimated 2025/2026
185,710	46,059	47,580	49,156	50,791
956,658	964,078	990,481	1,017,656	1,045,629
537,578	(728,332)	(741,947)	(755,672)	(769,341)
1,119,605	961,070	984,737	1,165,087	1,027,280
282,673	91,249	94,111	97,073	100,140
703,939	648,062	626,108	644,751	664,292
378,359	265,647	273,745	282,116	290,771
951,580	420,819	432,620	444,800	458,111
2,535,655	2,337,569	2,304,807	2,353,245	2,357,737
706,508	425,904	435,462	445,262	455,309
8,358,265	5,432,125	5,447,704	5,743,475	5,680,718
3,656,887	4,169,003	4,233,667	4,313,899	4,410,952
548,660	561,005	575,030	589,406	604,141
7,245,482	8,133,323	8,290,539	8,451,043	8,626,865
1,654,182	1,793,802	1,853,069	1,914,818	1,979,164
7,535,409	7,835,006	7,934,106	8,077,641	8,226,085
4,117,486	4,952,587	5,172,265	5,346,848	5,488,351
10,083,143	10,770,693	10,802,031	10,980,903	11,163,722
34,841,249	38,215,419	38,860,707	39,674,557	40,499,280
2,190,061	2,599,097	2,667,202	2,737,185	2,809,111
1,544,784	1,573,459	1,612,707	1,653,005	1,694,376
378,964	457,526	469,206	481,203	493,548
520,256	492,315	500,675	509,055	517,786
231,826	228,221	233,927	239,775	245,769
4,865,891	5,350,618	5,483,717	5,620,223	5,760,590
7,696,759	7,932,388	8,131,669	8,326,472	8,528,623
5,220,258	4,823,447	4,928,454	5,061,136	5,222,232
240,866	183,852	183,639	183,720	183,746
13,157,883	12,939,687	13,243,761	13,571,327	13,934,601
1,971,223	292,426	300,051	307,882	315,925
149,320	115,416	118,448	121,564	124,764
212,372	187,086	187,713	188,289	188,830
2,332,915	594,928	606,213	617,735	629,519
63,556,203	62,532,777	63,642,101	65,227,318	66,504,708



SINGLETON COUNCIL

NET OPERATING RESULTS FROM CONTINUING OPERATIONS

CSP Pillar	Service
Our Leadership	
	Council Performance + Improvement
	Communication + Engagement
	Financial Services
	Governance
	Contracts + Property
	People + Culture
	Executive Services
	Integrated Risk
	Information Services
	Depot + Council Fleet Services
	Sub-total
Our Places	
	Roads (ISPP)
	Roads
	Recreation + Facilities
	Emergency Services
	Water Services
	Sewer Services
	Council Assets
	Sub-total
Our People	
	Children Services
	Library Services
	Youth Services
	Arts + Culture
	Other Community Services
	Sub-total
Our Environment	
	Environmental Services
	Planning + Development Services
	Regulatory Services
	Sub-total
Our Economy	
	Economy + Community
	Land Development
	Livestock Sales
	Sub-total
Total Operating Result from continuing operations	

SINGLETON COUNCIL

Revised 2021/2022	Estimated 2022/2023	Estimated 2023/2024	Estimated 2024/2025	Estimated 2025/2026
(185,710)	(46,059)	(47,580)	(49,156)	(50,791)
(956,658)	(964,078)	(990,481)	(1,017,656)	(1,045,629)
26,712,971	25,883,401	27,139,040	27,677,910	28,227,238
(1,025,158)	(832,350)	(856,081)	(1,036,497)	(898,758)
(258,678)	(75,252)	(77,794)	(80,430)	(83,163)
(703,939)	(648,062)	(626,108)	(644,751)	(664,292)
(377,625)	(264,898)	(272,981)	(281,337)	(289,976)
(870,704)	(405,213)	(416,702)	(428,564)	(441,550)
(2,422,492)	(2,220,711)	(2,185,645)	(2,231,733)	(2,233,630)
(662,991)	(393,039)	(402,104)	(411,404)	(420,943)
19,249,016	20,033,739	21,263,564	21,496,382	22,098,506
2,511,098	655,190	81,521	1,096,595	3,217,494
5,172,850	4,404,187	937,436	812,871	1,036,992
(2,761,940)	(3,821,596)	(4,844,863)	(5,649,327)	(5,754,673)
(388,719)	(1,226,826)	(1,313,141)	(1,093,071)	(1,415,334)
876,226	1,377,939	11,851,521	1,807,388	1,791,455
1,770,974	1,697,245	1,887,698	2,058,434	2,139,337
(9,901,792)	(10,630,248)	(10,662,571)	(10,842,450)	(11,025,843)
(2,721,303)	(7,544,109)	(2,062,399)	(11,809,560)	(10,010,573)
(22,732)	(388,218)	(412,110)	(436,998)	(451,883)
(1,124,041)	(1,181,823)	(1,457,770)	(1,495,209)	(1,533,548)
(262,509)	(338,653)	(348,339)	(358,302)	(368,572)
(526,256)	(398,315)	(404,735)	(411,136)	(417,344)
(231,826)	(228,221)	(233,927)	(239,775)	(245,769)
(2,167,364)	(2,535,230)	(2,856,880)	(2,941,420)	(3,017,117)
176,878	102,010	(10,942)	(22,206)	2,054
(2,711,690)	(2,659,532)	(2,737,404)	(2,941,044)	(3,072,027)
77,576	266,319	274,882	283,308	293,010
(2,457,236)	(2,291,203)	(2,473,464)	(2,679,942)	(2,776,964)
288,619	3,367,916	1,889,961	3,282,521	(155,122)
276,488	(27,476)	(27,665)	(27,850)	(28,034)
(202,372)	(177,086)	(177,713)	(178,289)	(178,830)
362,735	3,163,354	1,684,583	3,076,382	(361,986)
12,265,848	10,826,551	15,555,404	7,141,841	5,931,868



SINGLETON COUNCIL

CAPITAL WORKS

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
GENERAL FUND				
Roads				
Design Program	N	\$350,000		
Design Program	R	\$50,000	\$50,000	
Bridge St (Belford) - Intersection with Swain St	R	\$70,000		
Lilavale Track - Ch0.00 to 0.29km	R	\$75,000		
Mirannie Road - Ch22.8 to Ch 23.2 from Gresford Road.	R	\$150,000		
Glendon Road - Ch7.92 to 8.72km	R	\$400,000		
Doyles Creek Road - 1.54 to 2.66km	R	\$170,613	\$80,613	
Inlet Road Bus Turn Out	N	\$70,000		
Putty Valley Rd - CH5.9 to CH6.4km	R	\$2,200,000		
Wattle Ponds Road RAB	R	\$220,000		
Old New England Highway - Liddell Bridge @ Ch 1.71, 113B1	R	\$65,000		
Stanhope Road - Maryvale Bridge Ch9.87, 83B2	R	\$25,000		
Gibbs Bridge (69B2) - Putty Valley Road	R	\$900,000		
Hungerfords Bridge - Cessnock Road (RR7767)	R	\$1,000,000	\$60,000	
Charlton Rd - 3.92km from Putty Rd - 12C1 - Culvert	R	\$400,000		
Goorangoola Road - Causeway 12.63km from Bridgman Road	R	\$400,000		

Details of specific capital works projects that are proposed to be undertaken in the 2022/2023 financial year are below:

Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
		\$350,000			
\$70,000					
		\$75,000			
\$94,085		\$55,915			
\$400,000					
\$90,000					
\$70,000					
\$2,200,000					
\$140,000		\$80,000			
\$65,000					
\$25,000					
\$900,000					
\$940,000					
\$174,586		\$225,414			
\$300,000		\$100,000			



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Roads				
Goorangoola Road - 2.74km from Bridgman Road - 34CA2 - c/way	R	\$600,000	\$300,000	
Unsealed Roads – Various	R	\$650,000	\$100,000	
Putty Valley Road - CH6.2km to CH6.9km	R	\$268,750		
Putty Valley Road CH9.75km to 11.9km	R	\$734,611		
Welshs Road - CH0.125km to 0.725km	R	\$514,567		
Resheeting – Various	R	\$357,687		
Replacement of Damaged Sections of K&G - Various	R	\$80,000		
Box Gap Road - Road Rehabilitation - Stage 1	R	\$250,000	\$93,000	
Elderslie Road (MR453) - Ch0.00 to 0.74km	R	\$400,000		
Rural Roads Resealing	R	\$795,881		
Urban Roads Resealing	R	\$300,000		
Regional Roads Resealing	R	\$345,000		

Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
\$300,000					
	\$250,000	\$300,000			
\$215,000	\$53,750				
\$584,611	\$150,000				
\$514,567					
	\$357,687				
		\$80,000			
\$97,000		\$60,000			
\$400,000					
		\$545,881	\$250,000		
		\$300,000			
\$345,000					



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Buildings				
Cook Park #5 - Athletics Amenities	N	\$1,107,036		
OOSH - Roof improvements including external patio roof	N	\$304,978		
Colleen Gale - Building Assessment to include repairs to gutters, kitchen area, landscaping and painting	R	\$188,700		
Gym and Swim - Mechanical Audits	R	\$40,000		
Library - Air conditioning upgrade	N	\$489,500		
OOSH - Fence and retaining wall Renewal	R	\$90,000		
OOSH - Softfall Renewal	R	\$35,000		
OOSH - Bathroom upgrade + consideration of painting	N	\$50,000		
Administration - Design of a Disability bathroom and customer service area	R	\$50,000		
Youth Venue - Feature wall Improvements	N	\$25,000		
Youth Venue - Stage improvements with disability ramp	R	\$30,000		
Dunolly Rugby League Grounds - Pirtek Park - Extension of the Rugby League amenities building	N	\$1,600,000		
Senior Citizens Centre - Upgrades to the flooring and internal walls at the building	N	\$60,000		
Mechanics Institute - Replacement of the old wooden windowsills, painting and repairs to the flooring	N	\$90,000		
New Council work depot design - Detail design council's work depot at Dyrring Road	N	\$100,000		

SINGLETON COUNCIL

Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
\$1,107,036					
\$304,978					
\$188,700					
		\$40,000			
\$239,500		\$250,000			
\$90,000					
\$35,000					
\$50,000					
\$50,000					
\$25,000					
\$30,000					
\$1,600,000					
\$60,000					
\$90,000					
			\$100,000		



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Transport				
Pedestrian Fencing - Corner Bridgman Road and NEH to Blaxland Ave	N	\$40,000		
Men's Shed carpark reseal - Reseal of carpark	R	\$30,000		
Civic Avenue -(Singleton 15) - new cycleway 2.5m wide x 148m Singleton Bike Plan October 2015	N	\$51,800		
Milbrodale Road (Broke) - R4R funding. See 4th line in "Action Plan Regional Cycleways"	N	\$740,210		
2 Pioneer Road - Replace existing shared path and install root barrier	R	\$100,000		
Combo Lane - Queen St to Civic Ave	N	\$100,000		
Drainage				
Standen Drive - 7.08 from Bell Road - Culvert Renewal	R	\$300,000		
Bathurst St Drainage Line - Renewal or Structural Lining - York to Albert	R	\$100,000		
Headwall Renewal - Renewal damaged headwalls	R	\$20,000		
Select and Continue Catchment 10+5+12 - Renewal/replace or Structural Lining	R	\$200,000		
CCTV inspection - Clean and CCTV inspection s/w pipes	R	\$75,328		
Solman Lane Drainage Upgrade	R	\$103,181		

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Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
		\$40,000			
		\$30,000			
		\$51,800			
\$740,210					
\$60,000		\$40,000			
\$62,500		\$37,500			
		\$300,000			
\$100,000					
\$20,000					
\$200,000					
\$75,328					
		\$3,181	\$100,000		



Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Open Space + Reserves				
Jerrys Plains Cemetery - Renewal/Replacement of fencing	R	\$25,000		
Sedgefield Cemetery - Renewal/ replacement of fencing	R	\$10,000		
Lake St Clair improvement including Dump point, 4 picnic tables and playground area	N	\$525,000		
James Cook Park - Install tiered seating and shade for spectators at AFL/ Cricket	N	\$700,000		
Harry George - Playground Replacement	N	\$100,000		
Earrabee Reserve - Playground Replacement	R	\$100,000		
Townhead Park - Install fence around playground + bike track	N	\$100,000		
Various parks - Public amenity improvements	N	\$250,000		
Plant + Equipment				
Heavy Plant	R	\$235,000	\$150,000	
Light Plant	R	\$224,000	\$134,000	
Waste				
Perimeter fencing	R	\$50,000	\$50,000	
Master Plan	N	\$30,000	\$30,000	
Access Track Works	N	\$80,000	\$80,000	
Hard Stand Upgrade and Construction	N	\$325,000	\$325,000	
Buffer Land	N	\$30,000	\$30,000	
Wash Bay Waste Management Facility	R	\$30,000	\$30,000	
Carpark Retaining Walls	N	\$50,000	\$50,000	
Other				
Library Books	R	\$60,000		\$60,000
General Fund Total		\$20,886,842	\$1,562,613	\$60,000

Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
		\$25,000			
\$10,000					
\$525,000					
\$700,000					
\$100,000					
\$100,000					
\$100,000					
\$250,000					
					\$85,000
					\$90,000
\$14,838,101	\$811,437	\$2,989,691	\$450,000	\$0	\$175,000



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
WATER FUND				
Minor Plant & Equipment - Safety	R	\$22,076	\$22,076	
PAC Plant - Dosing Compressor	R	\$30,000	\$30,000	
Plant Equipment - Motor Fleet (Light) -Treatment Supervisor	R	\$38,000	\$16,000	
Plant Equipment - Motor Fleet (Light) Network Team Leader	R	\$48,000	\$23,000	
Plant Equipment - Motor Fleet (Light) - Obanvale	R	\$38,000	\$23,000	
Plant Equipment - Compressor - Mobile	R	\$25,000	\$22,000	
New Service Connections	N	\$33,000		
East Bridgman Ridge/Hunter Green - 375mm Trunk Main Investigation	N	\$200,000	\$200,000	
Maison Dieu Road - 150mm Main Extension Construction	N	\$287,174	\$287,174	
Redbournberry Standpipe Installation	N	\$850,000	\$850,000	
Mains Renewal - Large	R	\$204,205	\$204,205	
Water Mains Renewal Program	R	\$1,600,000	\$1,600,000	
Dulcamah Pump Replacements	R	\$20,000	\$20,000	
Meters and Non-Return Valve Replacements (Ongoing)	R	\$70,664	\$70,664	
Valve and Hydrant Replacements	R	\$26,492	\$26,492	
Major Control Valve Replacement	R	\$50,000	\$50,000	

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Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
					\$22,000
					\$25,000
					\$15,000
					\$3,000
					\$33,000



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Raw water inlet valve condition assessment and hydraulic replacement	R	\$134,611	\$134,611	
Asset Renewal Program	R	\$117,004	\$117,004	
Supernatant Pit Safety Upgrades	N	\$35,000	\$35,000	
Network Chlorine Investigation	N	\$20,000	\$20,000	
WTP Baffle Replacement Investigation	R	\$50,000	\$50,000	
Jerrys Plains Water Monitoring Upgrade	N	\$25,000	\$25,000	
WTP Chemical Dosing Lines and Skid Upgrade	R	\$120,000	\$120,000	
Water Fund Total		\$4,404,226	\$3,946,226	\$0

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Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
\$0	\$0	\$0	\$0	\$0	\$98,000



SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
SEWER FUND				
Pressure Sewer Systems (PSS) - Supply and Install (Net Only)	N	\$66,000	\$66,000	
Bridgman Ridge / Hunter Green - Stage B (zoned R1 and small R2)	N	\$100,000	\$100,000	
Rising Main - SPS to STP	R	\$1,600,000	\$100,000	
STP - Chemical Dosing System	N	\$850,000		
Inlet Works (inc. screen and grit removal)	N	\$300,000	\$300,000	
Plant and Equipment - Motor Fleet (Light) - Liquid Trade Waste Officer	R	\$49,000	\$34,000	
Plant and Equipment - Motor Fleet (Heavy) - Network Team Leader	R	\$100,000	\$65,000	
Network Renewals	R	\$16,557	\$16,557	
Manhole Renewals	R	\$16,557	\$16,557	
Small Main Replacement / Relining Program	R	\$55,000	\$55,000	
Sludge Pond Maintenance	R	\$750,000	\$750,000	
Minor Renewals - Treatment	R	\$55,191	\$55,191	
Minor Improvements Pump Stations (Upgrades / Replacement / Renewals)	R	\$17,661	\$17,661	
Telemetry - Minor Renewals	R	\$16,557	\$16,557	
Pump Modules and Pipework - Maison Dieu	R	\$40,000	\$40,000	
Minor SPS Upgrade	R	\$672,600	\$672,600	

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SINGLETON COUNCIL

Project			Source of Funds	
Function	New(N) Renewal(R)	Estimate 2022/2023 \$	Restricted Assets	Rates and Other Untied Funding
Network Sulphur Investigation	N	\$20,000	\$20,000	
STP Inlet Works Bypass Investigation	N	\$50,000	\$50,000	
UV Pre-Treatment Installation	N	\$500,000	\$500,000	
Doughboy Hollow EPP Upgrade	N	\$50,000	\$50,000	
STP Upgrade Pollution Reduction Program - EPA (Investigation)	R	\$500,000	\$500,000	
IDEA Pond Clean & Rehabilitate	R	\$600,000	\$600,000	
STP Inlet Works Upgrade (Design & Construct)	R	\$2,709,490	\$2,709,490	
Sewer Fund Total		\$9,134,613	\$6,734,613	\$0

LAND DEVELOPMENT				
Bridgeman Ridge Joint Venture	N	\$2,709,000		
Land Development Total		\$2,709,000	\$0	\$0
Total Capital Works including land development		\$36,774,681	\$12,243,452	\$60,000

Asset Renewals %	Consolidated	General Fund	Water Fund	Sewer Fund
New	51%	60%	41%	31%
Renewal	49%	40%	59%	69%

SINGLETON COUNCIL

Grants and Contributions	Special Rate Variation 2014/2015	Special Rate Variation 2016/2017	Section 7.11	Loans	Sale of Assets
\$0	\$0	\$0	\$0	\$2,350,000	\$50,000
					\$2,709,000
\$0	\$0	\$0	\$0	\$0	\$2,709,000
\$14,838,101	\$811,437	\$2,989,691	\$450,000	\$2,350,000	\$3,023,000



PLANT REPLACEMENT PROGRAM

Council has a continuous asset replacement program which is reviewed annually in conjunction with Council's budget preparation. Council's plant replacement program aims at replacing plant automatically at an optimum time. The program is based on an assessment of the economic life of individual items of plant and is typical of that accepted by the industry.

The adopted replacement periods are as follows:

Graders	9 years/8,000 hrs
Dozer at WMF	5 years/10,000 hrs
Heavy Trucks (12t and over)	6 years/330,000km
Medium Trucks (4.5t to 12t)	6 years/220,000km
Light Trucks (under 4.5t)	6 years/130,000km
Water Carts	6 years/220,000km
Ride on mowers	4 years/4,000 hrs
Ancillary plant (Whipper Snippers, Chainsaws, Blowers, Push Mowers + Trailers)	Replace as required

A 10-year plant replacement program using the above rotational periods has been developed and incorporated into Council's draft budget. Council's ability to meet this program is dependent on income to its Plant Reserve Fund generated by day to day plant usage. Reviews are undertaken progressively to evaluate alternative strategies such as hire or lease.

In addition, Council operates a light vehicle fleet consisting of sedans, station wagons, utilities, 2WD and 4WD utilities/crew cabs, which are procured in accordance with Council's Light Motor Vehicle Fleet (LMVF) Policy.

Further, the passenger vehicles included in this fleet have been made available to relevant staff for private use in accordance with Council's LMVF Policy whereby the staff make a financial contribution for this privilege.

SALE OF ASSETS

The following assets have been nominated for sale in the year 2022/2023:

- Plant and equipment in accordance with the asset replacement program
- Light motor vehicles in accordance with Council policy
- Land development sales:
 - Bridgman Ridge Estate
- Miscellaneous land disposal as ratified by Council

Council is currently undertaking a review of its land holdings held for resale to clarify its involvement in future land development activities.

It is anticipated that proceeds from the sale of the identified assets may be realised in this year and subsequent budget periods and will be utilised to fund asset maintenance.

It has been estimated that proceeds from the sale of assets for 2022/2023 will be \$3.263 million.

ASSET MANAGEMENT

Council's Asset Management Strategy specifies what is required to improve Council's asset management capability and meet its objectives, while its asset management plan sets the parameters around the condition of assets to be modelled and costed.

The costs resulting from Council's Asset Management Plans are capital costs such as new assets, renewals, rehabilitation and non-capital expenditure such as maintenance, operating costs and depreciation. All asset-related expenditure identified in the Asset Management Plans will be considered when completing the Long Term Financial Plan, along with various funding options to support the plan which would include any anticipated gains from the sale of assets.

Individual plans have been developed for roads, transport, drainage, water, sewerage, open space and building assets.



REVENUE POLICY

REVENUE POLICY

Council's Revenue Policy is prepared annually in accordance with section 405 of the NSW *Local Government Act 1993*. The Revenue Policy includes the following statements for the year 2022/2023:

- A statement with respect to each ordinary rate and each special rate proposed to be levied
- A statement with respect to each charge proposed to be levied
- A statement of Council's pricing methodology for determining the prices with respect to the goods and services provided
- A statement of the types of fees proposed to be charged by the Council and the amounts of each such fee
- A statement of the amounts or rates proposed to be charged for carrying out by the Council of work on private land
- A statement of the amounts of any proposed borrowings, the sources from which they are proposed to be borrowed and the means by which they are proposed to be secured
- A statement containing a detailed estimate of the Council's income and expenditure

2022 / 2023 RATING CONSIDERATION

Section 494 of the *NSW Local Government Act 1993* requires Council to make and levy ordinary rates for each financial year.

In accordance with the provisions of Section 514 of the Act, all parcels of rateable land in the Council's area have been declared to be within one or other of the following categories:

- Farmland
- Mining
- Residential
- Business

The determination of the category for each parcel of land is done in accordance with the definitions set out in Sections 515, 516, 517, 518 and 519 of the Act. The classification that applies to each parcel of land is printed on the annual rate notice that is issued. Section 524 of the Act requires a rateable person (or the person's agent) to notify the council within 30 days after the person's rateable land changes from one category to another.

A general revaluation of the Singleton Local Government Area (LGA) took place during 2019, with a base date of 1 July 2019. The 2022/2023 rating year will be the third year in which these valuations will be used for the calculation of Council's General Purpose Rating Income. Council's 2022/2023 rate yield has been increased by 0.7% in line with the rate cap determined by the NSW Independent Pricing and Regulatory Tribunal (IPART).

Council's 2021/2022 Statement of Compliance Return in relation to the calculation of the Notional Yield indicated the Notional Yield was below the Permissible General Income by \$7,516. This amount has been added to the percentage increase as per Section 511 of the Act. This catch up amount and the rate peg limit represents a 2.03% increase in rate yield for the 2022/2023 financial year.

Council's rating structure for General Fund includes a combination of ad valorem and base amounts. The following explains these different methods of levying rates.

Ad valorem: is the levying of rates by multiplying land value by a rate in the dollar.

Base amounts: are a set charge for every assessment in the rating category and is used to recover the costs of common services and facilities more equitably amongst all ratepayers, rather than distributing these costs on a land value basis.

For a majority of categories, the rating structure comprises a combination of ad valorem and base amounts. As mentioned above, this provides for an equitable distribution of the overhead costs which apply to all ratepayers and then a rate on the land value of the property.

The following categories have been adopted for 2022/2023:

RESIDENTIAL

There are four sub-categories in the Residential category.

- Residential Singleton - applies to land within the Singleton town area which has a dominant residential use (other than as a hotel, motel, guest-house, backpacker hostel or nursing home or for any other form of residential accommodation, not being a boarding house or lodging house, prescribed by the Regulations); or zoned for residential purposes
- Residential Rural Residential - applies to land with a dominant residential use, located in or near a residential subdivision which is outside the NSW Fire Brigade Area and is located within 225 metres of a water main. The majority of these properties are situated on the fringe of Singleton and Branxton



SINGLETON COUNCIL

- Residential Village - applies to land which has a dominant residential use and is located within a village area
- Residential Ordinary - applies to all land which has a dominant residential use and cannot be categorised in any of the other residential categories

BUSINESS

The Business category consists of four sub-categories:

- Business Singleton - applies to land within Singleton town area, which cannot be categorised as farmland, residential or mining
- Business Mount Thorley - applies to land situated in the Mount Thorley industrial area, which cannot be classified as farmland, residential or mining
- Business Village – applies to land situated in a village area, which cannot be classified as farmland, residential or mining
- Business Ordinary - applies to land within the Singleton Local Government Area, other than those categorised as Business Singleton, Business Mount Thorley and Business Village, which cannot be categorised as farmland, residential or mining

FARMLAND

Council proposes to levy a Farmland Ordinary rate on all properties satisfying the farmland definition. The rate will apply to all farming properties within the Singleton Local Government Area.

MINING

This category consists of one sub-category Mining Coal which applies to all parcels of rateable land held or used for coal mining purposes.

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In accordance with section 494 of the Act, the following Ordinary Rates will be levied:

2022/2023 RATING SUMMARY

Rate Type	Category	Sub Category	Ad Valorem	Base Amount		Rate Yield
			Amount Cents in \$	\$	% of Total Rate	\$'000
Ordinary	Residential	Singleton	0.6735	248.00	21.05	6,597
Ordinary	Residential	Rural	0.5186	248.00	14.92	1,713
Ordinary	Residential	Village	0.4647	248.00	31.61	254
Ordinary	Residential	Ordinary	0.266	248.00	20.64	2,937
Ordinary	Business	Singleton	1.1585	248.00	7.74	1,663
Ordinary	Business	Mount Thorley	1.1469	248.00	6.11	337
Ordinary	Business	Village	1.0345	248.00	17.79	41
Ordinary	Business	Ordinary	0.3597	248.00	16.12	449
Ordinary	Farmland	Ordinary	0.3006	248.00	10.05	1,636
Ordinary	Mining	Coal	0.6825			8,472
Total Yield						24,099





DOMESTIC WASTE MANAGEMENT (DWM) SERVICES

Council operates a separate financial charging and cost accounting system to ensure that waste management services are provided at full cost to consumers, with income received from waste charges not exceeding the cost to Council of providing these services.

Section 496 of the Local Government Act provides that "a Council must make and levy a charge for each year for the provision of domestic waste management services for each parcel of rateable land for which the service is available".

Section 504(3) provides "Income obtained from charges for domestic waste management must be calculated so as not to exceed the reasonable cost to the Council for providing those services".

Domestic waste is defined as waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled but does not include sewage. Domestic waste management services are those services that comprise the periodic collection of domestic waste from individual parcels of rateable land and services that are

associated with the collection and includes weekly garbage collections, weekly and fortnightly recycling and organics collections, bulk waste collection, recycling programs to reduce domestic waste (eg mattress drop off days), education, waste audits, processing and disposal of collected materials (including landfill disposal) and the payment of relevant section 88 levy to the NSW Environment Protection Agency (EPA). The Domestic Waste Management Charge should also be based on the expected level of service delivery (including any future changes to services), any existing surplus or deficit, and any potential changes to service delivery costs in future years. This is particularly relevant in the current recycling climate, where changes to industry may result in future adjustments to the cost of processing recyclable materials. Council carefully monitors the consequences of these changes, in both the short and long term.

In determining the amount of a domestic waste management charge, council must have regard to a number of things, including the purpose of the service, the nature, extent and frequency of the service, the cost of providing the service, the categorisation for rating purposes of the land, the nature and use of premises and the area of land to be serviced.

There are services that council provides which are not considered to be domestic waste management services. These include the removal and treatment of any waste that is generated by a commercial business, industry or other non-domestic activity, street cleaning and parks maintenance. Council does not provide annual trailer vouchers to commercial premises or services as part of the domestic waste management charge.

The Singleton Waste Management Facility pays a Waste and Environment Levy (Waste Levy) to the NSW Environment Protection Agency on all waste received, including domestic waste collections. It is estimated that the 2022/2023 waste levy will rise from the current \$84.70 per tonne to \$86.00 (actual is to be advised by EPA in June 2022). The payment of the Waste Levy is included in the Domestic Waste Management charge for all services, and the Fees and Charges Schedule for leviable wastes. It has been estimated that the amount of the levy payable for 2022/2023 will be \$603,500 for domestic waste and \$774,000 for other leviable waste received at the Waste Management Facility, based on the estimated tonnage of waste received at the landfill. The NSW Environmental Protection Agency may, from time to time, issue an exemption to organisations and individuals who may satisfy certain criteria from paying the Waste Levy. In these instances, council has also waived the payment of any gate fee at the Waste Management Facility.

The landfill disposal plan completed in 2014/15 shows that the Singleton landfill has a lifespan of more than 50 years at an estimated disposal rate of about 15,000 tonnes per annum. This rate of disposal from the red residual bin from households had previously decreased since 2016, which is attributable to the introduction of the garden organics service in 2017. However, this figure has increased in the past two years likely as a result of the COVID pandemic changing the amount of time people are spending at home. It is anticipated that the volume of waste disposed of in the red bin will decline with the introduction of a food organic service in 2024.



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In late 2019, council undertook a review of the rehabilitation liability for the Waste Management Facility. This review was necessary to determine whether council has allowed enough capital in the waste reserve to provide for the long-term rehabilitation costs associated with the landfill site. This review has resulted in an increase to the rehabilitation provision, resulting in a subsequent increase to both the Domestic Waste Management Charge and the Waste Management Facility gate fees.

Over the past four to five years there have been some major changes in the recycling industry including the introduction of the China Sword Policy, the introduction of the Container Deposit Scheme in NSW and multiple changes to waste legislation in NSW. These changes have resulted in previous price increases in the Domestic Waste Management Charge to allow the continuation of the service. This uncertainty has continued for the recycling industry, including a commitment from the Federal Government to implement a ban on unprocessed recyclable materials. In early 2020, the Board of the Hunter Resource Recovery continued to support a financial assistance package to allow kerbside recycling services to continue uninterrupted, at no additional cost, and allow the service to be maintained. This Financial Assistance Package has resulted in a further increase in kerbside processing of recycling in 2021/2022 by approximately \$30 per property. Council has reviewed the provision of additional bin services across all kerbside collection services. As a result, and to encourage the take up of additional or larger recycling services as well as garden organics services, Council in 2020/21 reduced the base fee for all additional bin services in comparison to additional residual waste services.

In accordance with section 496(1) of the *Local Government Act 1993* a minimum Domestic Waste Management Service Charge will be raised for each rateable assessment on a domestic waste management route, which is not charged for a regular kerbside Domestic Waste Management Service.

The Domestic Waste Management Charges allow for the provision of the following services:

URBAN

- Weekly collection of red 240L mobile waste bins for general waste
- Fortnightly collection of either 240L or 360L yellow recyclables bin
- Fortnightly collection of green 240L green organic bin
- Annual kerbside collection of bulk wastes (including scrap steel)
- One trailer load of general mixed waste (maximum 300kg) to Singleton Waste Management Facility per annum free of charge
- Recycling of household quantities of recyclable products at the Singleton Waste Management Facility is free of charge
- Recycling of problem wastes at Council drop off events

RURAL

- Fortnightly collection of red 240L general waste bin
- Fortnightly collection of either 240L or 360L yellow recyclables bin
- Fortnightly collection of green 240L garden organic bin
- Annual kerbside collection of bulk wastes (including scrap steel)
- One trailer load of general mixed waste (maximum 300kg) to Singleton Waste Management Facility per annum free of charge
- Recycling of household quantities of recyclable products at the Singleton Waste Management Facility is free of charge
- Recycling of problem wastes at Council drop off events

COMMERCIAL URBAN (OPTIONAL)

- These charges will be applied to Business and Non rateable assessments who elect to have a waste service
- Weekly collection of red 240L mobile waste bins for general waste
- Fortnightly collection of either 240L or 360L yellow recyclables bin
- Fortnightly collection of green 240L garden organic bin
- Trailer vouchers are not accessible to commercial customers

COMMERCIAL RURAL (OPTIONAL)

- These charges will be applied to Business and Non rateable assessments who elect to have a waste service
- Fortnightly collection of red 240L mobile waste bins for general waste
- Fortnightly collection of either 240L or 360L yellow recyclables bin
- Fortnightly collection of green 240L garden organic bin
- Trailer vouchers are not accessible to commercial customers

UNOCCUPIED URBAN LOTS

A minimum charge is applied to unoccupied urban lots, as per section 496(1) of the *Local Government Act 1993*.



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DOMESTIC WASTE MANAGEMENT CHARGES

The Domestic Waste Management (DWM) Charges for the 2021/2022 financial year are as follows:

Urban	2021/2022	2022/2023
Weekly general waste (240L), fortnightly recycling (240L), fortnightly garden organics (240L)	\$510.00	\$550.00
Weekly general waste (240L), fortnightly recycling (360L), fortnightly garden organics (240L)	\$560.00	\$590.00
Additional weekly general waste service (240L)	\$200.00	\$200.00
Additional fortnightly recycling service (240L)	\$100.00	\$100.00
Additional fortnightly green organics service (240L)	\$100.00	\$100.00
Additional fortnightly recycling service (360L)	\$125.00	\$125.00
Minimum domestic waste service charge	\$35.00	\$35.00

Rural	2021/2022	2022/2023
Fortnightly general waste (240L), fortnightly recycling (240L), fortnightly garden organics (240L)	\$410.00	\$470.00
Fortnightly general waste (240L), fortnightly recycling (360L), fortnightly garden organics (240L)	\$460.00	\$520.00
Additional fortnightly general waste service (240L)	\$200.00	\$200.00
Additional fortnightly recycling service (240L)	\$100.00	\$100.00
Additional fortnightly garden organics service (240L)	\$100.00	\$150.00
Additional fortnightly recycling service (360L)	\$125.00	\$125.00
Minimum domestic waste service charge	\$35.00	\$35.00

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Commercial Urban	2021/2022	2022/2023
Weekly general waste (240L), fortnightly recycling (240L), fortnightly garden organics (240L)	\$450.00	\$495.00
Weekly general waste (240L), fortnightly recycling (360L), fortnightly garden organics (240L)	\$470.00	\$545.00
Additional weekly general waste service (240L)	\$200.00	\$200.00
Additional fortnightly recycling service (240L)	\$100.00	\$100.00
Additional fortnightly garden organics (240L)	\$100.00	\$100.00
Additional fortnightly recycling service (360L)	\$125.00	\$125.00

Commercial Rural	2021/2022	2022/2023
Fortnightly general waste (240L), fortnightly recycling (240L), fortnightly garden organics (240L)	\$440.00	\$495.00
Fortnightly general waste (240L), fortnightly recycling (360L), fortnightly garden organics (240L)	\$460.00	\$545.00
Additional fortnightly general waste service (240L)	\$200.00	\$200.00
Additional fortnightly recycling service (240L)	\$100.00	\$100.00
Additional fortnightly garden organics (240L)	\$150.00	\$150.00
Additional fortnightly recycling service (360L)	\$125.00	\$125.00





WATER + SEWER

SERVICES

Section 501(1) of the *Local Government Act 1993* permits Council to make and levy an annual charge for the following services provided:

- Water supply services
- Sewerage services
- Drainage services
- Waste management services (other than domestic waste management services)

Section 503 permits Council to make and levy an annual charge in addition to an ordinary rate and an annual charge in addition to, or instead of, a special rate. Charges levied under Section 503 can apply to a non-rateable property but only for the recovery of the cost of providing the service.

Section 552 permits Council to make and levy an annual availability charge where Council has constructed water and sewer reticulation mains within a prescribed distance of a property boundary, whether or not the property is connected to water and/or sewer. This charge is equal to the water and/or sewer access charge.

WATER CHARGES

Council has a long-term financial plan in place for the Water Fund. This strategy has been established to ensure that the total income generated is sufficient to meet all of long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of water supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs.

Water charges will increase in 2022/2023 by approximately 2.5%; being CPI. Charges after 2022/2023 are expected to be increased by at least CPI to ensure overall revenue is in line with inflation. However, if water usage continues to decline, it may be necessary to increase water charges above CPI to adequately fund operational, asset renewal and new/upgraded assets, Council will continue to review the charges on an annual basis to ensure costs remain affordable for customers but also are sufficient to maintain and replace aging infrastructure within the water network.

The residential water charges consist of a fixed annual base charge and a water consumption charge. NSW Best Practice Management of Water Supply and Sewerage Guidelines require that Council achieve a 25% base charge and 75% user charge split. This pricing arrangement sends a strong pricing signal to users to use water efficiently. Council has adjusted the charges accordingly to allow for compliance with this requirement.

The water consumption charge is a tiered usage charge, dependant on the volume used and is based on the long run marginal operating cost of the water supply system. Since 2008/2009, if a threshold usage of 450 kilolitres is reached, a higher usage 'step' charge is applied. This charging method encourages lower water consumption and is in line with water industry best practice. The 'step' charge per kilolitre only applies to residential dwellings. Large families who may be unduly affected by the 'step charge' can apply for relief from the full effect of the charge increase with each case being treated by Council on its merits.

Charges for residential and non-residential customers have been made equivalent to be consistent with NSW Best Practice Management of Water Supply and Sewerage Guidelines. Non-residential is a commonly referred to term in the water industry and usually defined as business, commercial and non-rateable properties. The non-residential water charges consist of a fixed annual base charge and a water consumption charge.

Non-residential customers are not subjected to the 'step' usage charge, however their base charges are levied in proportion to the size of the water service installed on the property, reflecting the load that can be placed on Council's water systems. Higher charges apply to properties with multiple or oversized water meter service connections.



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DESCRIPTION OF WATER BASE CHARGE CALCULATIONS

The water base charge is proportional to the area of the water connection to reflect the load that can be placed on the water system. Oversized services (those greater than 20mm) attract a higher base charge which is based on the cross sectional area of the service compared to a standard 20mm service.

The specific pricing calculation method is as follows:

$$BC = AC_{20} \times (D^2/400)$$

Where:

- BC = Base charge for oversized meter
- AC₂₀ = Base charge for a 20 mm diameter water supply connection
- D = Actual diameter of customers' water supply service (mm)

Note that, pending consideration by Council, each strata and torrens title unit will be treated as a single residential assessment with a 20mm service connection as per NSW Best Practice Management of Water Supply and Sewerage Guidelines. Each company or community title will be disaggregated into the appropriate number of units and also treated as strata and torrens title units above.

WATER RESTRICTIONS

Council may interrupt, limit or place restrictions on the supply of water when necessary. Water restrictions are only applied when severe water shortages are evident; such as in the case of drought or other emergency, if the available stored water or capacity to supply is so limited to make extraordinary measures necessary in the general interest of all water consumers. Council's drought planning is driven by defined triggers based on consumption, storage and weather. Council has a Singleton Drought Management and Emergency Response Plan that details how Council will manage Singleton's water supply during periods of drought and details these triggers.

Council has had water restrictions in place for both the Singleton and Jerrys Plains Water Supply Areas in response to recent drought conditions. Restrictions will be adopted in line with industry-accepted practices to conserve water in times of drought and prolong the availability of water until water supply conditions change. The restrictions will be removed when significant rainfalls are received in the area.

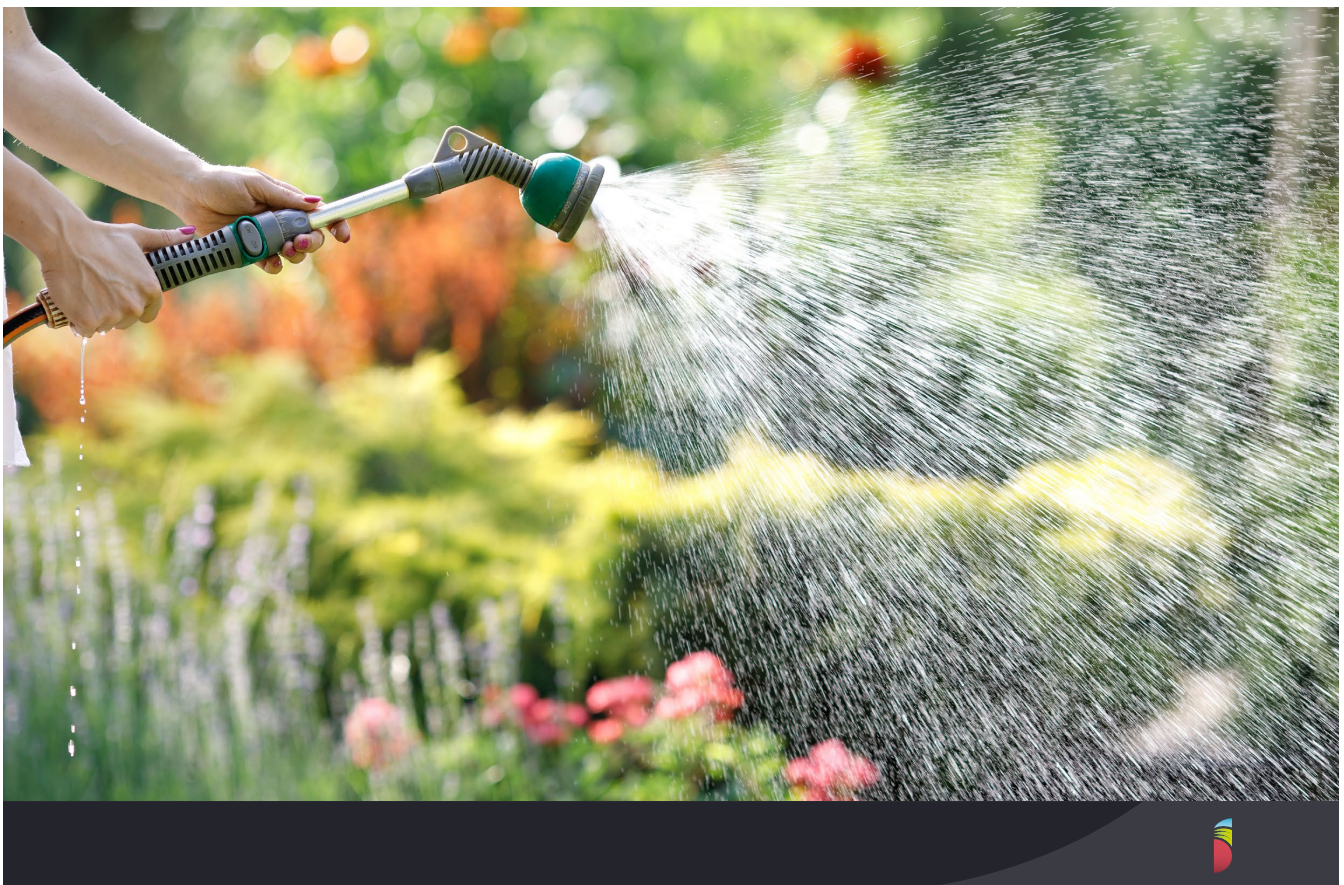
Permanent Water Saving Measures – The Water Wise Rules

Council encourages its customers to practice good water conservation practices wherever possible and in June 2018 introduced permanent Water Saving Measures to decrease residential water usage. These three key rules are simple, common sense every day actions to help save wasted water and reduce bills and apply to everyone who sources water from Singleton Council. Residents, businesses' and government alike.



The three key rules are;

1. Watering with a sprinkler, irrigation system or hose is permitted any day before 10am or after 4pm. This avoids the hottest part of the day when water wastage occurs due to evaporation,
2. All hand held hoses must have a trigger nozzle attached, and
3. No hosing of paths, driveways, concrete and other paved areas. Use a broom or blower.



SINGLETON COUNCIL

SINGLETON WATER SUPPLY AREA

Residential and Non-Residential Water Customers

The usage charge was adjusted to \$2.32 per kilolitre for the first 450 kilolitres of water used to achieve the 25% base charge and 75% user charge split required by the NSW Best Practice Management of Water Supply and Sewerage Guidelines. Over 450 kilolitres, for higher users, the usage charge is \$3.48 per kilolitre.

Water Charges

Charges to be applied to Singleton residential and non-residential water supply customers in 2022/2023 are as follows:

Charge	Base Charge \$		Usage Charge \$ per kilolitre up to 450kL		Usage Charge \$ per kilolitre over 450 kL (Residential Customers Only)	
Singleton						
	2021/2022	2022/2023	2021/2022	2022/2023	2021/2022	2022/2023
Access	176.85	181.29	2.26	2.32	3.39	3.48
Obanvale	35.37	36.26	2.26	2.32	3.39	3.48
20 mm	176.85	181.29	2.26	2.32	3.39	3.48
25 mm	276.33	283.27	2.26	2.32	3.39	3.48
32 mm	452.74	464.10	2.26	2.32	3.39	3.48
40 mm	707.40	725.16	2.26	2.32	3.39	3.48
50 mm	1,105.31	1,133.06	2.26	2.32	3.39	3.48
65 mm	1,867.98	1,914.88	2.26	2.32	3.39	3.48
80 mm	2,829.60	2,900.64	2.26	2.32	3.39	3.48
100 mm	4,421.25	4,532.25	2.26	2.32	3.39	3.48
150mm	9,947.81	10,197.56	2.26	2.32	3.39	3.48

Note: Charges for residential and non-residential customers have been made equivalent consistent with NSW Best Practice Management of Water Supply and Sewerage Guidelines.

Note: Obanvale and non-residential customers are not subjected to the 'step' charge for using greater than 450kL.

It has been estimated that the total income yield for the Singleton Water Supply Area for the 2022/2023 financial year will be \$6,213,573.

MOUNT THORLEY SUPPLY AREA

The Mount Thorley water charges consists of a fixed annual base charge and a water consumption charge. These customers are not subjected to the step usage charge as there are no residential customers in the supply area. Oversized services attract a higher base charge due to the additional load they place on water distribution systems.

The usage charge has been set at \$2.32 per kilolitre for all water used to achieve the 25% base cost and 75% user charge split required by the NSW Government's Best Practice Framework for Water and Sewer Supplies.

Charges to be applied to Mount Thorley water supply customers in 2022/2023 are as follows:

Charge	Base Charge \$		Usage Charge \$ per kilolitre up to 450kL	
Mount Thorley				
	2021/2022	2022/2023	2021/2022	2022/2023
Access	176.85	181.29	2.40	2.32
20 mm	176.85	181.29	2.40	2.32
25 mm	276.33	283.27	2.40	2.32
32 mm	452.74	464.10	2.40	2.32
40 mm	707.40	725.16	2.40	2.32
50 mm	1,105.31	1,133.06	2.40	2.32
65 mm	1,867.98	1,914.88	2.40	2.32
80 mm	2,829.60	2,900.64	2.40	2.32
100 mm	4,421.25	4,532.25	2.40	2.32
150 mm	9,947.81	10,197.56	2.40	2.32

It has been estimated that the total income yield for the Mount Thorley Water Supply Area for the 2022/2023 financial year will be \$86,795.



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JERRYS PLAINS WATER SUPPLY AREA

A potable (drinking water) water supply is provided to the village of Jerrys Plains, however due to the limited size distribution mains, firefighting requirements, such as fire hydrants, have not been provided. Water storage in rainwater tanks is also encouraged, to ensure sustainable water use and allow existing customer-built infrastructure to be used. Firefighting services are provided by an overhead filler tank at the local bushfire brigade shed only.

Due to limited size distribution mains, normally only 20mm services will be provided to properties within the village supply area. Requests for larger services, or services from locations outside the declared village supply area, will only be accepted subject to assessment of system capacity and developer charges being levied and paid. Not all meter sizes are available in all areas.

The Jerrys Plains water supply is treated, under contract by AGL Macquarie and reticulated by Council.

Residential and Non-Residential Water Customers

The usage charge was adjusted to \$2.32 per kilolitre for all water used to achieve the 25% base cost and 75% user charge split required by the NSW Government's Best Practice Framework for Water and Sewer Supplies.

Water Charges

The Jerrys Plains water charges consists of a fixed annual base charge and a water consumption charge.

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Charge	Base Charge \$		Usage Charge \$ per kilolitre up to 450kL		Usage Charge \$ per kilolitre over 450 kL (Residential Customers Only)	
Jerrys Plains						
	2021/2022	2022/2023	2021/2022	2022/2023	2021/2022	2022/2023
Access	88.43	90.65	2.26	2.32	3.39	3.48
20 mm	176.85	181.29	2.26	2.32	3.39	3.48
25 mm	276.33	283.27	2.26	2.32	3.39	3.48
32 mm	452.74	464.10	2.26	2.32	3.39	3.48
40 mm	707.40	725.16	2.26	2.32	3.39	3.48
50 mm	1,105.31	1,133.06	2.26	2.32	3.39	3.48
65 mm	1,867.98	1,914.88	2.26	2.32	3.39	3.48
80 mm	2,829.60	2,900.64	2.26	2.32	3.39	3.48
100 mm	4,421.25	4,532.25	2.26	2.32	3.39	3.48
150 mm	9,947.81	10,197.56	2.26	2.32	3.39	3.48

Note: Charges for residential and non-residential customers have been made equivalent consistent with NSW Best Practice Management of Water Supply and Sewerage Guidelines.

It has been estimated that the total income yield for the Jerrys Plains Water Supply Area for the 2022/2023 financial year will be \$42,980.



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BROKE WATER SUPPLY AREA

The Broke village has a fully reticulated water supply with firefighting hydrants to urban standards. Due to the locality and distribution main sizes only 20mm services will be provided to properties within the village supply area. Requests for larger services or services from locations outside the declared village supply area will only be accepted subject to assessment of system capacity and developer charges being levied and paid. Not all meter sizes are available in all areas.

Residential and Non-Residential Water Customers

The usage charge was adjusted to \$2.32 per kilolitre for all water used to achieve the 25% base cost and 75% user charge split required by the NSW Best Practice Management of Water Supply and Sewerage Guidelines.

Water Charges

The Broke water charges consists of a fixed annual base charge and a water consumption charge.

Charge	Base Charge \$		Usage Charge \$ per kilolitre up to 450kL		Usage Charge \$ per kilolitre over 450 kL (Residential Customers Only)	
Broke						
	2021/2022	2022/2023	2021/2022	2022/2023	2021/2022	2022/2023
Access	176.85	181.29	2.26	2.32	3.39	3.48
20 mm	176.85	181.29	2.26	2.32	3.39	3.48
25 mm	276.33	283.27	2.26	2.32	3.39	3.48
32 mm	452.74	464.10	2.26	2.32	3.39	3.48
40 mm	707.40	725.16	2.26	2.32	3.39	3.48
50 mm	1,105.31	1,133.06	2.26	2.32	3.39	3.48
65 mm	1,867.98	1,914.88	2.26	2.32	3.39	3.48
80 mm	2,829.60	2,900.64	2.26	2.32	3.39	3.48
100 mm	4,421.25	4,532.25	2.26	2.32	3.39	3.48
150 mm	9,947.81	10,197.56	2.26	2.32	3.39	3.48

Note: Charges for residential and non-residential customers have been made equivalent consistent with NSW Best Practice Management of Water Supply and Sewerage Guidelines.

It has been estimated that the total income yield for the Broke Water Supply Area for the 2022/2023 financial year will be \$176,500.

BULGA SUPPLY AREA

Council has completed detailed design for water supply to Bulga by way of an extension of the water main from Broke, through Milbrodale to Bulga. However, due to the significant initial and ongoing financial costs to Council, construction of the Bulga Water Supply Scheme has been deferred until additional grant funding is secured for the estimated \$12.3 million project. Council staff will work with State Government agencies to identify and apply for suitable grant funding.

Once constructed and commissioned, the Bulga Water Supply Scheme water charges will consist of a fixed annual base charge and a water consumption charge, equivalent to the Singleton Water Supply charges, and will be applied to residential and non-residential properties connected to the scheme.





SEWERAGE SERVICE + LIQUID TRADE WASTE CHARGES

SEWER CHARGES

Council has a long-term financial plan in place for the Sewer Fund. This strategy has established that the total income generated is sufficient to meet all of long-term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of sewer supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs.

To adequately fund operational, asset renewal and new/upgraded assets, sewerage bills will increase in 2022/2023 and 2023/2024 by approximately 8.5%; being a 6% increase above CPI of 2.5%. Charges after 2023/2024 are expected to be increased by at least CPI to ensure overall revenue is in line with inflation. Council will continue to review the charges on an annual basis to ensure costs remain affordable for customers but also are sufficient to maintain and replace aging infrastructure within the sewer network.

DESCRIPTION OF THE SEWER BILLING SYSTEM

Since the 2008/09 financial year, Council has applied a user pays pricing to all commercial sewer users based on the NSW Government's Best Practice Framework for Water and Sewer Supplies. The guidelines require residential sewerage customers to pay a fixed bill and all non-residential sewerage and liquid trade waste dischargers to pay usage based bills.

Residential Sewer Customers

Residential sewerage dischargers currently pay a uniform annual charge based on the cost to treat their combined discharge to sewer. As a whole, they meet a 75% share of the total cost of the sewerage system and treatment. The uniform annual charge for 2022/2023 is \$765.60. This represents an 8.5% increase from 2021/2022.

Note that, pending further consideration by Council, each strata and torrens title unit will be treated as a single residential assessment with a standard residential service connection as per NSW Best Practice Management of Water Supply and Sewerage Guidelines.

Non-Residential Sewer Customers

For non-residential customers, sewerage bills will be based on a two-part tariff consisting of an annual access charge and a uniform sewerage usage charge per kilolitre discharged. The sewerage access charge is proportional to the area of the water connection to reflect the load that can be placed on the sewer system (see calculation method below), and the usage charge reflects the marginal costs of Council's sewerage business. It is applied to the estimated volume discharged into the sewer system as defined by the sewerage discharge factor determined for each business type.

The access charge for 2022/2023 is \$732.39 which represents an 8.5% increase from 2021/2022. The usage charge has been adjusted to \$2.29 which represents a 2.5% increase from 2021/2022.

The specific pricing calculation method is as follows:

$$B = SDF \times [(AC_{20} \times D^2/400) + (C \times UC)]$$



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Where:

- B** = **total annual non-residential sewerage bill**
(minimum charge of \$732.36 for 2022/2023)
- C** = **customers’ annual water consumption in kilolitres**
- AC₂₀** = **sewerage access charge for a 20 mm diameter water supply connection**
(\$732.39 for 2022/2023)
- D** = **actual diameter of customers’ water supply service (mm)**
- SDF** = **sewerage discharge factor** (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)
- UC** = **sewer usage charge** (\$2.29 for 2022/2023)

Note that, pending decision of Council, a block of company of community title units or flats will be treated as a single non-residential assessment as per NSW Best Practice Management of Water Supply and Sewerage Guidelines.

Non-Residential customers will be invoiced tri-annually receiving the greater of the usage charge calculated for the period and \$244.13.

It has been estimated that the total income yield for the Singleton sewerage area for the 2022/2023 financial year will be \$5,583,863.

DESCRIPTION OF LIQUID TRADE WASTE BILLING SYSTEM

Non-residential sewerage customers may also hold liquid trade waste approvals to discharge to sewer. Most approvals require pre-treatment in approved equipment before discharging to sewer. These assessments are liable to pay additional trade waste access and usage charges in accordance with the Liquid Trade Waste Regulation Guidelines, as the trade waste discharges impose added reticulation, pumping and treatment requirements on Council’s infrastructure.

The specific pricing calculation method is as follows:
TW = A + (C X UCTW X TWDF)

Where:

TW	=	total annual trade waste fees and charges (\$)
A	=	annual trade waste fee (\$107.64 for 2022/2023)
C	=	customers' annual water consumption (kL)
TWDF	=	liquid trade waste discharge factor (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)
UC_{TW}	=	trade waste usage charge (\$1.80/kL for 2022/2023)

The minimum liquid trade waste bill for 2022/2023 will therefore be \$107.64 being for those assessments with approvals to discharge liquid trade waste to sewer, which are not subject to a liquid trade waste discharge factor. Council has set the usage charge for liquid trade waste discharges at \$1.80 per kilolitre for 2022/2023.

Customers will be invoiced tri-annually, with the charge being calculated based upon a proportion of the annual fee (\$35.88), plus usage charges for the period.

For large scale trade waste dischargers (type C), excess mass charges will also apply and are set annually in Council's schedule of fees and charges.

In rare circumstances, Council may permit the discharge of liquid trade waste which has not been satisfactorily pre-treated, to Council's sewer. If this is the case, the property owner will be formally notified that they are permitted to discharge liquid trade waste not satisfactorily pre-treated, to Council's sewer, and they will be required to pay full user based charges (also known as excess mass charges), based on the volume discharged and the full cost to Council to provide treatment for the unmodified liquid trade waste discharge.

These charges are further detailed in Council's schedule of fees and charges.

The above charges are also proposed to be levied to property owners who have not complied with an order, under the terms of their trade waste discharge approval, to provide full and adequate pre-treatment before discharge to Council's sewer.

It has been estimated that \$107,583 will be raised during 2022/2023 for liquid trade waste charges.



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PRESSURE SEWER SYSTEMS

Singleton Council has adopted pressure sewer system as an acceptable alternative to conventional gravity systems in certain circumstances. The Maison Dieu area is designated as a reticulated pressure sewer area, however where pressure sewer systems prove to be the most appropriate technology for a particular connection, it may be utilised as the means for providing sewerage services to other areas including in some areas of Rebourberry.

Properties located within the pressure sewer system area require an individual pressure sewer system installed within the allotment, connected to the sewer main in the street. All pressure sewer systems are subject to an Installation and Maintenance and Service Agreement. Currently, Council undertakes this work for an annual fee.

The pump maintenance fee for 2022/2023 is to be set at \$258.30 per pump module, this is charged in addition to any other sewer charges applicable to the property. Customers with a simplex pump unit will pay \$258.30, a duplex pump unit will pay \$516.60 and a triplex pump unit will pay \$774.90 in annual pump maintenance fees.

From 2021/2022 for residential customers, this charge will be levied on the rates notice along with the water and sewer charges; previously this charge was invoiced separately. Non-residential customers will see this charge on their tri-annual water/sewer account. There has been no increase to the pressure sewer charge nor the standard sewer charge, outside of the annual increases, because of this change in billing practice.

Residential Sewer Customers with Pressure Sewer

Residential sewerage dischargers with a pressure sewer connection will pay the residential sewer charge (\$765.60 for 2022/2023) plus the pressure sewer pump maintenance charge based on the number of pump units at the property. For 2022/2023, the total minimum residential sewer charge for customers serviced by pressure sewer (including the annual pressure sewer pump maintenance fee), will be \$1,023.90.

Non-Residential Sewer Customers with Pressure Sewer

For non-residential customers with pressure sewer, the total annual pressure sewer bill sewerage bills will be based on a two-part tariff consisting of an annual access charge and a uniform sewerage usage charge per kilolitre discharged consistent with the billing structure for non-residential sewer customers (see 'Non-Residential Sewer Customer' charges above) plus the pump maintenance fee based on the number of pump units at the property.

The specific pricing calculation method is as follows:

$$\text{BPS} = \text{SDF} \times [(\text{AC}_{20} \times \text{D}^2/400) + (\text{C} \times \text{UC})] + (\text{PS} \times \text{PU})$$

Where:

BPS	=	Total annual non-residential pressure sewerage bill (minimum charge of \$990.69 for 2022/2023)
C	=	customers' annual water consumption in kilolitres
AC₂₀	=	sewerage access charge for a 20 mm diameter water supply connection (\$732.39 for 2022/2023)
D	=	actual diameter of customers' water supply service (mm)
SDF	=	sewerage discharge factor (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)
UC	=	sewer usage charge (\$2.29 for 2022/2023)
PS	=	Annual pump maintenance fee (\$258.30 for 2022/2023)
PU	=	Number of pump units at the property (i.e. 1 for a simplex pump unit, 2 for a duplex pump unit and 3 for a triplex pump unit)

Non-Residential pressure sewer customers will be invoiced tri-annually.





SUBSIDIES + REBATES

COMMUNITY SERVICE OBLIGATIONS

Water Supply Services

POL/ 26030 – Water Supply Services gives assistance to charitable and non-profit organisation based services in the local community by giving the following reductions on the water access charge.

- Level 1: Reduction of 75% for water access charge**
- Level 2: Reduction of 50% for water access charge**
- Level 3: Reduction of 25% for water access charge**
- Level 4: Percentage reduction as determined by Council**

SEWER SUPPLY SERVICES

POL/26031 – Sewer Supply Services Policy, gives assistance to charitable and non-profit organisation based services in the local community by giving the following reductions on the sewer access charge.

Level 1:	Level 2:	Level 3:	Level 4:
Reduction of 75% for sewer access charge	Reduction of 50% for sewer access charge	Reduction of 25% for sewer access charge	Percentage reduction determined by Council

There are no reductions in liquid trade waste charges reflective of the impact all liquid trade waste dischargers have on the sewerage system.

WATER EFFICIENT APPLIANCES + RAINWATER TANKS

In order to encourage Singleton, Broke and Jerrys Plains residents who are connected to town water supplies to reduce water consumption, subsidies for the purchase of rainwater tanks and installation of dual flush toilets will continue in 2022/2023.

The subsidies will only be made available to ratepayers who are connected to the town water supplies of Singleton, Broke and Jerrys Plains. To be eligible, the purchases must be made after 1 July 2012, and be installed in a dwelling constructed and occupied before 1 July 2005 (pre BASIX dwellings). In all cases, proof of purchase will be required to be supplied and will be retained by Council. The following summarises the subsidy schemes in use:

Dual Flush Toilets

A rebate of \$138.00 on the supply and installation cost of a dual flush toilet (one per dwelling) will be provided to eligible ratepayers. This rebate will be reduced to the actual cost of supplying and installing the dual flush toilet if this is below the rebate set above.

Rainwater Tanks

A rebate as identified in the table below will be provided to eligible ratepayers (one per dwelling). Plus \$138.00 if all toilets connected. Plus \$69.00 if washing machine connected.

Tank Size	Subsidy	Tanks installed in order to comply with BASIX requirements for new developments are not eligible for the rebate. This rebate will be reduced to the actual cost of supplying and installing the rainwater tank if this is below the rebate(s) set above.
2,000 – 3,999	\$115.00	
4,000 – 8,999	\$278.00	
9,000 or more	\$520.00	





ENVIRONMENTAL CHARGES

ON SITE SEWAGE MANAGEMENT SYSTEM

An Annual Charge for Onsite Sewage Management System (OSSM) was introduced in the 2014/2015 financial year. All ratepayers who have a OSSM will be charged \$97.00 per system.

This charge will cover the cost of Council issuing an “Approval to Operate”. All OSSM are required under section 68(1) of the *Local Government Act 1993* to hold an Approval to Operate. This approval expires after 12 months.

Overdue OSSM charges will attract interest from 1 July 2022.

It has been estimated that the total income yield for OSSM for the 2022/2023 financial year will be \$397,603

STORMWATER MANAGEMENT SERVICE CHARGE

The Local Government Amendment (Stormwater) Bill 2005 is an Act that amends the *Local Government Act 1993* to allow councils to make and levy annual charges for the provision of stormwater management services and for other purposes subject to the Regulations.

Council has adopted a Stormwater Management Plan (SWMP) for the management of stormwater. The SWMP was adopted to ensure issues relating to stormwater are implemented to be sustainable and provide real gains in environmental management.

The *Local Government Act 1993* has been amended to cap the stormwater management service charge. The amendments will ensure that the charge only applies to developed urban land and cannot be levied where an existing environmental levy or special rate, is focused on stormwater management for the same purpose.

Section 496A of the *Local Government Act 1993* states a council may make or levy an annual charge for stormwater management services only in respect of urban land that is categorised for rating purposes as residential or business. The Stormwater Management Service Charge will be levied on all developed residential or business assessments in the defined urban area of Singleton. The defined urban area of Singleton is the area covered by the NSW Fire Service.

The following charges will apply in 2022/2023 as prescribed by legislation:

For land categorised as residential: \$25.00

For residential strata lots: \$12.50

For land categorised as business: \$25.00, plus an additional \$25.00 for each 350 square metres or part of 350 square metres by which the area of the parcel of land exceeds 350 square metres up to a maximum charge of \$100.00.



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A voluntary pensioner rebate will be applied to properties where any or all owners are an eligible pensioner. The estimated net yield from the proposed Stormwater Management Service Charge is \$153,488. The funds collected from this charge will be applied for the purpose of works identified in the Singleton Council Review of Urban Stormwater Drainage System – 2017.

It is proposed to fund the following works in the 2022/2023 Financial Year:

Water quality monitoring - \$20,400;

Installation and maintenance of stormwater quality improvement devices - \$112,189;

Community education on stormwater quality - \$5,100;

Community projects such as signs on stormwater pits - \$3,060;

Posters, brochures/leaflets for distribution to the community - \$1,020;

Public exhibitions in schools, shopping centres and media campaigns - \$1,020.

HUNTER LOCAL LAND SERVICES

Council includes on its rate notice a catchment contribution collected on behalf of the Hunter Local Land Services. This Local Land Services sets the rate in the dollar in June each year after receiving Ministerial approval. Catchment contributions are collected under the Local Land Services Regulation 2014 and are passed on to the Local Land Services. All rateable land with a land value greater than \$300 within the defined catchment area is subject to the contribution.

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OTHER CHARGES

INTEREST CHARGES

Councils are responsible for fixing, by formal resolution, the level of interest penalties to apply in respect of rate and charge arrears.

The maximum level of interest is determined each year and advised to councils by the Office of Local Government. Section 566(3) states the rate of interest is that set by the Council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette. Council has always applied the maximum amount of interest on the basis that it provides a penalty to those ratepayers who fail to meet their obligations in regard to outstanding rates.

This is done bearing in mind that in relation to rate payments:

There are several options available to ratepayers;

It is a foreseeable expenditure; and

Ratepayers with genuine hardship are able to apply to Council for consideration in accordance with Council's Hardship Policy.

The interest rate for 2022/2023 is 6.00%, which remains unchanged from 2021/2022.

The discretion to write off extra charges in respect of rates and arrears in a range of appropriate circumstances, is available to Council and/or to enter into special agreements with any individual or any category of ratepayers to facilitate the discharge of the rating liability.

The discretion to write off extra charges has been exercised on numerous occasions if special circumstances can be demonstrated by the ratepayers involved.

In the case of water usage charges, interest will be calculated 21 days after the account is issued at a rate to be announced in accordance with section 556 of the *Local Government Act 1993*.

FEES

Section 608 of the *Local Government Act 1993* provides that the Council may charge and recover an approved fee for any service it provides, other than a service provided, or proposed to be provided on an annual basis for which it is authorised or required to make an annual charge under section 496 or 501 of the Act.

Section 609 of the Act provides that when determining the approved fee, the Council must take into account the following factors:

The cost of the Council providing the service;

The price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Office of Local Government;

The importance of service to the community;

Any factors specified in the regulations under the Act.

A schedule of proposed “Fees and Charges” has been prepared by Council, which identifies the type and amount of fee approved by the Council for services provided in the 2022/2023 financial year. A full list of Council’s fees is included in this Operational Plan.

A Goods and Services Tax (GST) has been applied against the fees and charges that are subject to the GST. If GST is payable the amount shown includes GST.

The fees and charges have been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. If a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, the fee will be amended by reducing the GST to nil. Conversely, if Council is advised that a fee is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST payable.

Changes or additions to Council fees which may be considered during 2022/2023 will be advertised for twenty-eight (28) days for public submissions before adoption by Council as provided by section 610F of the *Local Government Act 1993*.



SINGLETON COUNCIL

COUNCIL'S PRICING POLICY

Council's Pricing Policy has been established to provide an equitable distribution of the cost of services provided by Council. These services are consumed by various groups and in differing quantities, so it must be determined how the cost of a service is to be distributed amongst the customers of Singleton Council.

Some of the services provided are offset by grants or contributions from the other levels of government. These are services that are generally viewed as State or Federal responsibilities that can be more effectively and efficiently supplied through the local government network. Other services are provided at such a cost that it is unrealistic to recover the full cost, so a contribution through means of a fee is charged to recoup a proportion of the total cost. The amount charged for each service is therefore considered on these lines taking into account the cost of providing the service and the reasonable contribution deemed practicable to be recovered. A combination of policies has therefore been formulated to account for the differing requirements of each of the services provided. Included in Fees and Charges Schedule are definitions of the fee types which reflect Council's pricing policies.

PRIVATE WORKS

The Council will from time to time carry out, by agreement with the owner or occupier of private land, any kind of work that may be lawfully carried out on the land in accordance with section 67 of the *Local Government Act 1993*.

Singleton Council performs a limited range of private works as current resources are restricted to performing Council planned works. Residents of the Singleton Council Local Government Area are fortunate enough to have a more than adequate supply of contractors that possess the plant and skills to carry out such works.

Council's Fees and Charges listing does not include charges that apply to private works due to commercial advantage.

LOAN BORROWINGS

Council's loan borrowing program is formulated in accordance with Chapter 15, Part 12 of the *Local Government Act 1993* and the Local Government (General) Regulation 2005. As Singleton Council has been deemed "Fit" under the NSW Government Local Government Reforms, Council is able to access the State Government borrowing facility. This borrowing facility is managed by NSW Treasury Corporation (TCorp). The term of the loan(s) is calculated by taking into account Council's projected cash flow and therefore the ability for Council to repay the loan as quickly as possible. The amount borrowed will be secured by mortgage over the income of Council.

The following amounts are proposed to be borrowed in 2022/2023 for the purpose(s) nominated:

Total new loan borrowings: Sewer Infrastructure \$2.35m

As at 30 June 2023, Singleton Council loan liabilities are forecast to be \$13.932 million. It has been estimated that Council's Net Debt Service Ratio for 2022/2023 will be 4.47%.

This indicator assesses the degree to which revenues from ordinary activities are committed to the repayment of debt. It is generally higher for councils in growth areas where loans have been required to fund infrastructure such as roads, water and sewerage works. Debt service costs include debt redemption from revenue, transfers to sinking funds and bank overdraft interest.



OUR RESOURCING STRATEGIES







LONG TERM FINANCIAL MANAGEMENT PLAN

LONG TERM FINANCIAL MANAGMENT PLAN

The Long Term Financial Plan (LTFP) is an important part of Council's strategic planning process, which has been prepared in accordance with the requirements of section 403 of the Local Government Act, 1993 and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW dated March 2013. The LTFP forms part of Council's long-term resourcing strategy.

The LTFP is the point where long-term community aspirations and goals are tested against financial realities. It is a decision making and problem solving tool but is not intended to be set in concrete and is updated annually. The modelling that occurs as part of the plan will provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The Long Term Financial Plan is built on the following foundations:

- Planning assumptions used to develop the plan
- Revenue forecasts
- Expenditure forecasts

The development of a LTFP is vital for informing both Council and our community about the long-term financial position of our organisation.

A LTFP is essentially a financial projection, quantifying the cost of providing Council's services for the next 10 years. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary and can be used to develop scenario options if applicable. It projects the impact of Council's revenue against operational and capital expenditure forecasts derived from Asset Management Plans. Our projections take into account assumptions for economic factors, changes to service delivery levels, potential future changes to our service mix and major capital (asset) expenses.

The aim of our LTFP is to not only ensure the financial sustainability of Council over the longer term, but also provide for the maintenance and construction of Council's assets into the future.

Our LTFP provides:

An indication of the future financial position of Council based on delivering service levels as outlined in our Delivery Program and Asset Management Strategy and Plans

A projection of the costs of long-term strategic decisions to inform debate

A tool to assist Council to determine the financial sustainability of both current and projected future service levels

A method to determine the risks of embarking on future strategic directions

The capability for Council and the community to test scenarios of different policies and service levels

A mechanism to test the sensitivity and robustness of key assumptions underpinning a range of strategic planning options

Integration with Council's developed Asset Management Strategy and Plans





WORKFORCE MANAGEMENT

OUR PEOPLE STRATEGY

The aim of Our People Strategy 2022 - 2026 is to provide a framework for ensuring Singleton Council's services to the community are provided by the right people, in the right jobs, with the right skills and attitude, at the right time. It describes the outcomes we are aspiring to achieve and provides clear deliverables to progressively achieve them over the next four years.

This can only be achieved if our people:

- place the needs of our community at the heart of all we do
- understand our purpose, vision and values
- have clear focus on creating community
- contribute to a positive culture and work collaboratively and effectively
- accept responsibility and accountability in their roles, are clear how their role fits in
- have clear focus on positive customer experience
- have the right skills and continuously develop these to create and meet change
- are flexible, adaptable and responsive
- contribute to a safe and healthy work environment
- are led and managed well; and
- drive continuous improvement in the way we work

Building on our previous People Strategy 2017 - 2021, Our People Strategy 2022-2026 identifies our workforce achievements, opportunities and challenges. Our People Strategy 2022-2026 includes an analysis of Council's workforce and produces a program of actions to provide the strategic basis to continue to develop a contemporary workforce structure and culture. This will ensure there is sufficient and sustainable capability and capacity to deliver the CSP objectives now and into the future. It gives our Leadership Team a strategic basis for making human resource decisions and provides a plan to address current and future workforce needs across our organisation.

Specific actions and stakeholder engagement undertaken to produce this strategy includes the following:

- **Workforce Analysis** – review of key workforce metrics and benchmarking against industry. Key people metrics are developed and reported on a quarterly basis.
- **Individual Business Unit Workforce Plans** – all business units have undertaken workforce planning which has included industry and environmental scanning and identification of critical roles across the organisation. Key components of Business Unit Workforce Plans are reported and reviewed on an annual basis.
- **Forecasting Future Community Expectations** – engaging with Councillors and collaborating and consulting internally across council and externally with our stakeholders (i.e. Unions) and community through the CSP engagement process.



SINGLETON COUNCIL

STRATEGY TO ACTION

Our People Strategy 2022 - 2026 Action Plan ensures we continue to provide a working environment that supports the needs of our community, builds on our Engaged Safe Sustainable and Performing (ESSP) workforce and builds the capability of our organisation for now and into the future.

We have taken a layered approach to development of Our People Strategy based on 4 key pillars, as shown below. Each pillar is defined by clear objectives which are in turn supported by a suite of practices, actions and initiatives that bring the plan to life. We will continue to monitor progress and measure success through a suite of key performance indicators, adjusting and enhancing the plan based on progress towards our objectives.

In summary, our People Strategy 2022 – 2026 is focused on the following 4 Key Pillars:

Back to Basics	Creating planned, effective, and considered approaches to people resourcing, and retention based on our desired culture and values.
Career Pathways	Creating progression and career pathways through development and implementing a skills and experience program to invest in our people.
Future Proofing	Creating workforce and succession management programs to ensure our workforce now and into the future is set up for success
Safe + Healthy	Building on our work health safety management and wellbeing programs to ensure safety, health, and wellbeing of our people.



ASSET MANAGEMENT

Asset management is a systematic process to guide the planning, acquisition, operation and maintenance, upgrade, renewal and disposal of assets. Its objective is to maximise asset service delivery potential and manage related risks and costs over their entire lives.

At Singleton Council infrastructure assets are fundamental to overall council service delivery and planning. Taking effective responsibility for asset planning requires a strong and informed council, management team and an engaged community, these influential relationships have been secured by adopting a robust asset management framework at the council. The asset management planning framework consists of our Policy, Strategy and Asset Management Plans.



SINGLETON COUNCIL

SUMMARY OF OUR ASSETS

**Roads**

669.52km of sealed roads

84.62km of regional roads

116.92km of unsealed roads

62 bridges

56 major culverts

67 causeways

31.08km safety barriers

194.40km kerb and gutter
**Water, Sewer + Waste Services**

Water Treatment Plant

Sewer Treatment Plant

Watermains 326kms

Sewer mains 130kms

11 Reservoirs

15 Sewer Pump Stations

10 Water Pump Stations
**Transportation**

52.9km of footpaths

35.3km of shared pathways

113,396 square meters of car parks

17 bus shelters

132 traffic facilities

249 street furniture
**Buildings**

99 buildings in total

12 Recreational buildings

17 Public Toilets (Amenities)

13 Community Buildings

6 Administration buildings

4 Workshop/Storage

2 Waste management



Open Space and Reserves

20 playgrounds for community use

57.07ha of community parks (0.19ha regional, 22.54ha district, 34.34ha local)

74.87ha of Sports parks (56.47ha district, 5.63ha local, 12.77ha village)

9.7ha of Civic spaces (1.05ha regional, 8.65ha district)

20ha of local linear parks

2.62ha of park landscape areas

210.14ha natural areas (131.89ha regional, 20.55ha district, 57.7ha local)

19.6ha of cemeteries (16.34ha district, 3.26ha local)



Drainage

79.6km of drainage pipes (Urban) in the area of Singleton Heights, Huntview, Gowrie downtown area of Singleton

26.3km of drainage pipes (Rural)

4,299 headwalls

6 flood gates

81 SQIDs (41 GPTs, 8 rain gardens, 10 detention basins, 21 swales, 1 dissipator)

6.5km of open drains

2,933 pits within the whole area of Singleton



SINGLETON COUNCIL

VALUE OF OUR ASSETS

Singleton Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement value of approximately \$1,084 Million dollars.

Asset Class	Replacement Cost	Fair Value
Roads	638,237,000	521,309,000
Drainage	89,677,000	81,261,000
Transport	24,998,000	19,897,000
Buildings	67,924,000	53,953,000
Open space and reserve	35,751,000	20,510,000
Water	154,011,000	89,726,000
Sewer	73,664,000	45,690,000
Total	1,084,262,000	832,346,000

Asset Management Policy

The Asset Management Policy was adopted by Council in July 2021 and supports Singleton Council's commitment to:

- Policy Statement 1: Accountability and transparency
- Policy Statement 2: Asset Information Management
- Policy Statement 3: Lifecycle Management
- Policy Statement 4: Long-term Financial Management
- Policy Statement 5: Service Level Management
- Policy Statement 6: Risk Management
- Policy Statement 7: Performance Management
- Policy Statement 8: Monitoring and Implementation
- Policy Statement 9: Decision Making Framework
- Policy Statement 10: Compliance
- Policy Statement 11: Continuous Improvement

Asset Management Strategy

Singleton Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the 2017-2027 Community Strategic Plan. The outcomes and strategies supported by that plan are detailed in the Strategic Asset Management Plan.

The Asset Management Strategy is based on service planning. Service planning is the process of determining the services needed by a community and delivering them in a sustainable manner.

The Community Strategic Plan drives the Asset Management Strategy to:

- Provide safe and well-maintained facilities and infrastructure
- Collaborate to enhance, protect and improve our environment
- Increase the planning and preparedness for natural disasters
- Infrastructure, services, facilities and Council are managed in a financially sustainable way

To assist in the delivery of the objectives in this plan, several key documents and systems have been prepared.

Asset Management Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable. The Asset Management Plan details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 10-year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

At Singleton, there are seven plans of management associated with council's seven asset classes including:

1. Roads, including bridges, major culverts, causeways and kerb and gutter
2. Drainage, including rural and urban stormwater
3. Buildings, including the Singleton Gym and Swim and Rural Fire Services
4. Open Space and Reserves, including parks, sport fields, cemeteries, and Lake St Clair
5. Transportation, including footpaths/shared paths, lighting, and street furniture
6. Water, including Treatment Plants
7. Sewer, including Treatment Plants





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SINGLETON COUNCIL

EXECUTIVE SUMMARY

The Long Term Financial Plan (LTFP) is an important part of Council's strategic planning process, which has been prepared in accordance with the requirements of section 403 of the *Local Government Act, 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW dated March 2013. The LTFP forms part of Council's long-term resourcing strategy. The LTFP is the point where long-term community aspirations and goals are tested against financial realities. It is a decision making and problem solving tool but is not intended to be set in concrete and is updated annually. The modelling that occurs as part of the plan will provide an opportunity for Council to identify financial issues at an earlier stage and gauge the effect of these issues in the longer term.

The Long Term Financial Plan is built on the following foundations:

- Planning assumptions used to develop the plan
- Revenue forecasts
- Expenditure forecasts

ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.

SINGLETON COUNCIL

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INTRODUCTION

The development of a LTFP is vital for informing both Council and our community about the long-term financial position of our organisation.

A LTFP is essentially a financial projection, quantifying the cost of providing Council's services for the next 10 years. It is more comprehensive than a budget and includes, in addition to the financial statements, a written commentary that can be used to develop scenario options if applicable. It projects the impact of Council's revenue against operational and capital expenditure forecasts derived from Service Delivery forecasts and Asset Management Plans. The projections take into account assumptions for economic factors, changes to service delivery levels, potential future changes to our service mix and major capital (asset) expenses.

The aim of the LTFP is to not only ensure the financial sustainability of Council over the longer term, but also provide for the maintenance and construction of Council's assets into the future.

Our LTFP provides:

- An indication of the future financial position of Council based on delivering service levels as outlined in our Delivery Program, Workforce Plan and Asset Management Strategy and Plans
- A projection of the costs of long-term strategic decisions to inform debate
- A tool to assist Council to determine the financial sustainability of both current and projected future service levels
- A method to determine the risks of embarking on future strategic directions
- The capability for Council and the community to test scenarios of different policies and service levels
- A mechanism to test the sensitivity and robustness of key assumptions underpinning a range of strategic planning options
- Integration with Council's developed Asset Management Strategy and Plans

SINGLETON COUNCIL



SINGLETON COUNCIL

LONG TERM FINANCIAL PLAN STRUCTURE + FORMAT

Council's financial structure is divided into three separate funds: General, Water and Sewerage. These funds are subject to legislative restrictions such that monetary transfers between funds are not permitted. They could be considered to be three separate businesses however they are also combined to present a single consolidated financial result.

The LTFP is presented for both consolidated and individual fund/s using the Annual Financial Statements format of:

- **Income Statement:** The operating result and change in net assets from operations for the year.
- **Cash Flow Statement:** The cash flows associated with Council's operating, financing and investing activities.
- **Balance Sheet:** The assets, liabilities and equity of Council.
- **Key Performance Indicators:** The financial health of Council.

Long Term Financial Plan Assumptions

The LTFP requires Council to identify all material items of revenue and expenditure and determine the external and internal influences which could significantly impact on Council's finances.

In preparing the LTFP, the following underpinning principles have been adopted:

Population Growth

Singleton has experienced static population growth for the last few years. Population growth has been estimated at an average annual growth rate of 0.2% until 2024/25 and 0% for 2025/26. These estimates have been sourced from Department of Planning, Industry and Environment, 2019 New South Wales State and Local Government Population, Household and Dwelling Projections.

As development and economic growth occurs, Council needs to ensure that we have the infrastructure and facilities needed to cater for that growth.

Inflation (Consumer Price Index)

The Governor of the Reserve Bank of Australia and the Federal Treasurer agree that the appropriate target for monetary policy in Australia is to achieve an inflation rate of 2.0 – 3.0 per cent, on average, over the cycle. In Council's LTFP it has been assumed the Consumer Price Index (CPI) sits at 2.5% per annum for years 2 to 10 of the plan.

This assumption has been applied across discretionary budget allocations (non-statutory), where specific data modelling or specific internal assumptions cannot be determined or where the amounts are determined as immaterial. Applying this increase across Council's discretionary budget allocations ensures that the Council budget reflects projected movements in real dollar terms.

Revenue Assumptions

The major sources of revenue for Council are:

- | | |
|-----------------------------|--------------------------------|
| 1. Rates and annual charges | 4. Contributions and donations |
| 2. User charges and fees | 5. Interest |
| 3. Grants | 6. Other Revenues |

Rates + Annual Charges

Rating and annual charges is a major component of Council's revenue base, contributing approximately 49% of Council's estimated revenue for the 2022/2023 financial year.

General Fund

The Independent Pricing and Regulatory Tribunal (IPART) determined the rate pegging limit for 2022/23 to be 0.7% for Singleton Council. However, in response to submissions from NSW councils, the Office of Local Government issued Circular 22-03 - Guidelines for Additional Special Variation (ASV) Process for 2022/23.

That Circular will allow councils to apply to IPART for an additional special variation of either:

- 2.5% or
- the rate pegging estimate which was included in Council 2021/22 Long Term Financial Plan (LTFP) - which was 2.0% for Singleton Council) - whichever is the lower.



SINGLETON COUNCIL

Under these guidelines Singleton Council may apply for a 2.0% ASV for 2022/23, which is the increase amount shown in the current LTFP and means no change from the existing plan. There is an application process and Council does not yet know the outcome. However, Council is confident it can demonstrate that despite improving efficiencies, a 0.7% increase would make it difficult for Council to meet its financial commitments in 2022/23.

Further, a 0.7% increase would make it difficult for Council to meet its financial commitments beyond 2022/23. Therefore, Council is applying for the additional special variation to be permanent.

IPART will:

- Accept applications from councils up to 29 April 2022
- Publish applications to enable community consultation for a period of at least 3 weeks
- Will notify councils of its decision no later than 21 June 2022.

Council may adopt the determination by IPART which could be either:

- a 2.0% Additional Special Variation,
- or a 0.7% rate pegging limit,
- or any other increase that IPART may determine for 2022/23 for Singleton Council.

Singleton Councils General Fund Income Statement for 10 years ending 30 June 2032 is shown below and is based on a 2.0% rate peg in accordance with the ASV application. If in the unlikely event Council is unsuccessful in its ASV application, Council will reduce the rates increase to a 0.7% rates increase.

From 2023/2024, a 2.0% rate peg has been assumed for the term of the plan.

Waste Management

An increase in Domestic Waste Management Charges has been factored in for the 2022/2023 financial year based on the reasonable cost for providing this service due to significant changes in the recycling industry and to meet environmental standards at the Singleton Waste Management Facility. It is anticipated that the NSW Government Waste Levy will be increased by \$1.30 per tonne, to \$86.00 per tonne with subsequent years being estimated to increase by 2.5% per annum.

Water Supply

The water supply annual charges and usage charges have been set in accordance with reference to the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The strategy in place for the Water Supply Long Term Financial Plan has been established to ensure that the total income generated is sufficient to meet all of long term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of water supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges for the year 2022/2023 will increase by approximately 2.5%. Charges in following years are expected to be increased by CPI to ensure overall revenue keeps up with rising costs. This course of action will ensure that the water fund has well maintained assets and appropriate level of services thus reducing Council's risk exposure.

Sewerage Services

The sewerage supply annual charges and usage charges have been set in accordance with the Department of Water and Energy's Best Practice Management of Water Supply and Sewerage Guidelines. The Long Term Financial Plan strategy for Sewerage Services has established that the total income generated needs to be sufficient to meet all of long term operations, maintenance, asset renewal and new infrastructure costs associated with the provision of sewer supply services. To ensure this is the case into the future, charges are annually adjusted to reflect movement in costs. Charges for the year 2022/2023 will increase by approximately 8.5%, with an additional 8% (or 8.5%) increase planned for 2023/2024 and reverting back to CPI then after. This course of action will ensure that the sewer fund has well maintained assets and appropriate level of services thus reducing Council's risk exposure.

User Charges and Fees

Many of the services provided by Council are offered on a user pays basis. There are however, other considerations when determining an appropriate fee for some services.

The relevant fee or charge is determined having regard to the following:

- Economic Cost
- Community Service
- Regulated Charges
- User Pays Principle
- Market Forces
- Cost Plus

Most fees and charges have been increased by 2.0% in 2022/23 & 2023/24 and thereafter a 2.5% increase per annum. An allowance of 1.5% has been made for the growth income from statutory fees and charges.



SINGLETON COUNCIL

Grants

Council receives general purpose Financial Assistance Grants (FAGs) from the Commonwealth Government and may also receive other grants and subsidies through specific programs.

The LTFP assumes that the financial assistance grant is indexed annually.

The majority of other grants that Council receives are for specific projects. The expected grant income is included in the year that the grant is to be expended. Council maximises grant funding opportunities by contributing additional funds to match the funds available.

Where the grant funding is not forthcoming the grant component of the project is either deleted or deferred.

Contributions + Donations

Included in the 2022/23 operational budget is funding that will be made available to Council under Voluntary Planning Agreements (VPAs). Contributions under Voluntary Planning Agreements play an important part in Council's future budgets as a source of income to assist Council to fund asset maintenance and provide funding for new programs and services for the community. These contributions will be recognised in the LTFP beyond 2022/23 only after consents are gained for the associated projects and the VPA's have been adopted by Council. Council has established a Singleton Community & Economic Development Fund which has been established from VPA contributions. This fund will be used to finance projects and programs that will create community by increasing economic growth and productivity, fostering innovation, supporting and grow jobs, increasing business profitability, improving living standards and promoting health and wellbeing.

Council's VPA Register is available for viewing on Council's website.

Interest + Investments

Interest on investments will vary depending on the amount of investments that Council has at any point in time and the prevailing interest rates.

The Reserve Bank reduced the official cash rate to 0.1% in November 2020 and has indicated that it will not increase the cash rate until actual inflation is sustainably within the 2.0 to 3.0% target range. The Reserve Bank of Australia has indicated that a gradual increase in interest rates may occur in late 2022. Therefore, it is assumed that the investment interest rates will be on average 2.25% over the next five years, increasing to 3.0% for the remaining five years over the

life of the plan for all Council's investments.

Council has traditionally exceeded the benchmark for interest rates. A review of Council's Investment Policy was undertaken in the 2021/2022 financial year to look at strategies to improve the return of funds while adhering to the Ministers Investment Guidelines.

The interest rate applied to outstanding rates and charges is in accordance with advice from the Office of Local Government. The interest rate for 2022/2023 is 6.0%.

Other Revenues

This category includes revenues such as fines, library charges, insurance claims. An increase over the life of the plan of 2.0% per annum has been included.

Cash Reserves

An alternative to borrowing for expenditure is to build up cash reserves in years when expenditure for a particular purpose is lower, for use in years when higher expenditure will occur. Council has a number of reserves that are set aside for specific purposes. Other reserves have an allocated amount transferred into them each year. The funds in reserves can be utilised to match grants and therefore maximise funding opportunities

At the Council meeting held on 19 April, 2021 Council resolved to approve the creation of the Singleton Legacy Fund (SLF). The intent of the SLF is to help create long term financial viability for the organisation and support future efforts to drive socio-economic prosperity for the Singleton LGA. Initial planning has indicated that a target in excess of \$40m is achievable by 2025. It is proposed that new targets are set at this point in time.

These estimates are based on the following:

Component	Target
Community + Economic Development Fund (CEDF)	\$12.3m
Roads Fund (RF)	\$25.0m
Infrastructure Management Fund (IMF)	\$5.0m
Commercial Property Fund (CPF)	\$2.0m



SINGLETON COUNCIL

The CEDF will allocate funds in accordance with the CEDF policy and the CEDF deed. These will be approved by Council through the annual Operational Plan and budget process, including quarterly reviews.

The RF will be used to continue to allocate at least the interest earned component to additional road projects as per the Wallaby Scrub road funding strategy. These are approved by council through the annual Operational Plan and budget process.

The IMF will allocate funds as approved by council through the asset management planning process, annual Operational Plan and budget process. It is clear that lineal spend on asset management is not best practice. The approach and allocations will be driven by Council's asset management planning process. The reserving of funds in the manner proposed reflects the longer-term approach that is best practice in asset management.

The CPF will be allocated funds generated from the Property and Land Holding Strategy and will use investment proceeds to provide additional non rate income.

Borrowings

Council finances some of its major infrastructure expenditure through borrowings. Borrowing allows the cost of these projects to be spread over a number of years in order to facilitate inter-generational equity for these long-lived assets. Borrowings can also be used to smooth long-term expenditure peaks and troughs. Council's Debt Service Ratio is at a level which will enable Council to raise additional loan borrowings over the life of the Plan as the needs arise.

The following amounts are proposed to be borrowed in 2022/2023 for the purpose(s) nominated:
Total new loan borrowings: Sewer Infrastructure \$2.35m

Sewer infrastructure needs are being finalised and the final version of the LTFP (adopted in June 2022) will contain further projects and borrowings

Expenditure Assumptions

The Community Strategic Plan has outlined the community's expectations for the future. Balancing expectations, uncertainty of future revenues and expenditure forecasts is a challenging aspect of the financial planning process.

In developing expenditure forecasts Council has considered not only the new expenditure items that are included in the Community Strategic Plan, but also Council's ongoing commitments. Much of Council's expenditure is regular and ongoing. The operational expenditure for 2022/2023 has been increased by CPI and known award increases.

The workforce and asset management plans are key sources of information about such expenditure along with the repayment schedule of borrowings.

Employee benefits and on-costs

The individual cost of each employee is calculated as part of the Operational Plan. All on-costs associated with the employment of staff are included. The LTFP assumes an increase from Year 2 of 2.50% to cover award provision increases. The LTFP makes allowances for the increase in the Superannuation Guarantee rate from 10.00% to 10.50% from July 2022, and then increases by 0.50% increments each year until it reaches 12.00% by 1 July 2025.

Materials + Contracts

Materials and contracts are some of the largest items on Council's income statement. It covers all materials used in operational activities along with major ongoing operational contracts such as the domestic waste contract.

Budgets in the Operational Plan reflect all known information in relation to contracts. Council continues to undertake Service Delivery Reviews of services provided with a focus on improved efficiencies. This work also includes reviewing Council's procurement practices, which is anticipated to realise savings across operational and capital expenditure.

Borrowing Costs

Borrowing costs for each of Council's existing loans are calculated for each year and included in the LTFP as per the loan repayments schedules. At 30 June 2022 Singleton Council will owe \$16.3 million.

Interest on borrowings is assumed to be a combination of current fixed rate loans and an estimate of 5.06% for borrowing to be undertaken in 2022/23. While no borrowing is currently forecast beyond 2022/23, it is expected that moderate levels of borrowing will be forecast as infrastructure, water and sewer asset management plans are updated

Depreciation + Amortisation

Depreciation expenses have been adjusted to reflect the additions and disposal of assets over the life of the LTFP. The 2022/2023 financial year depreciation has increased on prior years due to the additional depreciation associated with new infrastructure assets coming online.



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Other Expenses

This category includes a number of expense items including payments to other levels of government, electricity costs, telephone charges, Council expenses, valuation fees, insurance, bank charges, street lighting etc.

Payment to other levels of government – This includes payments for the Waste & Environmental Levy, Rural and Local fire brigades and contributions towards the State Emergency Service. Based on historical data the fire and state emergency services levies are assumed to increase by 5.00% per annum. The waste and environmental levy paid to the NSW Government is forecast to increase by \$1.30 per tonne, to \$86.00 per tonne for all waste going into landfill. Subsequent years are estimated to increase by 2.5% per annum. Council will receive a performance rebate, however this will be significantly less than the levy charged. Both the levy and the rebate have been included in the LTFP.

Electricity – Council has an Electricity supply contract which commences 1 July 2022. The rates associated with this contract offer considerable savings to Council along with 50% of the electricity being renewable. This combined with the recent installation of solar electricity generation solutions to many of Council's facilities will result in considerable savings in cost over the period of this plan. These savings have been built into the LTFP going forward.

Telephone Costs – Council pricing for telecommunication is as per the State Government Contracts. All phone allocations have been increased by 3.00% per annum over the life of the plan.

Council Expenses – This expense has been increased by 3.00% over the life of the plan. The next scheduled Council election is to occur in September 2024 and the costs of the election (\$180k) has been included in year 2 of the LTFP. The indexed cost of an election has been included in 2023/2024 and 2027/2028. An annual allocation of \$60k is put aside and is drawn upon in the year of the election.

Valuation Fees – The valuations provided by the Valuer General's Office are used for calculating the general rate. A 2.50% yearly increase has been built into the LTFP.

Insurance and Bank Charges – It is assumed that these will increase at 3.00% per annum.

Asset Management

Council's Asset Management Strategy specifies what is required to improve Council's asset management capability and meet its objectives, while its Asset Management Plans (AMP) set the parameters around the condition of assets to be modelled and costed.

Individual plans have been developed for Roads, Drainage, Buildings, Open Space and Reserves and Transportation assets following industry best practise. Each of the plans will continue to grow in maturity and improve in accuracy as Council officers undertake reviews of the plans.

The costs resulting from Council's AMP are capital costs such as new assets, renewals, rehabilitation and non-capital expenditure such as maintenance, operating costs and depreciation. All asset related expenditure identified in the Asset Management Plans will be considered when completing the LTFP, along with various funding options to support the plan which would include any anticipated gains from the sale of assets.

As at 30 June 2021, Council has an identified infrastructure backlog of \$14.2 million which is the estimated cost to bring assets to a satisfactory standard. Council plans not to allow the backlog to grow and where possible, within existing budgets, reduce the backlog.

Plant and Equipment is covered by Council's plant replacement program which aims at replacing plant at an optimum time. The program is based on an assessment of the economic life of individual items of plant and is typical of that accepted by the industry.

Sensitivity Analysis/Risk Assessment

The following risk factors have been considered in the development of this LTFP and whilst some factors would only have a minor impact on the projections, others could have a more significant impact.

Areas which would have a particular impact on the projections, should they occur, include:

- Estimates to fund infrastructure backlogs and significant on-going asset maintenance being inaccurate
- Any major legal or works obligations not previously foreseen or budgeted for
- Rates increase being lower than anticipated
- Construction costs being higher than anticipated
- Utility expenses being higher than estimated
- Significant fluctuations in the rate of return for investments



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- Fluctuations in depreciation costs based on asset life and condition rating
- Workers compensation costs increased significantly
- Staff related costs increasing more than anticipated
- Environmental risks
- Contract and materials costs increasing more than anticipated
- Increases and decreases in level of existing services
- Introduction of new services

There are also external factors beyond the influence of Council which could also impact on the model, including:

- Further cost shifting from other levels of Government
- Changes to the taxation regime
- Changes to the superannuation guarantee legislation
- Fluctuation in government and statutory charges to Council (EPA and Emergency Services Levies)
- Natural Disasters
- Pandemics

To mitigate these risks, Council undertakes annual monitoring to ensure adjustments can be made to expenditure that ensure financial sustainability and meet the core operating requirements of local government.

Financial Modelling

The LTFP enables financial modelling of different scenarios. Scenario testing provides Council with an idea of how much flexibility is in the Plan and how much latitude it has with various projects.

The models are important when discussing the financial implications of the Community Strategic Plan with residents and will also assist Council in developing suitable actions for the Delivery Program.

Council's Long Term Financial Plan provides a base case model based on the assumptions outlined within the LTFP. This base case model will be used to model scenarios resulting from Council's service delivery reviews and other external factors.

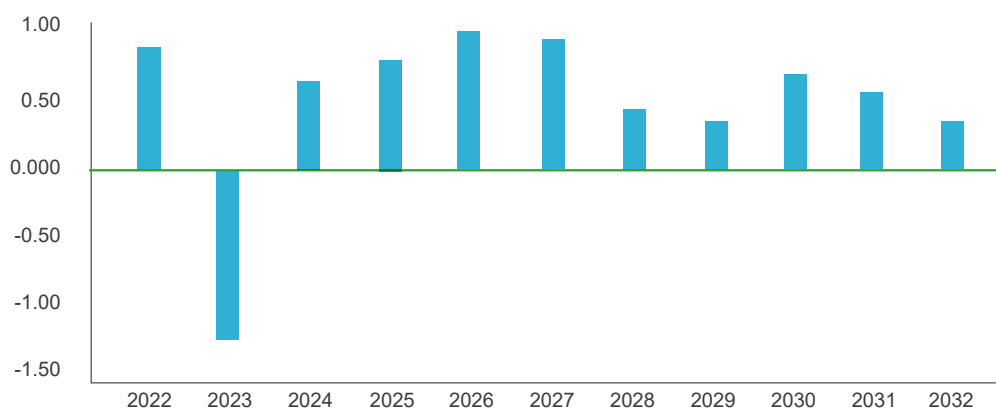
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FINANCIAL PERFORMANCE INDICATORS

The financial performance indicators are intended to be indicative of the financial health and good business management practices being conducted at Singleton Council.

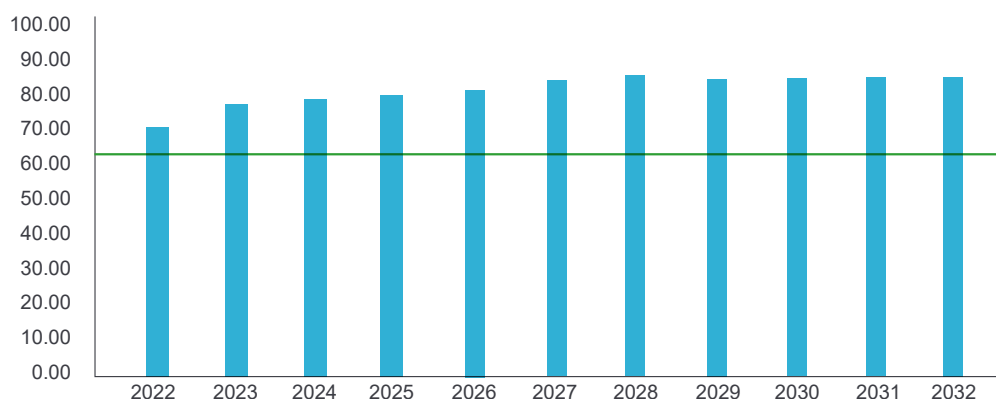
Operating Performance Ratio - Consolidated (%)

This indicator measures how well Council is able to contain expenses within revenue. The benchmark set by OLG is greater than 0%.



Own Source Operating Revenue Ratio - Consolidated (%)

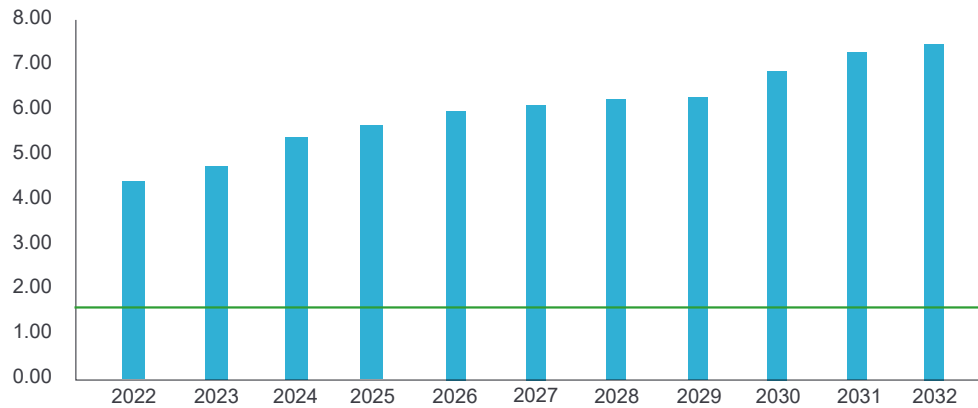
This indicator measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60%.



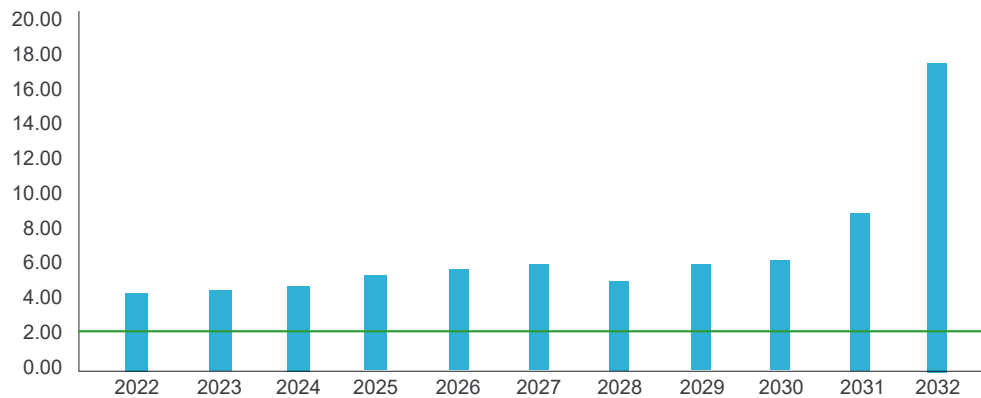
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Unrestricted Current Ratio - Consolidated

This indicator represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by the OLG is greater than 1.5 times

**Debt Services Cover Ratio - Consolidated (%)**

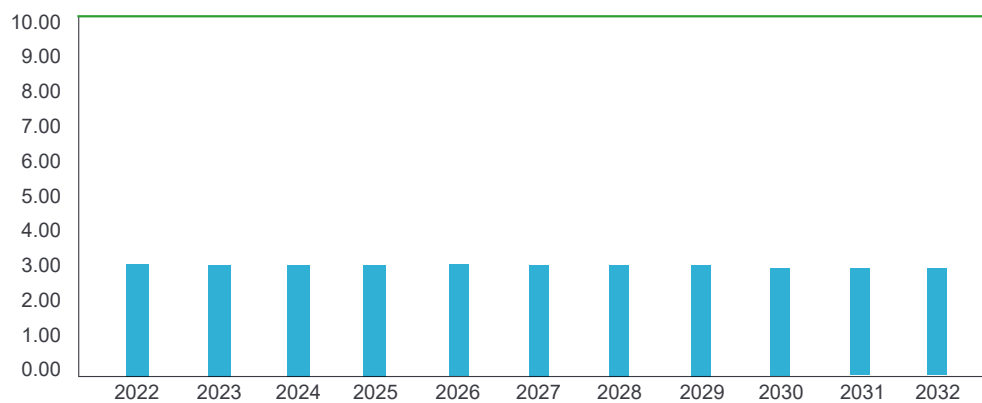
This ratio measures the operating cash available to service debt including interest, principle and lease payments. The benchmark set by OLG is greater than two times.



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Rates, Annual Charges, Interest + Extra Charges Outstanding - Consolidated (%)

This measure assesses the impact of uncollected rates and annual charges on a Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10% for rural Councils.



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ATTACHMENTS | FINANCIALS

10 YEAR FINANCIAL PLAN | ENDING 30 JUNE 2032

Fund Attachment		Attachment No.
Base Case		
● Consolidated	Income Statement	1
	Balance Sheet	2
	Cash Flow Statement	3
● General Fund	Income Statement	4
	Balance Sheet	5
	Cash Flow Statement	6
● Water Fund	Income Statement	7
	Balance Sheet	8
	Cash Flow Statement	9
● Sewer Fund	Income Statement	10
	Balance Sheet	11
	Cash Flow Statement	12



SINGLETON COUNCIL

Attachment 1

INCOME STATEMENT | CONSOLIDATED

Scenario: Additional Special Variation (ASV)

	Actuals 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Income from Continuing Operations				
Revenue				
Rates + Annual Charges	31,518,000	33,497,169	34,339,650	35,334,138
User Charges + Fees	16,285,000	15,674,603	17,138,057	17,479,332
Other Revenues	613,000	628,172	336,129	342,852
Grants + Contributions provided for Operating Purposes	14,246,000	12,126,020	7,236,158	8,138,983
Grants + Contributions provided for Capital Purposes	12,780,000	11,215,969	11,403,433	14,951,000
Interest + Investment Revenue	1,400,000	1,721,563	2,404,169	2,443,013
Other Income				
Net Gains from the Disposal of Assets	-	550,000	231,000	236,775
Rental Income	168,000	408,555	270,732	271,412
Total Income from Continuing Operations	77,010,000	75,822,051	73,359,328	79,197,505

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2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$'	\$	\$	\$	\$	\$	\$	\$
36,113,253	36,910,164	37,728,285	38,565,111	39,420,646	40,253,441	41,105,215	41,800,981
17,861,268	18,299,243	18,747,652	19,207,233	19,678,342	20,161,195	20,655,959	21,117,743
349,709	356,703	363,837	371,114	378,536	386,107	393,829	401,705
8,458,375	8,609,214	8,723,233	8,563,063	8,707,758	8,761,384	8,910,998	8,837,616
6,429,000	5,090,000	877,000	883,000	883,000	883,000	883,000	883,000
2,642,758	2,649,588	2,665,664	2,786,462	2,865,296	2,973,480	2,916,173	2,929,392
242,694	248,762	254,981	261,355	267,889	274,586	281,451	288,487
272,102	272,903	273,717	274,544	275,385	276,240	277,108	277,865
72,369,160	72,436,577	69,634,369	70,911,882	72,476,853	73,969,432	75,423,733	76,536,789



SINGLETON COUNCIL

Attachment 1

INCOME STATEMENT | CONSOLIDATED

Scenario: Additional Special Variation (ASV)

	Actuals 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Income from continuing Operations				
Expenses from Continuing Operations				
Employee Benefits + On-Costs	22,524,000	22,753,953	22,893,251	23,509,519
Borrowing Costs	524,000	660,985	685,359	765,407
Materials + Contracts	22,531,000	23,263,552	21,145,408	21,326,253
Depreciation + Amortisation	13,148,000	14,733,984	15,454,085	15,603,836
Impairment of receivables	(25,000)	-	-	-
Other Expenses	2,606,000	2,143,729	2,354,674	2,437,087
Net Losses from the Disposal of Assets	258,000	-	-	-
Joint Ventures + Associated Entities	50,000	-	-	-
Total Expenses from Continuing Operations	61,616,000	63,556,203	62,532,777	63,642,101
Operating Result from Continuing Operations	15,394,000	12,265,848	10,826,551	15,555,404
Net Operating Result for the Year				
Net Operating Result for the Year	15,394,000	12,265,848	10,826,551	15,555,404
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,614,000	1,049,879	(576,882)	604,404

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
24,152,838	24,829,424	25,526,484	26,244,703	26,984,795	27,762,812	28,549,294	29,354,530
779,838	782,301	788,493	786,834	705,663	605,801	507,697	415,171
22,021,661	22,436,812	22,971,813	23,550,515	24,303,772	24,744,108	25,288,869	25,898,493
15,750,244	15,844,406	15,949,343	16,081,083	16,164,890	16,259,410	16,416,624	16,208,496
-	-	-	-	-	-	-	-
2,522,737	2,611,765	2,704,316	2,800,544	2,900,609	3,004,678	3,103,018	3,205,225
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
65,227,318	66,504,708	67,940,449	69,463,679	71,059,728	72,376,808	73,865,501	75,081,915
7,141,841	5,931,868	1,693,920	1,448,203	1,417,124	1,592,624	1,558,232	1,454,873
7,141,841	5,931,868	1,693,920	1,448,203	1,417,124	1,592,624	1,558,232	1,454,873
712,841	841,868	816,920	565,203	534,124	709,624	675,232	571,873



SINGLETON COUNCIL

Attachment 2

BALANCE SHEET | CONSOLIDATED

Scenario: Additional Special Variation (ASV)

	Actuals 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
ASSETS				
Current Assets				
Cash + Cash Equivalents	10,794,000	3,764,338	-	946,809
Investments	83,200,000	77,795,306	74,623,110	71,063,989
Receivables	6,417,000	5,652,616	5,116,913	4,714,765
Inventories	4,918,000	4,436,935	4,188,868	3,954,030
Other	139,000	46,522	40,736	41,149
Total Current Assets	105,468,000	91,695,717	83,969,627	80,720,742
Non-Current Assets				
Investments	26,000,000	38,455,652	37,179,827	36,347,586
Receivables	192,000	190,616	193,906	197,643
Infrastructure, Property, Plant + Equipment	933,360,000	951,265,614	970,307,011	990,961,119
Right of use assets	1,989,000	1,589,500	1,378,699	1,067,108
Investments Accounted for using the equity method	200,000	200,000	200,000	200,000
Total Non-Current Assets	961,741,000	991,701,382	1,009,259,443	1,028,773,457
Total Assets	1,067,209,000	1,083,397,099	1,093,229,070	1,109,494,199

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2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
1,051,578	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,155,315	1,480,877
71,911,705	72,419,932	70,882,764	67,539,469	64,830,606	63,025,280	64,097,975	66,576,064
4,918,226	4,911,923	4,674,435	4,711,925	4,774,891	4,839,201	4,941,205	5,036,894
3,719,786	3,476,052	3,227,562	2,973,229	2,714,492	2,445,236	2,170,390	1,978,868
42,607	43,420	44,507	45,695	47,284	48,153	49,240	50,479
81,643,901	81,887,559	79,891,183	76,349,973	73,447,639	71,446,064	72,414,124	75,123,182
37,123,984	38,025,798	37,986,981	37,413,997	36,646,792	36,249,051	36,936,898	38,373,756
201,459	205,355	209,351	213,431	217,597	221,851	226,194	230,628
996,002,280	1,000,040,182	1,002,944,228	1,007,502,890	1,010,117,257	1,011,504,898	1,009,358,858	1,005,129,156
549,287	625,531	1,278,108	1,112,305	1,125,121	875,140	628,040	750,763
200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
1,034,077,010	1,039,096,865	1,042,618,669	1,046,442,624	1,048,306,767	1,049,050,940	1,047,349,990	1,044,684,303
1,115,720,911	1,120,984,425	1,122,509,852	1,122,792,596	1,121,754,406	1,120,497,004	1,119,764,114	1,119,807,485



SINGLETON COUNCIL

Attachment 2

BALANCE SHEET | CONSOLIDATED
Scenario: Additional Special Variation (ASV)

	Actuals 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Liabilities				
Current Liabilities				
Payables	6,617,000	6,540,551	5,977,205	6,052,877
Contract liabilities	1,716,000	990,141	822,613	600,062
Lease liabilities	595,000	468,561	367,827	422,690
Borrowings	1,921,000	2,375,013	2,502,545	2,276,016
Provisions	4,993,000	5,042,427	5,135,823	5,240,060
Total Current Liabilities	15,842,000	15,416,692	14,806,013	14,591,704
Non-Current Liabilities				
Payables	322,000	50,647	51,127	52,404
Lease liabilities	1,371,000	1,108,336	1,009,422	719,364
Borrowings	8,925,000	13,852,582	13,561,810	14,768,701
Provisions	21,142,000	21,095,993	21,101,298	21,107,222
Total Non-Current Liabilities	31,760,000	36,107,559	35,723,657	36,647,691
Total Liabilities	47,602,000	51,524,251	50,529,671	51,239,395
Net Assets	1,019,607,000	1,031,872,848	1,042,699,400	1,058,254,804
Equity				
Retained Earnings	535,313,000	547,578,848	558,405,400	573,960,804
Revaluation Reserves	484,294,000	484,294,000	484,294,000	484,294,000
Council Equity Interest	1,019,607,000	1,031,872,848	1,042,699,400	1,058,254,804
Total Equity	1,019,607,000	1,031,872,848	1,042,699,400	1,058,254,804

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2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
6,235,698	6,354,843	6,503,408	6,661,578	6,861,634	6,989,324	7,140,220	7,307,754
674,498	633,571	479,877	477,025	485,574	490,745	499,628	500,137
278,425	380,156	546,394	461,802	406,920	247,427	65,085	-
2,410,291	2,442,207	2,642,790	2,806,047	2,902,331	2,235,843	1,538,008	1,000,760
5,347,002	5,456,720	5,569,286	5,684,774	5,803,261	5,924,824	5,934,851	5,934,851
14,945,914	15,267,498	15,741,755	16,091,225	16,459,720	15,888,163	15,177,793	14,743,503
53,713	55,054	56,429	57,838	59,283	60,763	62,280	63,835
440,939	473,424	862,033	539,577	415,219	167,792	102,707	102,707
13,770,400	12,740,401	11,509,952	10,116,506	7,214,176	4,978,332	3,262,431	2,083,779
21,113,299	21,119,534	21,317,250	21,516,814	21,718,247	21,921,569	22,120,285	22,320,170
35,378,351	34,388,414	33,745,664	32,230,735	29,406,925	27,128,456	25,547,703	24,570,491
50,324,266	49,655,911	49,487,418	48,321,960	45,866,645	43,016,619	40,725,496	39,313,995
1,065,396,645	1,071,328,513	1,073,022,433	1,074,470,636	1,075,887,760	1,077,480,385	1,079,038,617	1,080,493,491
581,102,645	587,034,513	588,728,433	590,176,636	591,593,760	593,186,385	594,744,617	596,199,491
484,294,000	484,294,000	484,294,000	484,294,000	484,294,000	484,294,000	484,294,000	484,294,000
1,065,396,645	1,071,328,513	1,073,022,433	1,074,470,636	1,075,887,760	1,077,480,385	1,079,038,617	1,080,493,491
1,065,396,645	1,071,328,513	1,073,022,433	1,074,470,636	1,075,887,760	1,077,480,385	1,079,038,617	1,080,493,491



SINGLETON COUNCIL

Attachment 3

CASH FLOW STATEMENT | CONSOLIDATED

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Cash Flows from Operating Activities				
Receipts				
Rates + Annual Charges	31,892,000	33,461,875	34,334,385	35,321,565
User Charges + Fees	17,939,000	16,079,721	16,975,120	17,450,268
Investment + Interest Revenue Received	1,859,000	1,496,640	2,457,011	2,494,670
Grants + Contributions	25,782,000	23,339,569	18,705,974	23,175,946
Bonds + Deposits Received	56,000	-	-	-
Other	4,949,000	931,122	1,035,498	709,446
Payments				
Employee Benefits & On-Costs	(21,121,000)	(23,173,292)	(22,787,750)	(23,381,276)
Materials + Contracts	(24,845,000)	(23,177,065)	(21,703,994)	(21,285,526)
Borrowing Costs	(524,000)	(661,671)	(685,652)	(765,752)
Bonds + Deposits Refunded	(92,000)	-	-	-
Other	(5,335,000)	(2,127,996)	(2,357,383)	(2,436,258)
Net Cash provided (or used in) Operating Activities	30,560,000	26,168,903	25,973,209	31,283,082
Cash Flows from Investing Activities				
Receipts				
Sale of Investment Securities	69,588,000	65,662	4,448,021	6,856,461
Sale of Real Estate Assets	5,055,000	4,620,000	2,940,000	3,013,500
Sale of Infrastructure, Property, Plant & Equipment	1,238,000	791,500	323,000	371,660

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
36,108,238	36,903,194	37,726,120	38,558,716	39,414,094	40,249,304	41,100,950	41,801,495
17,829,982	18,261,725	18,709,207	19,167,818	19,637,930	20,119,763	20,613,487	21,078,278
2,636,063	2,647,139	2,681,513	2,813,313	2,889,511	2,989,190	2,902,778	2,899,496
14,859,905	13,715,960	9,660,125	9,448,300	9,588,664	9,643,609	9,791,832	9,721,682
-	-	-	-	-	-	-	-
575,137	637,356	698,713	634,800	637,380	647,148	653,705	666,048
(24,021,285)	(24,694,475)	(25,388,050)	(26,102,696)	(26,839,120)	(27,613,376)	(28,517,206)	(29,332,508)
(21,882,411)	(22,358,517)	(22,867,461)	(23,436,649)	(24,151,922)	(24,660,256)	(25,184,523)	(25,779,714)
(780,458)	(782,104)	(596,361)	(594,430)	(511,226)	(409,985)	(309,918)	(215,381)
-	-	-	-	-	-	-	-
(2,521,378)	(2,610,687)	(2,703,083)	(2,799,241)	(2,899,088)	(3,003,486)	(3,101,697)	(3,203,805)
22,803,793	21,719,591	17,920,722	17,689,930	17,766,222	17,961,911	17,949,408	17,635,590
1,452,961	1,567,637	3,155,385	5,869,198	3,519,665	2,684,540	-	-
3,088,838	3,166,058	3,245,210	3,326,340	3,409,499	3,494,736	3,582,105	3,582,105
433,160	517,160	275,160	476,160	487,660	287,160	404,660	65,000



SINGLETON COUNCIL

Attachment 3

CASH FLOW STATEMENT | CONSOLIDATED

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Cash Flows from Investing Activities				
Payments				
Purchase of Investment Securities	(70,014,000)	(7,116,620)	-	(2,465,100)
Purchase of Infrastructure, Property, Plant + Equipment	(33,556,000)	(32,276,098)	(34,065,681)	(35,870,600)
Purchase of Real Estate Assets	(3,952,000)	(4,070,000)	(2,709,000)	(2,776,725)
Net Cash provided (or used in) Investing Activities	(31,641,000)	(37,985,556)	(29,063,660)	(30,870,804)
Cash Flows from Financing Activities				
Receipts				
Proceeds from Borrowings + Advances	2,411,000	7,793,000	2,350,000	3,700,000
Payments				
Repayment of Borrowings + Advances	(1,677,000)	(2,411,406)	(2,513,239)	(2,719,637)
Repayment of lease liabilities (principal repayments)	(568,000)	(594,603)	(510,648)	(445,833)
Net Cash Flow provided (used in) Financing Activities	166,000	4,786,991	(673,887)	534,530
Net Increase/(Decrease) in Cash + Cash Equivalents	(915,000)	(7,029,662)	(3,764,338)	946,809
Plus: Cash + Cash Equivalents - beginning of year	11,709,000	10,794,000	3,764,338	(0)
Cash + Cash Equivalents - end of the year	10,794,000	3,764,338	(0)	946,809
Cash + Cash Equivalents - end of the year	10,794,000	3,764,338	(0)	946,809
Investments - end of the year	109,200,000	116,250,958	111,802,937	107,411,576
Cash, Cash Equivalents + Investments - end of the year	119,994,000	120,015,296	111,802,937	108,358,385
Representing				
• External Restrictions	78,365,451	78,627,439	69,873,221	62,457,202
• Internal Restrictitons	41,474,597	42,933,514	43,258,904	46,575,246
• Unrestricted	153,952	(1,545,657)	(1,329,188)	(674,064)
	119,994,000	120,015,296	111,802,937	108,358,385

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
(3,077,074)	(2,977,679)	(1,579,400)	(1,952,918)	(43,597)	(481,473)	(1,760,542)	(3,914,947)
(20,464,049)	(19,691,048)	(18,462,820)	(20,467,447)	(18,685,058)	(17,409,644)	(14,146,693)	(11,878,030)
(2,846,143)	(2,917,297)	(2,990,229)	(3,064,985)	(3,141,609)	(3,220,150)	(3,300,653)	(3,383,170)
(21,412,308)	(20,335,168)	(16,356,695)	(15,813,652)	(14,453,441)	(14,644,830)	(15,221,124)	(15,529,042)
1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-
(2,364,027)	(2,498,082)	(2,529,868)	(2,730,188)	(2,806,047)	(2,902,331)	(2,413,736)	(1,715,900)
(422,690)	(401,686)	(508,478)	(628,349)	(506,025)	(406,920)	(247,427)	(65,085)
(1,286,717)	(1,399,769)	(1,538,346)	(1,858,537)	(3,312,072)	(3,309,251)	(2,661,162)	(1,780,985)
104,769	(15,345)	25,681	17,741	709	7,829	67,122	325,562
946,809	1,051,578	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,155,315
1,051,578	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,155,315	1,480,877
1,051,578	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,155,315	1,480,877
109,035,689	110,445,730	108,869,746	104,953,466	101,477,398	99,274,331	101,034,873	104,949,820
110,087,267	111,481,963	109,931,660	106,033,121	102,557,762	100,362,524	102,190,188	106,430,697
60,811,387	58,735,578	54,708,780	48,833,953	43,801,378	40,332,727	39,769,346	41,541,879
49,088,329	51,601,491	52,938,229	53,966,553	54,934,688	55,912,229	57,623,869	58,422,601
187,551	1,144,894	2,284,651	3,232,615	3,821,696	4,117,568	4,796,972	6,466,218
110,087,267	111,481,963	109,931,660	106,033,121	102,557,762	100,362,524	102,190,188	106,430,697



SINGLETON COUNCIL

Attachment 4

INCOME STATEMENT | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Income from continuing Operations				
Revenue				
Rates + Annual Charges	26,104,000	27,917,428	28,447,638	29,035,319
User Charges + Fees	10,208,000	9,755,651	10,291,889	10,490,249
Other Revenues	536,000	628,172	336,129	342,852
Grants + Contributions provided for Operating Purposes	14,213,000	12,104,679	7,227,138	8,129,803
Grants + Contributions provided for Capital Purposes	12,161,000	11,105,828	11,403,433	4,570,000
Interest + Investment Revenue	690,000	773,996	1,186,023	1,262,018
Other Income				
Net Gains from the Disposal of Assets	-	550,000	231,000	236,775
Rental Income	168,000	391,261	253,017	253,586
Total Income from Continuing Operations	64,080,000	63,227,015	59,376,267	54,320,601

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
29,635,330	30,247,935	30,876,394	31,518,045	32,173,167	32,842,045	33,524,970	34,222,240
10,720,120	10,973,241	11,231,984	11,496,962	11,768,402	12,046,387	12,330,947	12,622,372
349,709	356,703	363,837	371,114	378,536	386,107	393,829	401,705
8,449,032	8,599,705	8,713,553	8,553,210	8,697,729	8,751,174	8,900,605	8,827,035
6,146,000	4,840,000	594,000	600,000	600,000	600,000	600,000	600,000
1,383,551	1,451,822	1,532,850	1,641,514	1,750,935	1,829,618	1,877,585	1,876,992
242,694	248,762	254,981	261,355	267,889	274,586	281,451	288,487
254,164	254,851	255,549	256,258	256,980	257,713	258,458	259,216
57,180,600	56,973,017	53,823,147	54,698,458	55,893,637	56,987,629	58,167,845	59,098,047



SINGLETON COUNCIL

Attachment 4

INCOME STATEMENT | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Expenses from continuing Operations				
Employee Benefits + On-Costs	20,263,000	20,367,344	20,479,039	21,034,922
Borrowing Costs	524,000	552,912	444,840	378,614
Materials + Contracts	18,297,000	18,092,096	15,364,260	15,461,732
Depreciation + Amortisation	9,240,000	10,747,226	10,710,529	10,812,844
Impairment of receivables	(25,000)	-	-	-
Other Expenses	1,984,000	2,143,729	2,354,674	2,437,087
Net Losses from the Disposal of Assets	113,000	-	-	-
Joint Ventures + Associated Entities	50,000	-	-	-
Total Expenses from Continuing Operations	50,446,000	51,903,307	49,353,342	50,125,199
Operating Result from Continuing Operations	13,634,000	11,323,708	10,022,925	4,195,402
Net Operating Result for the Year	13,634,000	11,323,708	10,022,925	4,195,402
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,473,000	217,880	(1,380,508)	(374,598)

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
21,607,235	22,210,449	22,831,827	23,471,973	24,131,516	24,811,110	25,511,432	26,233,182
330,541	304,928	290,556	276,013	249,139	226,763	209,991	200,816
16,010,176	16,274,692	16,655,282	17,075,704	17,666,715	17,940,740	18,315,023	18,751,712
10,911,342	10,957,116	11,013,179	11,095,558	11,129,509	11,173,676	11,280,033	11,020,539
-	-	-	-	-	-	-	-
2,522,737	2,611,765	2,704,316	2,800,544	2,900,609	3,004,678	3,103,018	3,205,225
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
51,382,032	52,358,950	53,495,161	54,719,793	56,077,488	57,156,967	58,419,497	59,411,473
5,798,569	4,614,067	327,986	(21,335)	(183,851)	(169,338)	(251,652)	(313,426)
5,798,569	4,614,067	327,986	(21,335)	(183,851)	(169,338)	(251,652)	(313,426)
(347,431)	(225,933)	(266,014)	(621,335)	(783,851)	(769,338)	(851,652)	(913,426)



SINGLETON COUNCIL

Attachment 5

BALANCE SHEET | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
ASSETS				
Current Assets				
Cash + Cash Equivalents	10,794,000	927,002	-	946,809
Investments	29,723,000	33,284,665	32,576,602	33,995,847
Receivables	4,587,000	3,984,878	3,348,405	2,981,732
Inventories	4,918,000	4,383,872	4,119,570	3,883,985
Other	139,000	46,522	40,736	41,149
Total Current Assets	50,161,000	42,626,939	40,085,313	41,849,522
Non-Current Assets				
Investments	20,171,000	23,725,955	23,221,234	24,232,899
Receivables	192,000	190,616	193,906	197,643
Infrastructure, Property, Plant + Equipment	771,759,000	784,688,553	795,442,667	795,290,018
Right of use assets	1,989,000	1,589,500	1,378,699	1,067,108
Investments Accounted for using the equity method	200,000	200,000	200,000	200,000
Total Non-Current Assets	794,311,000	810,394,624	820,436,506	820,987,668
Total Assets	844,472,000	853,021,563	860,521,819	862,837,190

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
987,816	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,111,833	1,154,085
35,468,225	37,206,691	38,128,797	38,765,801	38,791,255	39,072,354	39,921,142	41,438,255
3,166,761	3,137,819	2,894,351	2,931,967	2,986,155	3,036,634	3,098,958	3,151,253
3,647,986	3,402,454	3,152,119	2,895,897	2,635,223	2,363,981	2,087,100	1,893,496
42,607	43,420	44,507	45,695	47,284	48,153	49,240	50,479
43,313,395	44,826,616	45,281,689	45,719,015	45,540,281	45,609,316	46,268,271	47,687,568
25,282,439	26,521,651	27,178,946	27,633,015	27,651,159	27,851,532	28,456,564	29,537,992
201,459	205,355	209,351	213,431	217,597	221,851	226,194	230,628
797,983,239	799,070,050	797,606,503	796,016,493	795,449,788	794,412,743	792,935,715	790,296,371
549,287	625,531	1,278,108	1,112,305	1,125,121	875,140	628,040	750,763
200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
824,216,424	826,622,587	826,472,908	825,175,245	824,643,665	823,561,267	822,446,513	821,015,754
867,529,819	871,449,203	871,754,597	870,894,259	870,183,947	869,170,583	868,714,784	868,703,323



SINGLETON COUNCIL

Attachment 5

BALANCE SHEET | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Liabilities				
Current Liabilities				
Payables	6,452,000	6,092,128	5,842,090	5,914,089
Contract liabilities	1,716,000	990,141	822,613	600,062
Lease liabilities	595,000	468,561	367,827	422,690
Borrowings	1,880,000	1,688,971	1,599,147	1,043,639
Provisions	4,448,000	4,499,448	4,592,845	4,688,669
Total Current Liabilities	15,091,000	14,108,449	13,278,058	12,725,004
Non-Current Liabilities				
Payables	322,000	50,647	51,127	52,404
Lease liabilities	1,371,000	1,108,336	1,009,422	719,364
Borrowings	8,510,000	7,303,871	5,704,723	4,661,084
Provisions	21,116,000	21,064,552	21,069,857	21,075,299
Total Non-Current Liabilities	31,319,000	29,527,406	27,835,129	26,508,151
Total Liabilities	46,410,000	43,635,855	41,113,187	39,233,156
Net Assets	798,062,000	809,385,708	819,408,633	823,604,034
Equity				
Retained Earnings	422,544,000	433,867,708	443,890,633	448,086,034
Revaluation Reserves	375,518,000	375,518,000	375,518,000	375,518,000
Council Equity Interest	798,062,000	809,385,708	819,408,633	823,604,034
Total Equity	798,062,000	809,385,708	819,408,633	823,604,034

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
6,092,406	6,206,880	6,350,603	6,503,754	6,698,605	6,820,897	6,966,648	7,128,888
674,498	633,571	479,877	477,025	485,574	490,745	499,628	500,137
278,425	380,156	546,394	461,802	406,920	247,427	65,085	-
1,012,929	872,191	891,661	864,811	883,636	135,856	(177,892)	(177,892)
4,786,986	4,887,858	4,991,354	5,097,540	5,206,487	5,318,267	5,318,267	5,318,267
12,903,526	13,041,479	13,323,367	13,471,191	13,750,391	13,085,406	12,746,685	12,847,209
53,713	55,054	56,429	57,838	59,283	60,763	62,280	63,835
440,939	473,424	862,033	539,577	415,219	167,792	102,707	102,707
3,648,155	2,775,963	1,884,303	1,019,491	135,856	-	-	-
21,080,883	21,086,612	21,283,809	21,482,840	21,683,728	21,886,490	22,084,632	22,284,517
25,223,690	24,391,054	24,086,574	23,099,747	22,294,086	22,115,045	22,249,619	22,451,059
38,127,216	37,432,533	37,409,941	36,570,938	36,044,477	35,200,451	34,996,304	35,298,269
829,402,603	834,016,670	834,344,656	834,323,321	834,139,470	833,970,132	833,718,480	833,405,054
453,884,603	458,498,670	458,826,656	458,805,321	458,621,470	458,452,132	458,200,480	457,887,054
375,518,000	375,518,000	375,518,000	375,518,000	375,518,000	375,518,000	375,518,000	375,518,000
829,402,603	834,016,670	834,344,656	834,323,321	834,139,470	833,970,132	833,718,480	833,405,054
829,402,603	834,016,670	834,344,656	834,323,321	834,139,470	833,970,132	833,718,480	833,405,054



SINGLETON COUNCIL

Attachment 6

CASH FLOW STATEMENT | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Cash Flows from Operating Activities				
Receipts				
Rates + Annual Charges	-	27,866,048	28,447,973	29,035,689
User Charges + Fees	-	9,940,053	10,270,969	10,482,510
Investment + Interest Revenue Received	-	623,613	1,192,019	1,243,930
Grants + Contributions	-	23,208,087	18,696,954	12,785,766
Other	-	913,828	1,017,783	691,621
Payments				
Employee Benefits & On-Costs	-	(20,790,103)	(20,373,538)	(20,915,572)
Materials + Contracts	-	(17,866,769)	(15,908,967)	(15,421,611)
Borrowing Costs	-	(553,599)	(445,133)	(378,959)
Other	-	(2,127,996)	(2,357,383)	(2,436,258)
Net Cash provided (or used in) Operating Activities	-	21,213,162	20,540,676	15,087,115
Cash Flows from Investing Activities				
Receipts				
Sale of Real Estate Assets	-	4,620,000	2,940,000	3,013,500
Sale of Infrastructure, Property, Plant & Equipment	-	731,000	175,000	345,160
Payments				
Purchase of Investment Securities	-	(7,116,620)	-	(2,430,910)
Purchase of Infrastructure, Property, Plant + Equipment	-	(23,252,779)	(20,886,842)	(10,246,351)
Purchase of Real Estate Assets	-	(4,070,000)	(2,709,000)	(2,776,725)
Net Cash provided (or used in) Investing Activities	-	(29,088,399)	(19,268,059)	(12,095,326)

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
29,635,709	30,248,321	30,876,791	31,518,450	32,173,580	32,842,467	33,525,401	34,222,680
10,711,152	10,963,366	11,221,890	11,486,624	11,757,812	12,035,542	12,319,845	12,611,003
1,367,575	1,437,014	1,523,766	1,632,361	1,747,140	1,824,013	1,867,803	1,862,467
14,567,562	13,456,450	9,367,446	9,155,447	9,295,634	9,350,400	9,498,439	9,428,101
557,199	619,304	680,544	616,513	618,974	628,621	635,055	647,398
(21,484,801)	(22,084,852)	(22,702,984)	(23,339,801)	(23,995,928)	(24,672,018)	(25,489,945)	(26,211,159)
(15,871,251)	(16,196,729)	(16,551,271)	(16,962,187)	(17,515,224)	(17,857,256)	(18,211,054)	(18,633,284)
(331,161)	(304,731)	(98,424)	(83,609)	(54,702)	(30,947)	(12,213)	(1,026)
(2,521,378)	(2,610,687)	(2,703,083)	(2,799,241)	(2,899,088)	(3,003,486)	(3,101,697)	(3,203,805)
16,630,607	15,527,456	11,614,674	11,224,558	11,128,200	11,117,335	11,031,635	10,722,375
3,088,838	3,166,058	3,245,210	3,326,340	3,409,499	3,494,736	3,582,105	3,582,105
295,160	295,160	273,160	273,160	255,160	285,160	263,160	-
(2,521,918)	(2,977,679)	(1,579,400)	(1,091,073)	(43,597)	(481,473)	(1,453,819)	(2,598,541)
(13,139,208)	(11,630,666)	(9,157,064)	(9,130,250)	(10,236,106)	(9,897,224)	(9,537,613)	(8,215,431)
(2,846,143)	(2,917,297)	(2,990,229)	(3,064,985)	(3,141,609)	(3,220,150)	(3,300,653)	(3,383,170)
(15,123,271)	(14,064,423)	(10,208,324)	(9,686,808)	(9,756,654)	(9,818,951)	(10,446,821)	(10,615,037)



SINGLETON COUNCIL

Attachment 6

CASH FLOW STATEMENT | GENERAL FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$

Cash Flows from Financing Activities**Receipts**

Proceeds from Borrowings + Advances	-	563,000	-	-
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Payments

Repayment of Borrowings + Advances	-	(1,960,158)	(1,688,971)	(1,599,147)
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Repayment of lease liabilities (principal repayments)	-	(594,603)	(510,648)	(445,833)
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Net Cash Flow provided (used in) Financing Activities	-	(1,991,761)	(2,199,619)	(2,044,980)
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Net Increase/(Decrease) in Cash + Cash Equivalents	-	(9,866,998)	(927,002)	946,809
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Plus: Cash + Cash Equivalents - beginning of year	-	10,794,000	927,002	(0)
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Cash + Cash Equivalents - end of the year	-	927,002	(0)	946,809
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Cash + Cash Equivalents - end of the year	10,794,000	927,002	(0)	946,809
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Investments - end of the year	49,894,000	57,010,620	55,797,836	58,228,746
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Cash, Cash Equivalents + Investments - end of the year	60,688,000	57,937,621	55,797,836	59,175,555
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Representing

• External Restrictions	19,059,451	16,549,765	13,868,120	13,274,373
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• Internal Restrictitons	41,474,597	42,933,514	43,258,904	46,575,246
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• Unrestricted	153,952	(1,545,657)	(1,329,188)	(674,064)
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	60,688,000	57,937,621	55,797,836	59,175,555
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SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
(1,043,639)	(1,012,929)	(872,191)	(891,661)	(864,811)	(883,636)	(313,748)	0
(422,690)	(401,686)	(508,478)	(628,349)	(506,025)	(406,920)	(247,427)	(65,085)
(1,466,329)	(1,414,616)	(1,380,669)	(1,520,009)	(1,370,837)	(1,290,556)	(561,174)	(65,085)
41,007	48,418	25,681	17,741	709	7,829	23,639	42,253
946,809	987,816	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,111,833
987,816	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,111,833	1,154,085
987,816	1,036,233	1,061,915	1,079,656	1,080,364	1,088,193	1,111,833	1,154,085
60,750,664	63,728,343	65,307,743	66,398,816	66,442,413	66,923,887	68,377,706	70,976,247
61,738,480	64,764,576	66,369,657	67,478,472	67,522,778	68,012,080	69,489,538	72,130,332
12,462,600	12,018,191	11,146,777	10,279,303	8,766,394	7,982,283	7,068,697	7,241,514
49,088,329	51,601,491	52,938,229	53,966,553	54,934,688	55,912,229	57,623,869	58,422,601
187,551	1,144,894	2,284,651	3,232,615	3,821,696	4,117,568	4,796,972	6,466,218
61,738,480	64,764,576	66,369,657	67,478,472	67,522,778	68,012,080	69,489,538	72,130,332



SINGLETON COUNCIL

Attachment 7

INCOME STATEMENT | WATER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Income from continuing Operations				
Revenue				
Rates + Annual Charges	1,541,000	1,468,430	1,488,893	1,524,720
User Charges + Fees	5,037,000	4,856,622	5,636,811	5,749,547
Other Revenues	13,000	-	-	-
Grants + Contributions provided for Operating Purposes	11,000	17,463	8,000	8,160
Grants + Contributions provided for Capital Purposes	287,000	171,259	-	10,381,000
Interest + Investment Revenue	440,000	541,482	696,683	711,991
Total Income from Continuing Operations	7,329,000	7,055,256	7,830,387	18,375,418
Expenses from Continuing Operations				
Employee Benefits + On-Costs	1,043,000	1,146,591	1,157,010	1,180,353
Borrowing Costs	-	40,778	81,687	75,133
Materials + Contracts	2,708,000	3,521,017	3,625,744	3,685,872
Depreciation + Amortisation	2,667,000	2,827,023	3,174,783	3,206,531
Other Expenses	379,000	-	-	-
Net Losses from the Disposal of Assets	102,000	-	-	-
Total Expenses from Continuing Operations	6,899,000	7,535,409	8,039,224	8,147,888
Operating Result from Continuing Operations	430,000	(480,153)	(208,837)	10,227,530
Net Operating Result for the Year	430,000	(480,153)	(208,837)	10,227,530
Net Operating Result before Grants and Contributions provided for Capital Purposes	143,000	(651,412)	(208,837)	(153,470)

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
1,561,664	1,599,542	1,638,378	1,678,196	1,718,588	1,717,676	1,716,747	1,715,799
5,864,538	6,011,152	6,161,430	6,315,466	6,473,353	6,635,187	6,801,066	6,971,093
-	-	-	-	-	-	-	-
8,323	8,490	8,659	8,833	9,009	9,189	9,373	9,561
283,000	250,000	283,000	283,000	283,000	283,000	283,000	283,000
729,090	681,208	657,480	741,082	771,174	832,959	824,458	822,691
8,446,616	8,550,392	8,748,948	9,026,576	9,255,124	9,478,012	9,634,645	9,802,144
1,214,232	1,249,303	1,285,482	1,322,807	1,361,320	1,412,441	1,453,753	1,496,391
65,681	57,453	49,085	40,620	31,569	22,514	12,902	2,916
3,778,259	3,872,952	3,970,019	4,069,521	4,171,517	4,276,071	4,383,248	4,491,416
3,238,596	3,270,982	3,303,692	3,336,729	3,370,096	3,403,797	3,437,835	3,472,213
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
8,296,767	8,450,690	8,608,278	8,769,677	8,934,502	9,114,824	9,287,738	9,462,936
149,848	99,702	140,670	256,899	320,622	363,188	346,907	339,208
149,848	99,702	140,670	256,899	320,622	363,188	346,907	339,208
(133,152)	(150,298)	(142,330)	(26,101)	37,622	80,188	63,907	56,208



SINGLETON COUNCIL

Attachment 8

BALANCE SHEET | WATER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Assets				
Current Assets				
Investments	32,870,000	26,562,757	25,551,396	20,546,180
Receivables	1,398,000	1,253,679	1,372,489	1,323,036
Total Current Assets	34,268,000	27,816,436	26,923,884	21,869,215
Non-Current Assets				
Investments	3,583,000	9,824,581	9,450,516	7,599,272
Infrastructure, Property, Plant + Equipment	104,069,000	106,797,291	107,568,734	124,412,078
Total Non-Current Assets	107,652,000	116,621,872	117,019,250	132,011,350
Total Assets	141,920,000	144,438,308	143,943,135	153,880,566
Liabilities				
Current Liabilities				
Payables	165,000	79,223	81,579	82,932
Borrowings	8,000	288,693	295,912	304,669
Provisions	251,000	254,223	254,223	258,478
Total Current Liabilities	424,000	622,139	631,714	646,079
Non-Current Liabilities				
Borrowings	79,000	2,879,126	2,583,214	2,278,545
Provisions	12,000	12,197	12,197	12,401
Total Non-Current Liabilities	91,000	2,891,323	2,595,411	2,290,946
Total Liabilities	515,000	3,513,462	3,227,125	2,937,025
Net Assets	141,405,000	140,924,847	140,716,010	150,943,540

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
19,485,518	19,473,327	19,224,820	19,853,966	19,459,756	19,170,851	19,394,759	20,355,735
1,330,309	1,357,682	1,381,437	1,418,060	1,441,071	1,463,768	1,494,237	1,535,517
20,815,827	20,831,010	20,606,257	21,272,026	20,900,827	20,634,619	20,888,996	21,891,252
7,206,973	7,202,463	7,110,550	7,343,248	7,197,444	7,090,589	7,173,404	7,528,834
125,709,594	125,492,546	125,635,680	124,671,513	125,177,698	125,573,665	125,233,712	123,949,847
132,916,567	132,695,009	132,746,230	132,014,761	132,375,142	132,664,254	132,407,116	131,478,680
153,732,393	153,526,019	153,352,487	153,286,787	153,275,970	153,298,873	153,296,112	153,369,932
85,011	87,141	89,325	91,564	93,859	96,212	98,623	101,057
312,891	321,187	329,758	338,780	347,808	357,379	267,822	-
262,839	267,308	271,890	276,585	281,399	286,334	291,391	291,391
660,741	675,637	690,973	706,929	723,067	739,924	657,836	392,448
1,965,654	1,644,467	1,314,709	975,929	628,121	270,742	2,920	2,920
12,610	12,825	13,044	13,270	13,501	13,737	13,980	13,980
1,978,264	1,657,292	1,327,753	989,199	641,622	284,479	16,900	16,900
2,639,005	2,332,929	2,018,727	1,696,128	1,364,689	1,024,404	674,736	409,348
151,093,388	151,193,090	151,333,760	151,590,659	151,911,281	152,274,469	152,621,376	152,960,584



SINGLETON COUNCIL

Attachment 8

BALANCE SHEET | WATER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Equity				
Retained Earnings	64,842,000	64,361,847	64,153,010	74,380,540
Revaluation Reserves	76,563,000	76,563,000	76,563,000	76,563,000
Council Equity Interest	141,405,000	140,924,847	140,716,010	150,943,540
Total Equity	141,405,000	140,924,847	140,716,010	150,943,540

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
74,530,388	74,630,090	74,770,760	75,027,659	75,348,281	75,711,469	76,058,376	76,397,584
76,563,000	76,563,000	76,563,000	76,563,000	76,563,000	76,563,000	76,563,000	76,563,000
151,093,388	151,193,090	151,333,760	151,590,659	151,911,281	152,274,469	152,621,376	152,960,584
151,093,388	151,193,090	151,333,760	151,590,659	151,911,281	152,274,469	152,621,376	152,960,584



SINGLETON COUNCIL

Attachment 9

CASH FLOW STATEMENT | WATER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Cash Flows from Operating Activities				
Receipts				
Rates + Annual Charges	-	1,457,856	1,487,645	1,522,535
User Charges + Fees	-	5,078,948	5,508,027	5,730,938
Investment + Interest Revenue Received	-	474,052	707,906	782,238
Grants + Contributions	-	188,722	8,000	10,389,160
Payments				
Employee Benefits & On-Costs	-	(1,143,171)	(1,157,010)	(1,175,894)
Materials + Contracts	-	(3,606,794)	(3,623,388)	(3,684,519)
Borrowing Costs	-	(40,778)	(81,687)	(75,133)
Net Cash provided (or used in) Operating Activities	-	2,408,834	2,849,493	13,489,326
Cash Flows from Investing Activities				
Receipts				
Sale of Investment Securities	-	65,662	1,385,426	6,856,461
Sale of Infrastructure, Property, Plant & Equipment	-	58,000	98,000	8,500
Payments				
Purchase of Investment Securities	-	-	-	-
Purchase of Infrastructure, Property, Plant + Equipment	-	(5,613,314)	(4,044,226)	(20,058,375)
Net Cash provided (or used in) Investing Activities	-	(5,489,652)	(2,560,800)	(13,193,414)

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
1,559,410	1,596,403	1,635,989	1,675,746	1,716,103	1,717,733	1,716,804	1,715,858
5,845,557	5,986,950	6,136,624	6,290,040	6,447,291	6,608,473	6,773,685	6,943,027
743,053	681,174	660,921	732,334	776,710	836,920	821,313	809,419
291,323	258,490	291,659	291,833	292,009	292,189	292,373	292,561
(1,209,662)	(1,244,619)	(1,280,681)	(1,317,886)	(1,356,275)	(1,407,270)	(1,448,453)	(1,496,391)
(3,776,180)	(3,870,821)	(3,967,835)	(4,067,282)	(4,169,222)	(4,273,719)	(4,380,836)	(4,488,982)
(65,681)	(57,453)	(49,085)	(40,620)	(31,569)	(22,514)	(12,902)	(2,916)
3,387,820	3,350,125	3,427,592	3,564,165	3,675,047	3,751,812	3,761,984	3,772,576
1,452,961	16,700	340,421	-	540,014	395,761	-	-
138,000	77,000	-	138,000	112,000	-	141,500	15,000
-	-	-	(861,845)	-	-	(306,723)	(1,316,406)
(4,674,112)	(3,130,934)	(3,446,826)	(2,510,562)	(3,988,281)	(3,799,764)	(3,239,382)	(2,203,348)
(3,083,151)	(3,037,234)	(3,106,405)	(3,234,407)	(3,336,267)	(3,404,003)	(3,404,605)	(3,504,754)



SINGLETON COUNCIL

Attachment 9

CASH FLOW STATEMENT | WATER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Cash Flows from Financing Activities				
Receipts				
Proceeds from Borrowings + Advances	-	3,230,000	-	-
Payments				
Repayment of Borrowings + Advances	-	(149,181)	(288,693)	(295,912)
Net Cash Flow provided (used in) Financing Activities	-	3,080,819	(288,693)	(295,912)
Net Increase/(Decrease) in Cash + Cash Equivalents	-	-	0	0
Plus: Cash + Cash Equivalents - beginning of year	-	-	-	0
Cash + Cash Equivalents - end of the year	-	-	0	0
Cash + Cash Equivalents - end of the year	-	-	0	0
Investments - end of the year	36,453,000	36,387,338	35,001,913	28,145,452
Cash, Cash Equivalents + Investments - end of the year	36,453,000	36,387,338	35,001,913	28,145,452
Representing				
• External Restrictions	7,616,000	7,895,090	7,746,688	7,751,147
• Internal Restrictitons	28,836,652	28,429,937	27,309,366	20,397,639
• Unrestricted	348	62,311	(54,141)	(3,335)
	36,453,000	36,387,338	35,001,913	28,145,452

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
-	-	-	-	-	-	-	-
(304,669)	(312,891)	(321,187)	(329,758)	(338,780)	(347,808)	(357,379)	(267,822)
(304,669)	(312,891)	(321,187)	(329,758)	(338,780)	(347,808)	(357,379)	(267,822)
(0)	(0)	(0)	0	(0)	0	(0)	(0)
0	(0)	(0)	(0)	(0)	(0)	0	(0)
(0)	(0)	(0)	(0)	(0)	0	(0)	(0)
(0)	(0)	(0)	(0)	(0)	0	(0)	(0)
26,692,491	26,675,791	26,335,369	27,197,214	26,657,201	26,261,440	26,568,163	27,884,569
26,692,491	26,675,791	26,335,369	27,197,214	26,657,201	26,261,440	26,568,163	27,884,569
7,755,717	7,760,401	7,863,931	7,969,309	8,076,569	8,185,743	8,586,058	8,586,058
18,945,303	18,949,162	18,526,783	19,317,634	18,691,075	18,206,485	18,140,951	19,496,203
(8,529)	(33,773)	(55,344)	(89,729)	(110,444)	(130,788)	(158,847)	(197,692)
26,692,491	26,675,791	26,335,369	27,197,214	26,657,201	26,261,440	26,568,163	27,884,569



SINGLETON COUNCIL

TotalAttachment 10

INCOME STATEMENT | SEWER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Income from Continuing Operations				
Revenue				
Rates + Annual Charges	3,873,000	4,111,311	4,403,119	4,774,099
User Charges + Fees	1,040,000	1,062,330	1,209,357	1,239,536
Other Revenues	64,000	-	-	-
Grants + Contributions provided for Operating Purposes	22,000	3,878	1,020	1,020
Grants + Contributions provided for Capital Purposes	332,000	(61,118)	-	-
Interest + Investment Revenue	270,000	406,085	521,463	469,005
Other Income				
Rental Income	-	17,294	17,715	17,826
Total Income from Continuing Operations	5,601,000	5,539,780	6,152,674	6,501,486
Expenses from Continuing Operations				
Employee Benefits + On-Costs	1,218,000	1,240,018	1,257,202	1,294,244
Borrowing Costs	-	67,294	158,832	311,660
Material + Contracts	1,526,000	1,650,439	2,155,404	2,178,649
Depreciation + Amortisation	1,241,000	1,159,735	1,568,773	1,584,461
Other Expenses	243,000	-	-	-
Net Losses from the Disposal of Assets	43,000	-	-	-
Total Expenses from Continuing Operations	4,271,000	4,117,486	5,140,211	5,369,013
Operating Result from Continuing Operations	1,330,000	1,422,294	1,012,463	1,132,472
Net Operating Result for the Year	1,330,000	1,422,294	1,012,463	1,132,472
Net Operating Result before Grants and Contributions provided for Capital Purposes	998,000	1,483,412	1,012,463	1,132,472

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
4,916,258	5,062,687	5,213,513	5,368,870	5,528,892	5,693,720	5,863,498	5,862,941
1,276,610	1,314,851	1,354,238	1,394,805	1,436,587	1,479,622	1,523,946	1,524,277
-	-	-	-	-	-	-	-
1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020
-	-	-	-	-	-	-	-
530,117	516,558	475,334	403,867	343,187	310,903	214,130	229,708
17,938	18,053	18,169	18,286	18,406	18,527	18,650	18,650
6,741,944	6,913,168	7,062,274	7,186,848	7,328,092	7,503,792	7,621,244	7,636,597
1,331,372	1,369,672	1,409,175	1,449,922	1,491,959	1,539,260	1,584,109	1,624,958
383,616	419,920	448,852	470,201	424,956	356,524	284,803	211,439
2,233,226	2,289,169	2,346,512	2,405,290	2,465,540	2,527,296	2,590,598	2,655,365
1,600,305	1,616,308	1,632,472	1,648,796	1,665,284	1,681,937	1,698,756	1,715,744
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
5,548,519	5,695,069	5,837,010	5,974,210	6,047,738	6,105,017	6,158,266	6,207,506
1,193,425	1,218,100	1,225,264	1,212,638	1,280,354	1,398,774	1,462,978	1,429,091
1,193,425	1,218,100	1,225,264	1,212,638	1,280,354	1,398,774	1,462,978	1,429,091
1,193,425	1,218,100	1,225,264	1,212,638	1,280,354	1,398,774	1,462,978	1,429,091



SINGLETON COUNCIL

Attachment 11

BALANCE SHEET | SEWER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Assets				
Current Assets				
Cash + Cash Equivalents	-	2,837,336	-	-
Investments	20,607,000	17,947,884	16,495,111	16,521,963
Receivables	432,000	414,059	396,020	409,997
Inventories	-	53,063	69,298	70,045
Total Current Assets	21,039,000	21,252,342	16,960,429	17,002,005
Non-Current Assets				
Investments	2,246,000	4,905,116	4,508,077	4,515,415
Infrastructure, Property, Plant + Equipment	57,532,000	59,779,770	67,295,610	71,259,023
Total Non-Current Assets	59,778,000	64,684,886	71,803,687	75,774,438
Total Assets	80,817,000	85,937,228	88,764,116	92,776,444
Liabilities				
Current Liabilities				
Borrowings	33,000	397,349	607,486	927,708
Provisions	294,000	288,756	288,756	292,912
Total Current Liabilities	327,000	686,104	896,242	1,220,621
Non-Current Liabilities				
Borrowings	336,000	3,669,585	5,273,873	7,829,072
Provisions	14,000	19,244	19,244	19,522
Total Non-Current Liabilities	350,000	3,688,829	5,293,117	7,848,594
Total Liabilities	677,000	4,374,934	6,189,359	9,069,214
Net Assets	80,140,000	81,562,294	82,574,757	83,707,229

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
63,762	-	-	-	-	-	43,482	326,792
16,957,961	15,739,914	13,529,148	8,919,701	6,579,595	4,782,074	4,782,074	4,782,074
421,156	416,422	398,647	361,898	347,665	338,799	348,010	350,123
71,800	73,599	75,442	77,332	79,269	81,255	83,290	85,372
17,514,680	16,229,935	14,003,237	9,358,931	7,006,529	5,202,128	5,256,856	5,544,362
4,634,572	4,301,683	3,697,486	2,437,734	1,798,189	1,306,930	1,306,930	1,306,930
72,309,447	75,477,587	79,702,045	86,814,884	89,489,771	91,518,490	91,189,431	90,882,938
76,944,019	79,779,269	83,399,531	89,252,618	91,287,959	92,825,420	92,496,361	92,189,868
94,458,699	96,009,204	97,402,768	98,611,549	98,294,489	98,027,548	97,753,217	97,734,230
1,084,470	1,248,829	1,421,371	1,602,456	1,670,887	1,742,609	1,448,078	1,178,652
297,177	301,553	306,043	310,649	315,375	320,224	325,194	325,194
1,381,648	1,550,382	1,727,414	1,913,105	1,986,262	2,062,833	1,773,272	1,503,846
8,156,591	8,319,971	8,310,940	8,121,086	6,450,199	4,707,590	3,259,511	2,080,859
19,806	20,097	20,397	20,704	21,019	21,342	21,673	21,673
8,176,397	8,340,068	8,331,337	8,141,790	6,471,218	4,728,932	3,281,184	2,102,532
9,558,045	9,890,450	10,058,751	10,054,894	8,457,480	6,791,764	5,054,456	3,606,378
84,900,654	86,118,754	87,344,017	88,556,655	89,837,009	91,235,784	92,698,761	94,127,852



SINGLETON COUNCIL

Attachment 11

BALANCE SHEET | SEWER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Equity				
Retained Earnings	47,927,000	49,349,294	50,361,757	51,494,229
Revaluation Reserves	32,213,000	32,213,000	32,213,000	32,213,000
Council Equity Interest	80,140,000	81,562,294	82,574,757	83,707,229
Total Equity	80,140,000	81,562,294	82,574,757	83,707,229

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
52,687,654	53,905,754	55,131,017	56,343,655	57,624,009	59,022,784	60,485,761	61,914,852
32,213,000	32,213,000	32,213,000	32,213,000	32,213,000	32,213,000	32,213,000	32,213,000
84,900,654	86,118,754	87,344,017	88,556,655	89,837,009	91,235,784	92,698,761	94,127,852
84,900,654	86,118,754	87,344,017	88,556,655	89,837,009	91,235,784	92,698,761	94,127,852



SINGLETON COUNCIL

Attachment 12

CASH FLOW STATEMENT | SEWER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021	Current Year 2021/2022	2022/2023	2023/2024
	\$	\$	\$	\$
Cash Flows from Operating Activities				
Receipts				
Rates + Annual Charges	-	4,137,972	4,398,768	4,763,341
User Charges + Fees	-	1,060,720	1,196,125	1,236,820
Investment + Interest Revenue Received	-	398,975	557,086	468,501
Grants + Contributions	-	(57,240)	1,020	1,020
Other	-	20,354	17,715	17,826
Payments				
Employee Benefits & On-Costs	-	(1,240,018)	(1,257,202)	(1,289,810)
Materials + Contracts	-	(1,703,502)	(2,171,639)	(2,179,396)
Borrowing Costs	-	(67,294)	(158,832)	(311,660)
Net Cash provided (or used in) Operating Activities	-	2,546,907	2,583,040	2,706,642
Cash Flows from Investing Activities				
Receipts				
Sale of Investment Securities	-	-	1,849,812	-
Sale of Infrastructure, Property, Plant & Equipment	-	2,500	50,000	18,000
Payments				
Purchase of Investment Securities	-	-	-	(34,190)
Purchase of Infrastructure, Property, Plant & Equipment	-	(3,410,005)	(9,134,613)	(5,565,874)
Net Cash provided (or used in) Investing Activities	-	(3,407,505)	(7,234,801)	(5,582,064)

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
4,913,119	5,058,470	5,213,340	5,364,520	5,524,411	5,689,105	5,858,745	5,862,957
1,273,273	1,311,409	1,350,693	1,391,154	1,432,827	1,475,749	1,519,956	1,524,248
525,435	528,950	496,827	448,617	365,661	328,257	213,662	227,609
1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020
17,938	18,053	18,169	18,286	18,406	18,527	18,650	18,650
(1,326,822)	(1,365,004)	(1,404,386)	(1,445,009)	(1,486,918)	(1,534,088)	(1,578,808)	(1,624,958)
(2,234,981)	(2,290,967)	(2,348,356)	(2,407,180)	(2,467,477)	(2,529,281)	(2,592,633)	(2,657,448)
(383,616)	(419,920)	(448,852)	(470,201)	(424,956)	(356,524)	(284,803)	(211,439)
2,785,366	2,842,010	2,878,455	2,901,207	2,962,975	3,092,764	3,155,789	3,140,639
-	1,550,937	2,814,964	5,869,198	2,979,652	2,288,780	-	-
-	145,000	2,000	65,000	120,500	2,000	-	50,000
(555,156)	-	-	-	-	-	-	-
(2,650,729)	(4,929,448)	(5,858,930)	(8,826,635)	(4,460,671)	(3,712,656)	(1,369,698)	(1,459,251)
(3,205,885)	(3,233,511)	(3,041,966)	(2,892,437)	(1,360,519)	(1,421,876)	(1,369,698)	(1,409,251)



SINGLETON COUNCIL

Attachment 12

CASH FLOW STATEMENT | SEWER FUND

Scenario: Additional Special Variation (ASV)

	Actuals Year 2020/2021 \$	Current Year 2021/2022 \$	2022/2023 \$	2023/2024 \$
Cash Flows from Financing Activities				
Receipts				
Proceeds from Borrowings + Advances	-	4,000,000	2,350,000	3,700,000
Payments				
Repayment of Borrowings + Advances	-	(302,066)	(535,575)	(824,578)
Net Cash Flow provided (used in) Financing Activities	-	3,697,934	1,814,425	2,875,422
Net Increase/(Decrease) in Cash + Cash Equivalents	-	2,837,336	(2,837,336)	-
Plus: Cash + Cash Equivalents - beginning of year	-	-	2,837,336	-
Cash + Cash Equivalents - end of the year	-	2,837,336	-	-
Cash + Cash Equivalents - end of the year	-	2,837,336	-	-
Investments - end of the year	22,853,000	22,853,000	21,003,188	21,037,378
Cash, Cash Equivalents + Investments - end of the year	22,853,000	25,690,336	21,003,188	21,037,378
Representing				
• External Restrictions	4,626,220	6,591,583	4,324,723	4,403,830
• Internal Restrictitons	18,228,325	19,135,420	16,713,328	16,683,135
• Unrestricted	(1,545)	(36,667)	(34,863)	(49,588)
	22,853,000	25,690,336	21,003,188	21,037,378

SINGLETON COUNCIL

2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032
\$	\$	\$	\$	\$	\$	\$	\$
1,500,000	1,500,000	1,500,000	1,500,000	-	-	-	-
(1,015,719)	(1,172,262)	(1,336,489)	(1,508,770)	(1,602,456)	(1,670,887)	(1,742,609)	(1,448,078)
484,281	327,738	163,511	(8,770)	(1,602,456)	(1,670,887)	(1,742,609)	(1,448,078)
63,762	(63,762)	(0)	(0)	-	-	43,482	283,310
-	63,762	0	0	0	0	0	43,482
63,762	0	0	0	0	0	43,482	326,792
63,762	0	0	0	0	0	43,482	326,792
21,592,534	20,041,597	17,226,633	11,357,436	8,377,784	6,089,004	6,089,004	6,089,004
21,656,296	20,041,597	17,226,633	11,357,436	8,377,784	6,089,004	6,132,487	6,415,796
4,484,919	4,568,040	4,653,244	4,740,783	4,776,838	4,814,360	4,853,396	4,954,719
17,233,878	15,533,122	12,617,024	6,625,427	3,597,424	1,264,243	1,279,935	1,466,118
(62,500)	(59,566)	(43,635)	(8,774)	3,522	10,401	(844)	(5,041)
21,656,296	20,041,597	17,226,633	11,357,436	8,377,784	6,089,004	6,132,487	6,415,796





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OUR PEOPLE STRATEGY

2022 / 2026

[W singleton.nsw.gov.au](http://www.singleton.nsw.gov.au)



SINGLETON COUNCIL

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ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.



FROM THE GENERAL MANAGER

JASON LINNANE

There's no other industry or level of government that works more directly with and for people than local government. That's why the work we do is so important, and why it takes a special kind of person to do it – because it's more than just a job.

That's especially so at Singleton Council. It gives me enormous satisfaction to be part of an organisation where we are united in our purpose to create the community we're all proud to be part of, that fosters pride in our work, supports our goals and ambitions, and is committed to our safety and wellbeing. If our ESSP philosophy – to be create an engaged workforce, safe and sustainable workplace and a performance based culture - underpins the approach to our work, then this Strategy is the framework to ensure we continue to provide a working environment that actively supports our people to support our community.

In doing so, we also meet our aim to be recognised as an Employer of Choice, offering

a workplace that not only allows people to do their best work, but to achieve their career goals, find the balance between work and life, and where their physical and mental health and wellbeing are our highest priority.

Our goal is to be the organisation our employees are proud to part of, and the employer that everyone wants to work for. Far from resting on our successes to date, this Strategy builds on the expertise of our existing workforce to enhance the optimum combination of skills and performance levels, leadership and purpose to foster a resilient, engaged, performing and cohesive team to achieve the community's vision for Singleton.

As this Strategy rolls out over the next four years, our accomplishments will play a direct role in our success as an organisation - because as we know, our people are our most important asset.



SINGLETON COUNCIL

INTRODUCTION

Through the development of the Community Strategic Plan (CSP), Council undertook a very significant community engagement process. The information, inspiration and aspirations of our community have been clearly identified. This has provided a solid foundation for Council to align the services and activities provided with our community's needs and desires.

The aim of Our People Strategy 2022 - 2026 is to provide a framework for ensuring Singleton Council's services to the community are provided by the right people, in the right jobs, with the right skills and attitude, at the right time. It describes the outcomes we are aspiring to achieve and provides clear deliverables to progressively achieve them over the next four years.

This can only be achieved if our people:

- place the needs of our community at the heart of all we do
- understand our purpose, vision and values
- have clear focus on creating community
- contribute to a positive culture and work collaboratively and effectively
- accept responsibility and accountability in their roles are clear how their role fits in
- have clear focus on positive customer experience
- have the right skills and continuously develop these to create and meet change
- are flexible, adaptable and responsive
- contribute to a safe and healthy work environment
- are led and managed well; and
- drive continuous improvement in the way we work





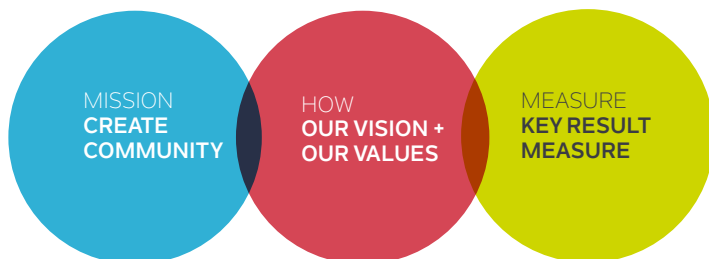
SINGLETON COUNCIL

Building on our previous People Strategy 2017 - 2021, Our People Strategy 2022-2026 identifies our workforce achievements, opportunities and challenges. Our People Strategy 2022-2026 includes an analysis of Council's workforce and produces a program of actions to provide the strategic basis to continue to develop a contemporary workforce structure and culture. This will ensure there is sufficient and sustainable capability and capacity to deliver the CSP objectives now and into the future. It gives our Leadership Team a strategic basis for making human resource decisions and provides a plan to address current and future workforce needs across our organisation.

Specific actions and stakeholder engagement undertaken to produce this strategy includes the following:

- **Workforce Analysis** – review of key workforce metrics and benchmarking against industry. Key people metrics are developed and reported on a quarterly basis.
- **Individual Business Unit Workforce Plans** – all business units have undertaken workforce planning which has included industry and environmental scanning and identification of critical roles across the organisation. Key components of Business Unit Workforce Plans are reported and reviewed on an annual basis.
- **Forecasting Future Community Expectations** – engaging with Councillors and collaborating and consulting internally across council and externally with our stakeholders (i.e. Unions) and community through the CSP engagement process.

OUR VISION + VALUES



OUR COMMUNITY VISION

**Vibrant****Progressive****Resilient****Connected****Sustainable**

OUR WORKFORCE VISION

ESSP

- **Engaged** people
- **Safe + Sustainable** workplace
- **Performance** based culture

OUR VALUES

Integrity: We act with commitment, trust and accountability.

Respect: We are open, honest, inclusive and supportive.

Excellence: We strive to achieve the highest standards.

Innovation: We are creative, progressive and strategic.

Enjoyment: We promote a harmonious, productive and positive workplace.

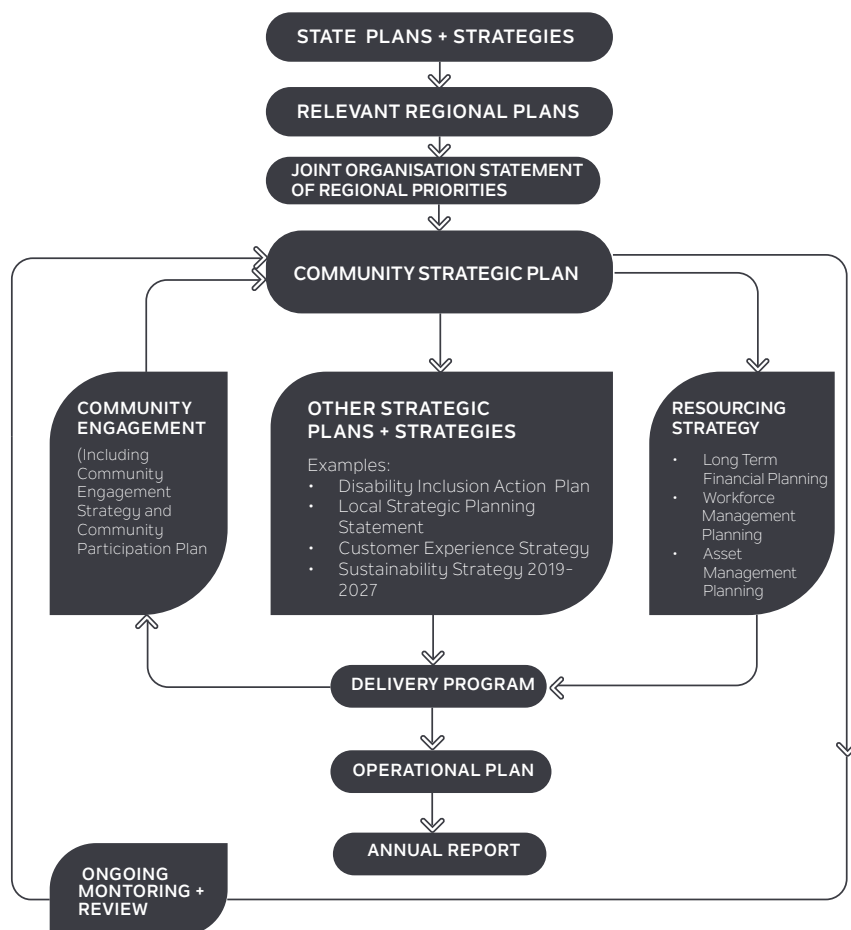


SINGLETON COUNCIL

INTEGRATED PLANNING + REPORTING **FRAMEWORK**

The Community Strategic Plan is the highest level of strategic planning that local councils undertake. It is the keystone document of the NSW Governments Integrated Planning and Reporting (IP+R) Framework. The framework provides the integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring, evaluation and engagement with the community.

This diagram demonstrates Singleton's response to the IP+R Framework.





SINGLETON COUNCIL

RESOURCING STRATEGY

The IP+R Framework Resourcing Strategy consists of 3 components:



Our Workforce Planning Framework

To enable Council to deliver high quality services to the Singleton community, it is essential that appropriate workforce planning is undertaken annually at a Business Unit and Directorate level.

There are many aspects to this process including:

- analysis of the current workforce
- understanding future demand for and supply of labour
- forecasting the numbers and types of jobs and people required
- identifying the source of those people
- identifying gaps and managing issues such as succession planning, planning for retirement and skill shortages.

Council's process is outlined as follows:

Step 1 | Scope context + environment

- Establish a clear understanding of Council's direction, its strengths and weaknesses
- Conduct an environmental scan to understand the external and internal workforce impacts
- Identify factors that influence the future shape of services
- Identify critical roles

Step 2 | Analyse current workforce profile

- Collect and analyse workforce data and trends
- Develop current workforce profile
- Determine workforce supply factors

Step 3 | Forecast future workforce requirements

- Understand future work requirements
- Identify future workforce competencies needed to provide future services
- Estimate workforce size in the future

Step 4 | Identify workforce gaps

- Identify current and future workforce issues and gaps
- Prioritise workforce issues and gaps
- Conduct a risk assessment

Step 5 | Develop + implement workforce action plan

- Design a workforce action plan that outlines the actions needed to address the prioritised gap
- Implement workforce strategies within established timeframes

Step 6 | Monitor + evaluate

- Regularly monitor the implementation of workforce strategies
- Evaluate and report on workforce performance
- Review and revise workforce action plan annually



SINGLETON COUNCIL

OUR PEOPLE STRATEGY

2017/2021 ACHIEVEMENTS

Our People Strategy 2017 – 2021 detailed four key themes with specific objectives, actions and measures linked to each.

The key themes were:



Employer of Choice



Performance Based Culture



Engaged Workforce



Safe + Healthy Workforce

Through targeted actions and measurement, we delivered on these key outcomes and not only met, but excelled, in achieving many of our objectives.





SINGLETON COUNCIL

A brief snapshot of the highlights include:

- **Performance Based Culture** | In 2017, the Leading My People Framework and the Leadership Capability Framework was developed and implemented followed closely by the Learning and Development Framework.

These frameworks now provide the tools for both our people leaders and our people to drive performance outcomes. Performance is measured both at the leadership and the operational level in several ways including, performance reviews, one-on-one meetings and 360 feedback surveys. All these tools are used with the intention of improving performance and are supported by Councils Learning and Development Framework.

- **Engaged Workforce** | As a result of continued focus and improvement initiatives aimed at ensuring that our people felt valued, safe, had sufficient resources, role clarity and leadership, employee engagement has improved from 42% in 2014 to 73.5% in 2021.

A range of initiatives and strategies have been introduced, including a full review and the redevelopment of our reward and recognition program, along with the introduction of a pulse engagement survey. Employee engagement is measured through a bi-annual engagement survey to 'keep our finger on the pulse'.

- **Safe + Healthy Workforce** – We developed the Swell Program (Safe and Well at Singleton Council). Swell focusses on whole of person wellbeing by aligning our Work Health and Safety Management System and our corporate wellness program under the pillars of mind, body and heart to bring a holistic and systematic approach to promoting, improving and protecting good physical and mental health, wellbeing and resilience.
- **Employer of Choice** – In April 2021, Council was awarded 'Employer of Choice' through the Human Resource Director Magazine Awards.

We achieved this status by providing information regarding our strategies and initiatives (and subsequent positive results) over 11 people-focused areas including: Remuneration, Learning and Professional Development, Leadership, Career Progression, Communication, Access to Technology and Resources, Reward and Recognition, Health and Wellbeing, Work-life Balance, and Diversity and Inclusion.

Throughout the 2017 – 2021 period, Council's focus on delivering the People Strategy also resulted in a range of Awards for programs and initiatives in the support of our people, including:

HRD Australia Employer of Choice 2021

Winner Excellence Award – Employer of Choice Award 2021

State Cover Mental Health Matters Awards 2021

Winner - Swell Program

Australian Human Resources Awards 2020

Winner Excellence Award – Best Change Management Strategy for The Leadership Development Program

Winner Excellence Award – Best Health and Wellbeing Program for the Swell Program

Local Government Excellence Awards 2020 (People + Culture category)

Winner - Swell Program

Mental Health First Aid Australia Skilled Workplace Program 2020

Achieved - Gold Accreditation

Local Government Excellence Awards 2019 (People + Culture category)

Winner - Safety SURVIVOR Singleton

Australian Human Resources Awards 2018

Finalist – Best Change Management Strategy

HRD Australia Innovative HR Teams Awards 2018

Winner – Innovation in Recruitment

StateCover WHS Excellence Awards 2018

Runner up - MVP (Most Valuable Player) Program for Hazard Reporting



SINGLETON COUNCIL

OUR PEOPLE FRAMEWORK

For Council to continue to be recognised as an Employer of Choice and ultimately continue to provide the best possible services to our community, the following elements of Our People Framework were established. Our People Strategy 2022 – 2026 is aimed at ensuring continuous improvement and best practices applies to all of Our People Frameworks.

Remuneration

Council developed a Local Government (State) Award compliant Salary System which is built on fairness and equity, recognises performance and competency, and is informed by market rates to ensure competitiveness so we can attract and retain quality talent, while ensuring ongoing financial sustainability.

The Salary System provides for salary progression based on the acquisition and use of skills, performance incentives, along with offering an at-risk performance bonus of up to 6% annually to eligible employees.

It is Council's intention that the Salary System continues to be fair, competitive, rewarding and, at the same time, affordable. Our salary system is benchmarked against industry and other Councils on an annual basis to ensure currency.

Learning + Professional Development

Council is committed to providing learning opportunities to all employees. As a learning organisation, Council actively promotes, facilitates and encourages collective learning to adapt to an ever changing environment and drive continuous improvement.

Council's learning framework ensures that we:

- Create a supportive environment for learning at corporate, business unit and individual levels and promote a strong learning culture with the view that learning is a lifelong process.
- Remove barriers to employees' learning, promote multi-skilling and create career opportunities.
- Ensure all learning is provided in accordance with relevant legislation, accreditation requirements and within budget.
- Provide employees with the opportunity to gain technical, professional and other skills necessary to perform their work safely and at a high level of effectiveness and efficiency.

- Encourage all employees to participate in learning activities that will improve their vocational knowledge and skills and assist them to become more effective and highly skilled members of our workforce.
- Attract and retain employees by providing development opportunities and assistance with learning and development to support career planning.
- Provide sound leadership and clear direction.
- Provide employees with all the necessary skills and qualifications and continuing professional development to fulfill their responsibilities.
- Our learning framework is supported annually by both an organisational training calendar and individual learning and career development plans.

Career Progression

Council is committed to ensuring career progression is available for all our people. Although Councils are often constrained with local government specific rules around merit-based recruitment, in 2019 we introduced the 'Grow Our Own' recruitment campaign. Targeted specifically for our people, we provide opportunities for all to express interest in vacancies across Council without necessarily holding the traditional qualifications or skills normally required for certain roles. We supplement the skill gap with training and development plans for successful applicants which has provided incredible opportunities for several of our people. In 2021, we have seen successful appointments of existing employees to new and exciting roles within our organisation, including 22 employees achieving promotions.

Career progression discussions are embedded in our Performance Development Review framework. A tailored development objectives plan is a mandatory part of this process, requiring the employee and people leader to discuss not only development and training opportunities that will benefit and impact their current role, but to express interest in development opportunities across other areas. This may include secondment opportunities or shadowing, along with formal training and professional development in areas of individual interest.

Diversity + Inclusion

Council values, understands and promotes diversity and equal employment opportunity in the workplace.

Council's Equal Employment Opportunity (EEO) Management Plan sets out Council's commitment to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities to current and prospective employees.



SINGLETON COUNCIL

The implementation of this plan continues to support initiatives that ensure Council has a diverse and engaged workforce to provide the best possible service to our community.

Underpinning this is our Equitable Workplace protocol further outlining Council's commitment to a workplace in which all employees are treated fairly, equally, and respectfully in a harassment and discrimination free environment.

The Protocol aims to:

- Recognise the unique capabilities, experiences and characteristics of our employees. Council values and celebrates diversity and is committed to providing a safe and respectful environment in which to work.
- Explain that Council's management policies and practices will foster and reflect an inclusive culture free from bullying, harassment and discrimination.
- Demonstrate Council's commitment to condemn any unwelcome or unfair treatment. This includes any form of bullying, harassment (including sexual harassment), discrimination, victimisation and vilification by any member of Council employees in their interactions with other members of employees, or whilst involved in Council related activities.
- Apply the values of integrity, respect, excellence, innovation and enjoyment (as outlined in Council's Organisational Values and Behaviours) and detail the behavioural expectations.

Access to Technology + Resources

Acknowledging that local government is often a resource constrained environment, Council takes a practical approach to technology and resources to ensure our people have the right tools and equipment for the job in keeping with Council's capacity.

Council strives to be at the cutting edge of new equipment, machinery and developments to best equip our employees to deliver the best outcomes for our community in the most efficient way possible. Access to resources also includes networking with experts and industry colleagues, implementing Council's Learning and Development program and personal development to grow Council's knowledge bank and capacity.

There has been a considerable investment in Council's IT resources most recently due to COVID-19, including upgrades of telecommunications equipment to accommodate virtual meetings and workshops. In addition to a successful roll out of additional IT equipment and support for employees working from home, the IT team completed an organisation-wide survey of the supply of IT equipment, needs and expectations to gauge the requirements of employees, resulting in the development of a strategy for closing the gaps.

Over the past four years, Council has rolled out mobile technology resources to all non-office-based employees to ensure access to adequate technology. We are now proudly able to confirm that each employees, from our childcare employees to our road's crews have access to up to date, mobile technology to support their work.

Communication

Council's approach to internal communication focuses on fostering a culture of knowledge and inclusion where employees are aware of all facets of service delivery and feel recognised, valued and celebrated.

This approach begins at the top through a range of mediums by the General Manager including employees videos and emails outlining the outcomes of Council meetings and Leadership Team meetings.

The General Manager's communications lead an internal framework that also includes a professionally produced weekly employee newsletter highlighting major projects, actions and initiatives that aims to:

- Showcase the work and efforts of our employees on the ground
- Provide an insight into the roles and operations of all employees and business units to foster greater understanding and opportunities for collaboration between teams
- Celebrate the work and achievements of our people
- Empower all employees to be ambassadors for the services Council provides to the community

Council's strong belief is that our most important asset is our people, and our external communications aim to debunk perceptions of a faceless "Council" by holding up the real people who do the real work for our community.

A particular example is Council's Singleton Edit, which puts our people at the centre of Council information, major projects and initiatives through engaging photographs of employees on the job, delivering for our community. Conversely, it is also reflective of the passion of our people and their esteem for the organisation that they are happy to be photographed and for their images to be used in a community-wide publication.



SINGLETON COUNCIL

Leadership

Council has a clear vision for the future, which is driven by a collective approach to leadership where all employees are empowered to have input into how Council delivers for our community. Starting from the top of the organisational, Council has made significant investments in the development of an organisation leadership framework and the development of leadership qualities in our people to create a unified culture and drive Council forward.

Council's Leadership Development Program has a focus on an individual's contribution on the team dynamic. The program is now being rolled out beyond the Leadership Team to other leadership levels within the organisation as key tool to develop our current and future leaders. This significant and successful change in approach and leadership culture has been highlighted in a case study by the Leadership Coefficient that has been published in several forums. Our leadership expectations are also articulated through our competency and capability framework. This creates a shared vision, a strong identity and culture that feeds into people management practices, such as recruitment and selection, learning and development, managing performance, succession planning and career development, thereby creating an environment where our employees can succeed.



Employee engagement measurements, particularly around leadership perception, has **increased from an average of 36% in 2018 to 65% 2021.**

Work-life Balance

Work-life balance for all employees is a critical consideration in Council's approach to its people and is recognised as a key component of an employee's health and wellbeing, their happiness at work and their overall life goals.

Council is committed to providing flexible working arrangements where possible to assist in managing work and personal life commitments for our people. This means Council and an employee may agree on a schedule of working hours to support the employee depending on their own personal circumstances, such as family responsibilities, provided Council's operational needs are met.

Council's Leadership takes a proactive and positive stance on work outside of operational hours, including defined times when no non-urgent emails should be sent or responded to. Council is conscious of the workload demands on employees and actively encourages discussion of issues in regular one-on-one meetings between employees and their people leaders.

To support increasing COVID related disruption to our lives, Council recently endorsed an additional five days paid COVID special leave for infection or isolation requirements, along with up to two days paid vaccination leave to support vaccination appointments for all Employees and eligible dependents.

Health + Wellbeing

Council's Swell (Safe and Well at Singleton Council) Program is specifically designed to equip our people to be leaders and innovators in building a safe and healthy workplace where they can thrive, perform at their best and contribute fully to their workplace and life.

This innovative program truly puts the wellbeing of our most valuable asset at the forefront of all we do, focussing on whole of person wellbeing by aligning our Work Health and Safety management system and our corporate Health and Wellness program under the pillars of mind, body and heart.

The result is a holistic, systematic approach to promoting, improving and protecting good physical and mental health, wellbeing and resilience throughout the organisation, most visibly through a designated Swell event on the last Thursday of each month for all people leaders that may include a guest speaker or other organised activity.

The Swell concept has been further enhanced through the provision of two "Swell" days per year for our employees where they can take a day out to support their own health and wellbeing. An additional day of Swell leave was offered in both 2021 and 2022 to assist with COVID impacts on our people.

Our Swell program has won multiple industry recognised Awards during the 2017-2021 period. In addition, we achieved Gold Accreditation in the Mental Health First Aid Australia Skilled Workplace Program.



SINGLETON COUNCIL

Reward + Recognition

A culture of recognition is a fundamental principle for creating an engaged and effective workforce, where people feel valued and appreciated for the work they do as part of their job and particularly for what they do that is “above and beyond”.

Council has created a framework of both formal reward and recognition for our people ‘at all levels’.

We provide people leaders with appropriate tools to ensure that genuine appreciation or celebration of an individual or team’s particular behaviour, achievement or job well done, becomes inherent in their day-to-day role.

We also encourage peer recognition and have developed a tool on the internal employee intranet called ‘Shout-out’, where all employees - regardless of level in the organisation - can ‘shout-out’ to another employee or team providing public recognition.

Recognising the achievements of employees through a formal awards also demonstrates to employees that their work is valued. Council currently offers a range of reward activities. These include length of service awards, retirement celebrations, an annual bonus scheme and ‘The Esspecialist Program’ (a formal quarterly awards program).

The Esspecialist Program is designed to celebrate employee and team excellence regarding work outputs and living our organisation values. It inspires us towards an ‘Engaged workforce, Safe and Sustainable workplace and Performance based culture’ (ESSP) and is Council’s most prestigious awards program.

A particular measure of successful employee recognition is our overall employee engagement score which has continued to trend positively with our most recent survey showing 73.5% employee engagement.

Attraction + Selection

Council's attraction approach is to ensure that we attract and retain the right talent with the right messaging. We continually review and update our employee value proposition in our advertising campaigns to provide an authentic picture of what it is really like to work for Singleton Council. We focus on linking purpose to opportunities and highlight that in working for Council, our people will have a real impact on the everyday lives of people within our community. We also identify that Council offers a wide range of services to our community and the scale and diversity of the work we do means local government can offer many different career paths.

We articulate that by joining Council, our candidates will join an Engaged, Safe, Sustainable and Performing workforce who, together, exist to make a difference to our community. We make it clear that working for local government means working for the community we serve through the following attributes:

- **Be community-first:** You'll create or support important community outcomes and will be fulfilled by the impact you have on everyday lives.
- **Help drive change, step by step:** You'll help improve what we deliver and how we deliver it. You'll challenge us to move forward, combining hard work and drive with professionalism and staying power.
- **Learn and grow:** You'll develop your skills and reach new heights through the diversity of what we do and through a range of ongoing training opportunities.
- **Join a supportive, family-friendly organisation:** Commit to our journey to achieve the best outcomes for our community and we will support you to find the right balance between work and life.
- **Join an employer of choice organisation:** You'll be a part of an organisation that has innovative programs targeting employee wellbeing, recognition and inclusion as well as fostering a culture of collective leadership that has seen our organisation recognised as an Employer of Choice from the Human Resources Director (HRD) Australia.



SINGLETON COUNCIL

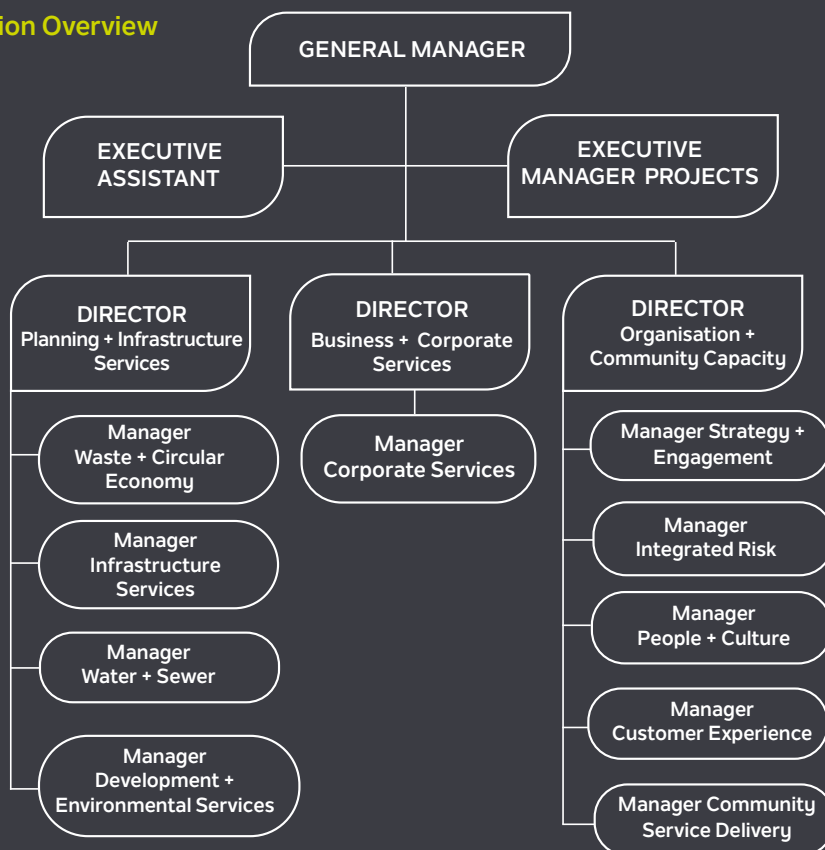
WHERE ARE WE NOW?

Our Organisational Structure

In accordance with the Section 332 of the *Local Government Act 1993*, Council must, after consulting the General Manager, determine the senior staff positions within the organisation structure of the council.

The General Manager must, after consulting the Council, determine the positions (other than the senior staff positions) within the organisation structure of the council.

Organisation Overview





SINGLETON COUNCIL

Council is divided into directorates to ensure efficient and effective operations, as follows:

Planning + Infrastructure Services	Corporate + Commercial Services	Organisation + Community Capacity
<ul style="list-style-type: none"> • Asset Planning + Strategy • Roads • Civil Operations • Capital Works • Major Projects • Environmental Services • Planning + Development • Regulatory Services • Recreation + Facilities • Emergency Services • Depot + Council Fleet Services • Water + Sewer Services • Waste + Circular Economy 	<ul style="list-style-type: none"> • Information Systems • Financial Services • Procurement • Contracts + Property • Business, • Commercial Development + Grants 	<ul style="list-style-type: none"> • Integrated Risk • Governance • Communication • Strategy + Engagement • Economy + Community • Events • People + Culture • Children Services • Library Services • Youth Services • Arts + Culture • Information Services • Customer Services • Customer Experience • Council Performance + Improvement (Internal facing)

OUR CURRENT WORKFORCE

Employee Profiles

A key input to the development of our People Strategy is the consideration of changing workforce demographics with a view to ensuring that we continue to have the right mix of skills and capability to deliver our Community Strategic Plan, Delivery and Operational Plans.

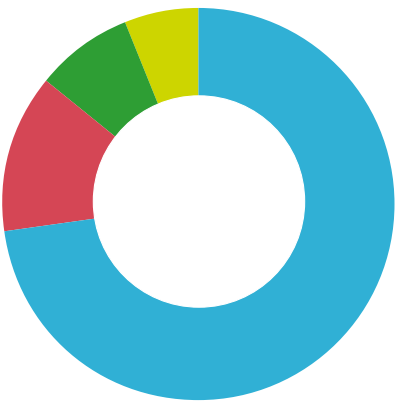
As a starting point, we examine the make-up of our current workforce to help us identify emerging trends and to anticipate potential challenges that may arise. This analysis provides Council with a snapshot of the workforce as it is at the time of writing this strategy.

Employment Type Across Council

73% of the those employed by Council are employed in a full-time capacity. Part time, casual and temporary employees make up an additional 13% and 8% and 6% of the workforce respectively. This differs slightly to the industry-wide breakdown of employment where, according to research conducted by the Australian Local Government Association , industry wide 68% are full-time employees, 16% are part-time and 16% are casual.

Achieving the right balance of employment opportunities is essential to maintaining an agile and adaptable workforce and is an essential characteristic of Council's approach to resourcing into the future.

Employee Status



Employee Status	Head Count
Full Time (73%)	184
Part Time (13%)	33
Casual (8%)	21
Temporary/ Term Contract (6%)	15
Grand total	253

Australian Local Government Association - Local Government Workforce and Future Skills Report Australia September 2018



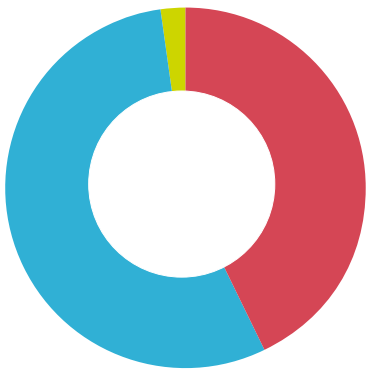
SINGLETON COUNCIL

Location of our Workforce

The majority of Council's employees reside within the Singleton and Hunter region. Our data shows that 43% of our people live directly within the Singleton LGA, and 55% live in the broader Hunter region. Only 2% of our workforce resides outside the Hunter region.

This analysis provides a valuable insight to support the development of our employment propositions and attraction/retention strategies for the future. Analysis of available external labour market data reveals that sufficient qualifications and skill sets exist within the Singleton and Hunter regions to provide a sufficient candidate base for local attraction. The challenge Council faces in recruiting locally, is competing for talent with both the mining sector and neighbouring Councils. It is essential that we continue to provide an attractive employment proposition to ensure we can recruit effectively.

Employee Location



Employee Status	Head Count
Singleton LGA (43%)	109
Hunter Region (outside LGA) (55%)	140
Outside Hunter region (2%)	4
Grand Total	253

Age-Based Analysis

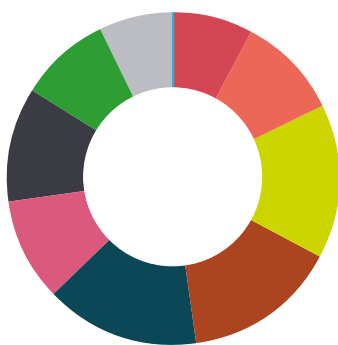
Trends analysis shows that Australia's workforce (and population more generally) continues to age over time, driven by advances in healthcare, shifts in government policy and continued demand for key skills. To understand how this trend applies to us we have examined our current workforce according to a series of age-based groupings.

The Government Workforce and Future Skills Report revealed that local government generally employs a much older workforce than the Australian all-industry workforce, with 53% aged above 45 in local government, compared to an average of 40.6% across all-industries. The report also highlights an ongoing decline in the representation of employees under 30 years of age.

The median age for Council's workforce is 41 which is more in line with the all-industries average. Approximately 63% of our workforce is under the age of 45. Some 7% of our current employees are aged 60 and above. Council in general has a much younger workforce in comparison to NSW councils. Less than 20% of our workforce will be at retirement age within 15 years, with only 3% reaching retirement age in the next 5 years.

Council will continue to consider our ageing workforce through workforce planning and succession management during the 2022-2026 period. More importantly however, a continued effort to provide an attractive employment proposition to all generations will be a focus. Council will also continue to create and support trainee and apprentice opportunities to encourage younger generations to choose a career in local government.

Age Representation Across Council



Australian Local Government Association - Local Government Workforce and Future Skills Report Australia September 2018. PricewaterhouseCoopers (PwC) Australasian Local Government Performance Excellence Program – FY21 Singleton Council.

Age Representation (years)	Headcount
19 and under (0%)	1
20-24 years (8%)	21
25 - 29 (10%)	26
30 - 34 (15%)	38
35 - 39 years (15%)	37
40 - 44 (15%)	37
45 - 49 years (10%)	24
50 - 54 (11%)	29
55 - 59 (9%)	23
60 and over (7%)	18

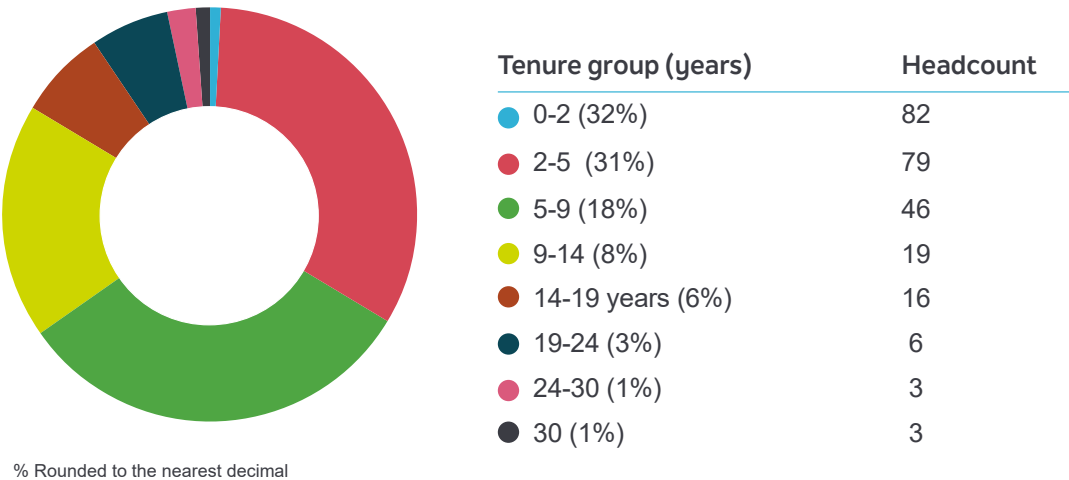


SINGLETON COUNCIL

EMPLOYEE LENGTH OF SERVICE

Tenure Across Council

Following a period of change and natural attrition, Council currently sees a notable proportion of the workforce with less than five years' service (over 60% of employees have been with the organisation for between 0-4 years). The median tenure across Council's workforce is 3.4 years.

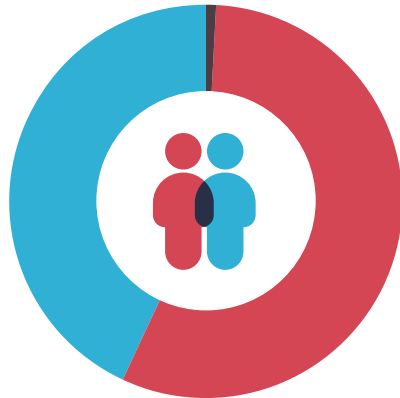





Diversity + Inclusion

Council continues to develop approaches towards equalising the gender balance and overall diversity of our workforce. The following gender-based analysis reflects Council's current employees at the time of publication. We have a slightly larger female workforce across the organisation, including with 40% of our people leadership roles occupied by women including 50% representation in the Senior Leadership Team.

Council, and the local government sector overall, have the opportunity to serve as an exemplary workplace for the inclusion of women. Council is doing extremely well in comparison to other NSW Councils which report in the 2021 year, the proportion of women in the workforce was 45%.

Gender Split Across Council



Gender	Headcount
 Female	143
 Male	110
 Unidentified	1

Source: Headcount and Gender file

Council values, understands and promotes diversity. Council's Equal Employment Opportunity (EEO) Management Plan sets out Council's commitment to providing a workplace that is free from discrimination and harassment and provides equal employment opportunities to current and prospective employees.

The implementation of this plan continues to support initiatives that ensure Council has a diverse and engaged workforce to provide the best possible service to our community.

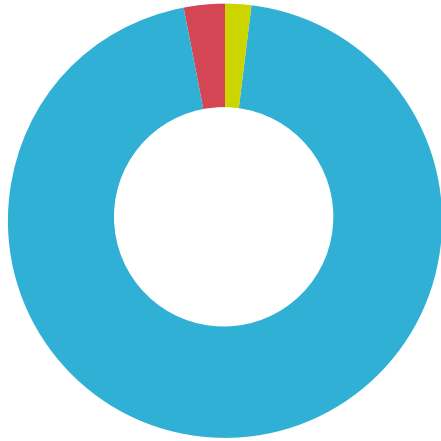
Our current workforce is diverse and broadly reflects the diversity of our community with:

- 3% of our current workforce identifying as Aboriginal or Torres Strait Islander and a further 2% prefer not to say. 5.7% of our community identifies as Aboriginal or Torres Strait Islander.
- 9% of our workforce reporting a disability with only 3% requiring adjustments to work. 6.4% of our community have a need for assistance with core activities and 4.8% of the population of Singleton have a profound or severe disability.
- 18% of our workforce is born in a country other than Australia which is slightly more diverse than the reported 16% of our community



SINGLETON COUNCIL

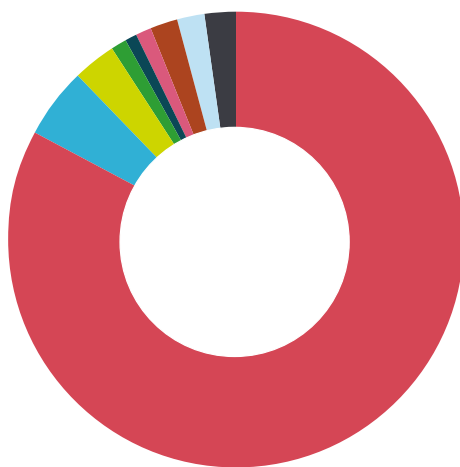
Diversity of workforce



Diversity

- Non Aboriginal (95%)
- Aboriginal (3%)
- Prefer not to say (2%)

Workforce Heritage



Country

- Australia (83%)
- England (5%)
- Scotland (3%)
- Papua New Guinea (1%)
- South Africa (1%)
- India (1%)
- Vietnam (2%)
- Iran (2%)
- Kenya (2%)

Australian Bureau of Statistics 2016 -
People — demographics & education

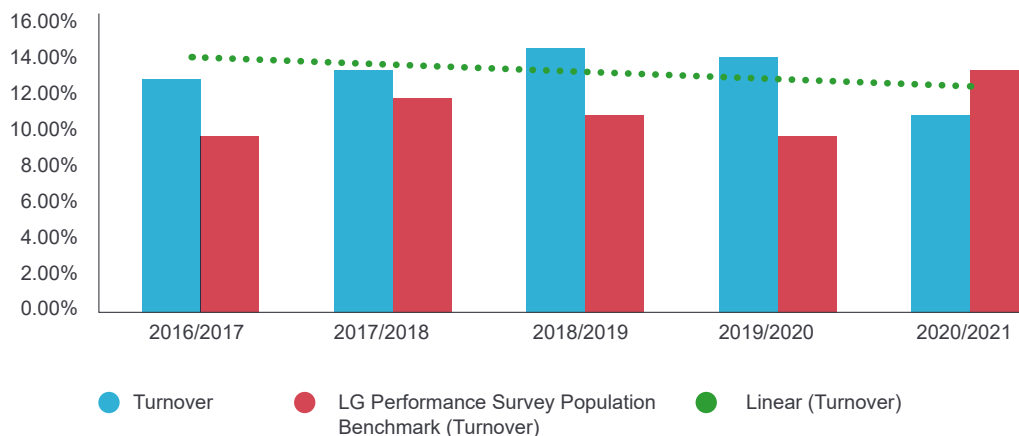
Understanding our ability to recruit and retain employees over time provides another input to our People Strategy. The following analysis examines trends in voluntary turnover across the organisation.

Turnover calculates the number of permanent employees who have left our organisation and does not include those employees on a fixed-term or casual contract that have left Council. For the purposes of this analysis, our turnover data includes voluntary departures only.

Voluntary Turnover

Average turnover continues to trend down and recorded an average of 12% for the most recent quarter at the time of writing. The median rate of turnover for NSW Councils in 2021 was 13.5%, with Council now sitting below the reported benchmark of 13.5%.

Overall, Council recorded a downward trend of voluntary turnover despite slight increases during the period which is mainly attributed to natural attrition. The 2017 – 2019 period saw a slight increase resulting from a focus by Council on developing a high performing workplace. Our performance management process places a focus on high performance, which at times can influence this metric due to Council's attention on ensuring a positive performance culture. Pleasingly, in 2020-2021 several of our people were 'headhunted' by larger organisations. This is testament to Council's reputation in the industry and among neighbouring Councils for attracting and developing star performers.



SINGLETON COUNCIL

As younger generations become a greater proportion of our workforce, Council needs for plan for increased workforce mobility. Australia's job mobility is a long way from a job for life; in fact, it's closer to three jobs per decade. The national average tenure in a job is 3.3 years, based on voluntary turnover of around 15% per annum. While individuals may like their role and the team they work with, this may not be enough to offset the urge to pursue different and diverse experiences.

PWC's Future of Work study provides insights into what attracts employees depending on which life stage they are in:

- Zoomers (Gen Z) place high value on work life balance, and place a greater weight to career pathways, on-the-job learning, and workplace perks.
- Millennials (Gen Y) place pay and financial incentives as their number one priority, with higher preferences for working from home, learning and career pathways.
- Baby boomers and Gen X rate working alongside enjoyable co-workers at the top of the list, and show a much stronger preference for office location, workplace safety, and autonomy.

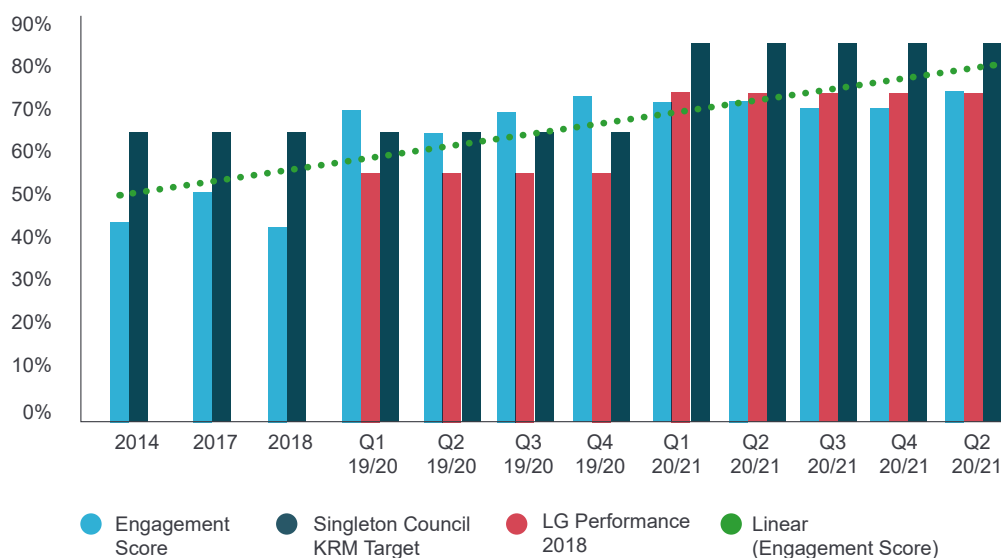
Council will address the possibility of additional generational turnover through workforce planning and succession management during the 2022-2026 period. A continued effort to provide an attractive employment proposition to all generations will be a focus area to ensure Council's diverse range of offerings are highlighted during attraction campaigns.

Employee Engagement Trends

Employee engagement provides an indication of the extent to which employees feel passionate about their jobs, are committed to the organisation, and put discretionary effort into their work. Council's employee engagement survey tool used is Heartbeat through McArthur Life. The survey is sent to all permanent, fixed term and casual employees.

During the 2017-2021 period, Council's employee engagement continued to trend upwards overall. 2019 saw the introduction of a new employee engagement pulse survey administered quarterly (now bi-annually) to enable Council to measure, track and take appropriate action in a timely way. A continued and concentrated effort to understand the engagement drivers of our workforce is attributed to our success to date. Note: the LG Benchmark shown in the below figure is provided by our survey provider and is derived from analysis of Australian Councils of similar size to Singleton.

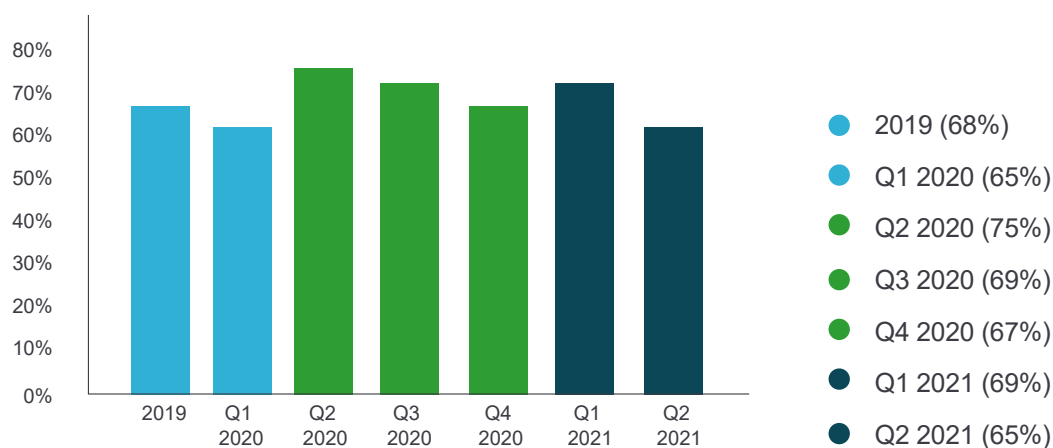
Council recorded a 73.5% employee engagement score in the most recent survey period, up from 70.5% in the previous survey. Our employee engagement score is also trending up in comparison with previous financial years, with Council tracking slightly above the LG Benchmark reported by our survey provider (McArthur Life).



SINGLETON COUNCIL

Council continued to trend positively throughout the COVID-19 pandemic and associated workforce disruptions. This contrasts with global employee engagement trends which, despite a significant rise in Q2 2020, have remained relatively flat across the last half of 2020 and first quarter of 2021. In addition, Council's employee engagement is currently sitting 8.5 percentage points above the global average.

Global Employee Engagement 2020/2021



Source: <https://www.kincentric.com/insights/turning-point-current-trends-in-engagement>



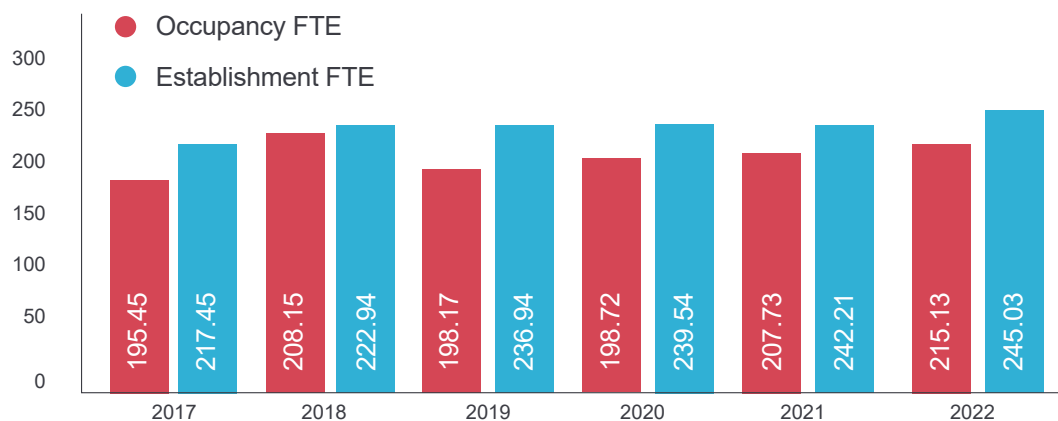
Council's ultimate measure of success for Our People Strategy is the continued upward trend in engagement levels to meet our Key Result Measure (KRM) in relation to People. Council's 2021 KRM for People is, **'trending towards 85% employee engagement.'**

A high level of engagement across our workforce will directly correlate with the best possible community outcomes both now and into the future. The deliverables and actions contained in this strategy are directly aligned to continuous improvement across our people frameworks to enable the continuation of a positive employee engagement score.

WORKFORCE GROWTH

Workforce Growth Since 2017

Since 2017, Council has seen modest growth in comparison to NSW Councils in the established full-time equivalent workforce, averaging at 2.4% per annum in full time equivalent. This is attributed to expanded service offerings and change in the level of outsourced versus insourced services following service delivery reviews in some areas.



Council delivers a diverse range of services to the community which has grown and evolved particularly in the 2017 – 2021 period. In response to community expectations, changes to state and federal government requirements and most recently COVID-19 impacts, the services Council provides are no longer confined to 'roads, rubbish and rates'. Councils vision to Create Community has seen the adaptation and establishment of an expanded service offering to the community.



SINGLETON COUNCIL

This includes, but not limited to:

- The delivery of projects and programs funded through the Resources for Regions funding program
- Strengthening support to our business community in partnership with Singleton Business Chamber
- Establishing a Singleton Community Hub to provide improved access to services for our community
- Planning, construction and operation of the new Singleton Arts and Cultural Centre
- Working with our community to deliver improved outcomes funded through negotiated Voluntary Planning Agreements
- Responding to natural disasters and working with the community to improve resilience and wellbeing in times of need
- Management of a significant capital works program focussing on critical Water and Sewer infrastructure
- Developing a customer centric culture to deliver enhanced customer experience to the community
- Creation of a Legacy Fund to assist future generations manage challenges that originate from mining activities
- Expansion of community offerings including Out of Hours School Care, Library Programs and Events
- Increased Planning and Development services based on response to community demand

Additionally, Council undertakes a rolling process of Service Delivery Reviews (SDR). The intent of these reviews is to understand the service needs of the community and ensure services are delivered in the most efficient and effective way. SDRs also promote a culture of business excellence, innovation and continuous improvement.

Infrastructure Services undertook a SDR in 2020 resulting in a reduction of the number of outsourced services and increase in Council delivered services. This has contributed to the increased full time equivalent (FTE) and subsequent employee costs, however at the same time has achieved efficiencies and overall reduced cost to Council, while providing additional employment opportunities.



SINGLETON COUNCIL

EMPLOYEE COSTS

Employee Costs Since 2017

As outlined in Council's Community Strategic Plan, to meet our obligations to the community in the future, it is important we understand and proactively manage all operational expenditure including employment costs.

Overall, increases to Councils employee costs are attributed to:

- Wage growth levels
- Increase in compulsory superannuation
- A change in the level of outsourced versus insourced services
- Expansion of service offerings due to the changing needs of the community

While Council's workforce has grown over the period from 2017- 2021, Council has worked hard to control the expansion of costs while balancing expenditure with maintenance and expansion of services.

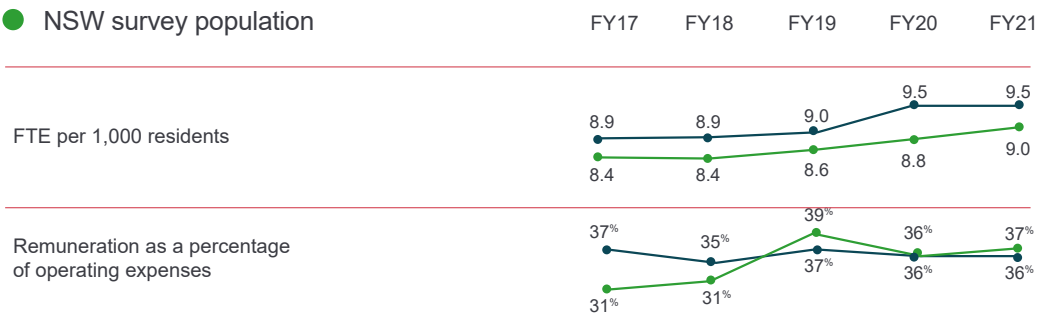
Data sourced from the FY21 Local Government Performance Excellence Program highlights a modest growth in the 2017-2021 period in relation to Full Time Equivalent (FTE) employee per 1,000 residents in comparison to NSW Councils. In addition, remuneration as a percentage of operating expenses shows that Councils employee costs have remained favourable compared with NSW Councils, particularly in 2020 and 2021. Councils Long Term Financial Plan indicates that Council will reduce its overall employee costs in 2022 to 35%, which is less than the 2021 benchmark of 36% .

SINGLETON COUNCIL

Year	2017	2018	2019	2020	2021	2022 Forecast
	('000)	('000)	('000)	('000)	('000)	('000)
Operational Expenses	\$54,099	\$54,693	\$52,785	\$58,143	\$61,616	\$60,758
Employee Costs	\$18,221	\$19,302	\$19,136	\$20,872	\$22,524	\$21,550
Employee cost /Total operational expense	34%	35%	36%	36%	37%	35%

● Singleton Council

● NSW survey population



Source: FY21 Local Government
Performance Excellence Program



SINGLETON COUNCIL

GENERAL LABOUR MARKET TRENDS + CHALLENGES

Some of the macro level challenges facing employers in Australia are highlighted below and will inform the longer-term strategies and initiatives Council will need to develop in order to shape an effective workforce into the future.

New data from Commonwealth Bank and the Regional Australia Institute (RAI) has revealed a continued surge in the number of Australians moving from capital cities to regional centres. Australians continue to make the move to regional Australia, with those areas located within a three-hour drive of the capital cities proving most popular. According to the June quarter Regional Movers Index, there was an 11 per cent rise in the number of people moving from capital cities to regional areas compared with the June 2020 quarter.

This data confirms that Singleton is in a unique position to attract and retain new and diverse talent as people continue to make the move.



Changing Labour Market in Australia

Shifting from primary production and manufacturing to service-based roles and higher skilled and increasingly qualified occupations reflecting technological advancements and shifting demographics



Ageing Population

Median age increasing from 35 in 2000 to 38 in 2020. Median age of the workforce is 42 with 54% aged over 41. Some 40% of workers due to potentially retire in the next 15 years



Technological Change

Digital disruption, automation and continuing to shape the jobs of the future



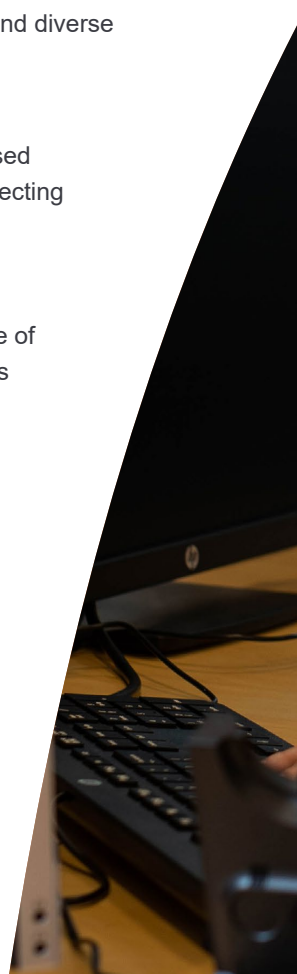
Generational Change

25% of workers in Australia aged under 30 representing changing expectations and attitudes to work and careers



Changing Work Practices

Accelerated shift towards remote and hybrid working as well as operational changes to offset impact of public health challenges





SINGLETON COUNCIL

GENERAL SKILLS SHORTAGES + FUTURE CAPABILITIES

In recent times, data suggests that 45% of employers had difficulty in recruiting for their most recent vacancies. Despite overall statistics being largely in line with previous years, recruitment difficulty has become more common outside capital cities following the pandemic, with rest-of-state recruitment difficulty exceeding that for capital cities in 2020 (for the first time ever) and again in 2021.

One of the key triggers causing difficulty in recruitment relate to shortage of skilled labour.

Shown below some of the industry commonalities relevant to our organisation that are likely to be most challenging going forward.



Construction

Of the 50 occupations identified nationally as relevant to public infrastructure 34 are rated as in shortage



Trades

Long standing shortages evident in nearly all trade related occupations with significant decline in apprentices across the local government industry



Planning and Surveying

Up to 70% of Councils across Australia reported experiencing skills shortages in these areas with Urban and Town Planners, Building Surveyors, Environmental Health Officers, and Project Managers topping the list of occupations in demand

Our People Strategy 2022-2026 carefully considers these labour market challenges and has developed objectives, actions and initiatives to be addressed. Importantly, Council will continue to work with the Hunter Joint Organisation of Councils and partner with universities to assist in closing the gaps.

**Singleton Council**

Our 2021 workforce planning process has identified hard to fill and difficult to recruit roles in the areas of:

- Economic Development
- Work Health and Safety, Finance
- Governance
- Community Services
- Procurement
- Water and Sewer Services
- Waste, Engineering
- Regulatory Services
- Planning and Environment



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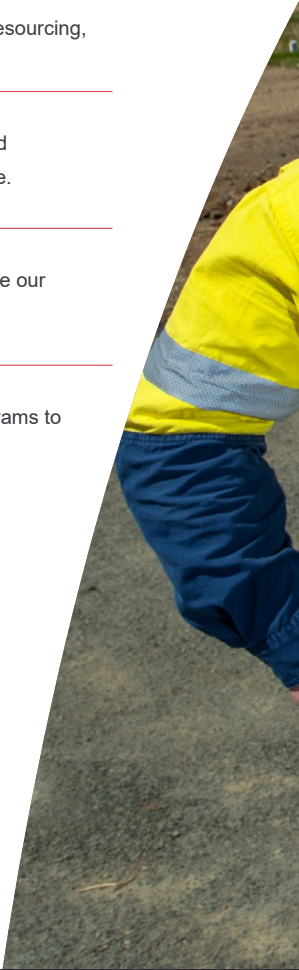
STRATEGY TO ACTION

Our People Strategy 2022-2026 Action Plan ensures we continue to provide a working environment that supports the needs of our community, builds on our Engaged Safe Sustainable and Performing (ESSP) workforce and builds the capability of our organisation now and into the future.

We have taken a layered approach to development of Our People Strategy based on 4 key pillars. Each pillar is defined by a clear objectives which in turn is supported by a suite of practices, actions and initiatives that bring the plan to life. We will continue to monitor progress and measure success through a suite of key performance indicators, adjusting and enhancing the plan based on progress towards our objectives.

In summary, our People Strategy 2022 – 2026 is focused on the following 4 Key Pillars:

Back to Basics	Creating planned, effective, and considered approaches to people resourcing, and retention based on our desired culture and values.
Career Pathways	Creating progression and career pathways through development and implementing a skills and experience program to invest in our people.
Future Proofing	Creating workforce and succession management programs to ensure our workforce now and into the future is set up for success
Safe + Healthy	Building on our work health safety management and wellbeing programs to ensure safety, health, and wellbeing of our people.





SINGLETON COUNCIL

PILLAR 1: **BACK TO BASICS**

Creating planned, effective, and considered approaches to people resourcing and retention.

Objectives	Actions + Initiatives	Timing	Performance Measures
1.1 Our organisation is inclusive based on shared purpose and values	1.1.1 Re-define our organisation values to align with our purpose to drive our culture around an Engaged, Safe, Sustainable (ESSP) and Performing workforce	2022	<ul style="list-style-type: none"> Trending towards 85% employee engagement (bi-annual)
1.2 Our culture attracts and retains committed and high performing people	1.2.1 Develop an organisation wide capability framework	2022 - 2023	<ul style="list-style-type: none"> Downward trend towards <12% Turnover
	1.2.2 Re-develop our Employee Value Proposition focused on showcasing Council as an Employer of Choice	2022	<ul style="list-style-type: none"> TBA% increasing satisfaction in new starter survey (annual)
	1.2.3 Review and improve our recruitment processes with a focus on developing targeted and individualised recruitment strategies	2022 - 2023	<ul style="list-style-type: none"> Time to fill/hire < 50 days Increasing # ESSPecialist Reward and Recognition Program nominations
	1.2.4 Design a robust induction and onboarding program focused on our desired culture	2022 - 2023	<ul style="list-style-type: none"> EEO Management Plan implemented
	1.2.5 Review and build on our program of benefits, reward and recognition to aid attraction and retention of our people	Annually	
1.3 Our people are diverse, high performing and reflect the community we serve	1.3.1 Develop and implement the 2021 – 2025 Equal Employment Opportunity Management Plan	2022 - 2026	

PILLAR 2: CAREER PATHWAYS

Creating progression and career pathways through skill and experience development program development and investing in our people.

Objectives	Actions + Initiatives	Timing	Performance Measures
2.1 We invest in our people to support them to reach their full potential through growth and development	2.1.1 Continue the leadership development program through annual planning and roll out to all people leaders embedding our collective leadership model	2022 - annual	<ul style="list-style-type: none"> Trending towards 85% employee engagement (bi-annual)
	2.1.2 Develop an 'aspiring leaders' program and create professional development opportunities in leadership	2022	<ul style="list-style-type: none"> Downward trend towards <12% Turnover
	2.1.3 Develop local government career pathways program through career development plans and creating professional development opportunities	2023 - 2025	<ul style="list-style-type: none"> 100% Leadership 360 administered annually for levels 1 to 4
	2.1.4 Further develop local government career pathways program through structured career coaching program	2023 - 2025	<ul style="list-style-type: none"> Increasing # internal movements/promotions resulting from career pathways
2.2 Services are provided by the right people, in the right jobs, with the right skills and attitudes at the right time	2.2.1 Continue the 'grow our own' recruitment campaign to encourage our own people to pursue opportunities arise	Annually	<ul style="list-style-type: none"> Graduate/Apprentice/Training Program Developed
	2.2.2 Create a Graduate Training Program through partnerships with universities targeted specifically in critical areas and local recruits	2022 - 2025	
	2.2.3 Create Apprentice/ Traineeship Program targeting critical areas and local recruits	2022 - 2025	
	2.2.4 Develop a program of skill development for all people leaders, focusing on building capability in teams, change management and performance management for annual people leader training calendar	2023 – annual	



SINGLETON COUNCIL

PILLAR 3: FUTURE PROOFING

Creating Workforce and Succession Management programs to ensure our workforce now and into the future is set up for success.

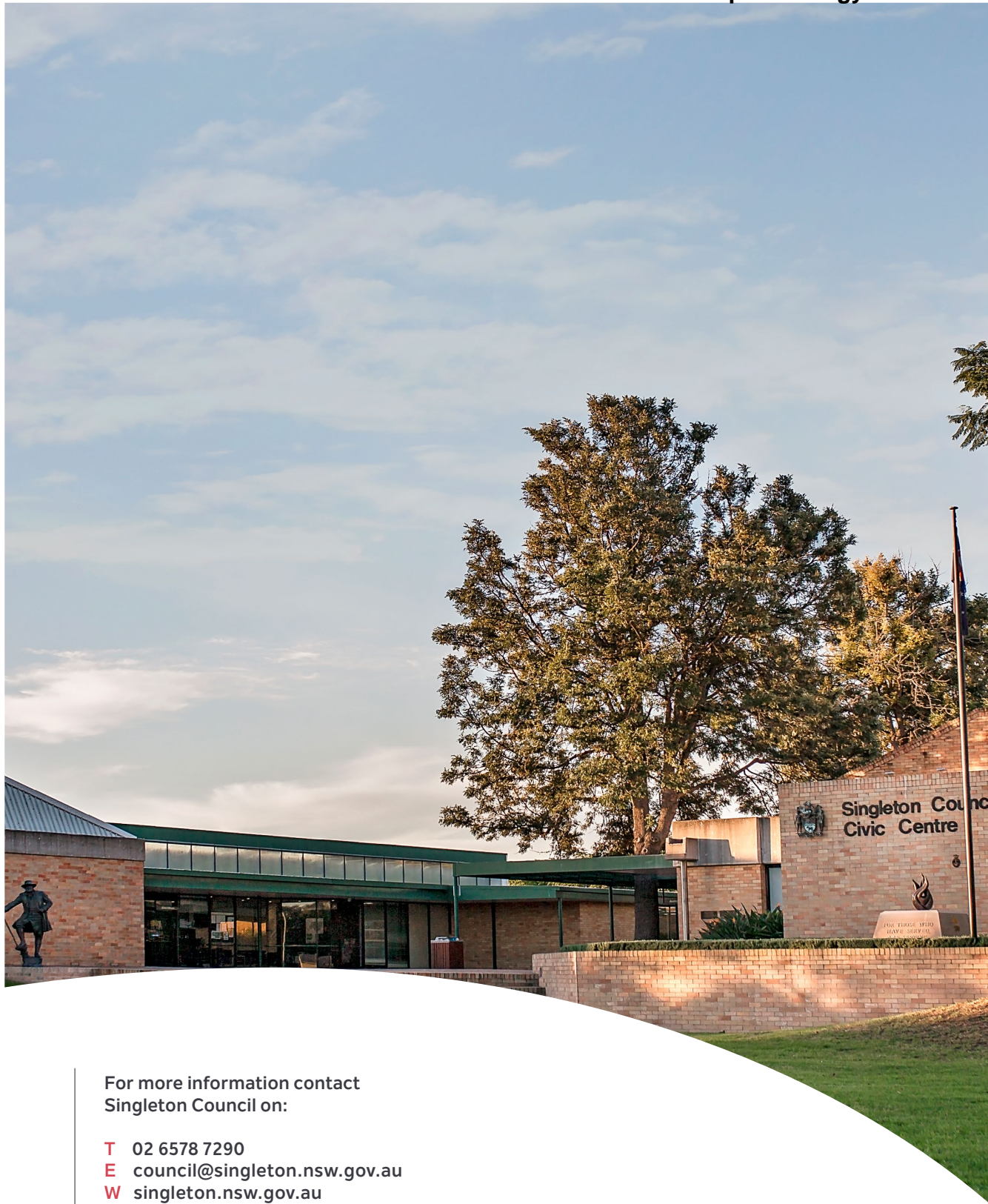
Objectives	Actions + Initiatives	Timing	Performance Measures
3.1 We respond positively to ongoing disruption and change through strategic workforce planning.	3.1.1 Ensure business unit workforce plans mature through annual review, update, and continuous improvement	Annual/ Ongoing	<ul style="list-style-type: none"> Trending towards 85% employee engagement (bi-annual)
	3.1.2 Ensure incorporation/analysis of staffing demands arising from workforce planning are considered within service level agreements	Annual/ Ongoing	<ul style="list-style-type: none"> 100% Business Unit Workforce Plans completed and implemented
	3.1.3 Develop and implement a succession planning framework all roles across Council	2022	<ul style="list-style-type: none"> 100% succession plans in place for all roles
3.2 We provide the right balance of flexibility and purpose to retain skills and knowledge.	3.2.1 Develop a transition to retirement program with focused leave management and flexible work arrangements along with a knowledge transfer procedure	2024	<ul style="list-style-type: none"> Transition to Retirement Program in place
	3.2.2 Ensure maximum flexibility is promoted and achieved throughout the organisation acknowledging diversity of services provided	Ongoing	

PILLAR 4: **SAFE + HEALTHY**

Building on our Work Health Safety Management and Wellbeing programs to ensure safety, health, and wellbeing of our people.

Objectives	Actions + Initiatives	Timing	Performance Measures
4.1 We are committed to achieving an annual lost time injury frequency rate (LITFR) that is no higher than the average LITFR across the preceding three years.	4.1.1 Implement the Integrated Risk Management Plan 2021 -2024	2022 - 2024	<ul style="list-style-type: none"> Overall employee engagement score trending towards 80% (bi-annual)
	4.1.2 Develop and implement Safety Culture Program	2022 - 2023	<ul style="list-style-type: none"> 0 lost time injuries Reduction in StateCover workers compensation premium
4.2 Our people are leaders and innovators in building a safe and healthy workplace where people can thrive, perform at their best and contribute fully to their workplace and the broader Singleton community.	4.2.1 Continue to develop and implement the annual SWELL program	Annual	<ul style="list-style-type: none"> 100% SWELL Sessions held annually
	4.2.2 Incorporate a proactive and personalised service offering into our Swell program to allow our people to take ownership of their current wellbeing including relationships, health finances work and leisure	2024	<ul style="list-style-type: none"> >90% participation/ involvement in Swell initiatives Downward trend towards < 5 average days in unplanned leave Maintain Gold Mental Health Accreditation



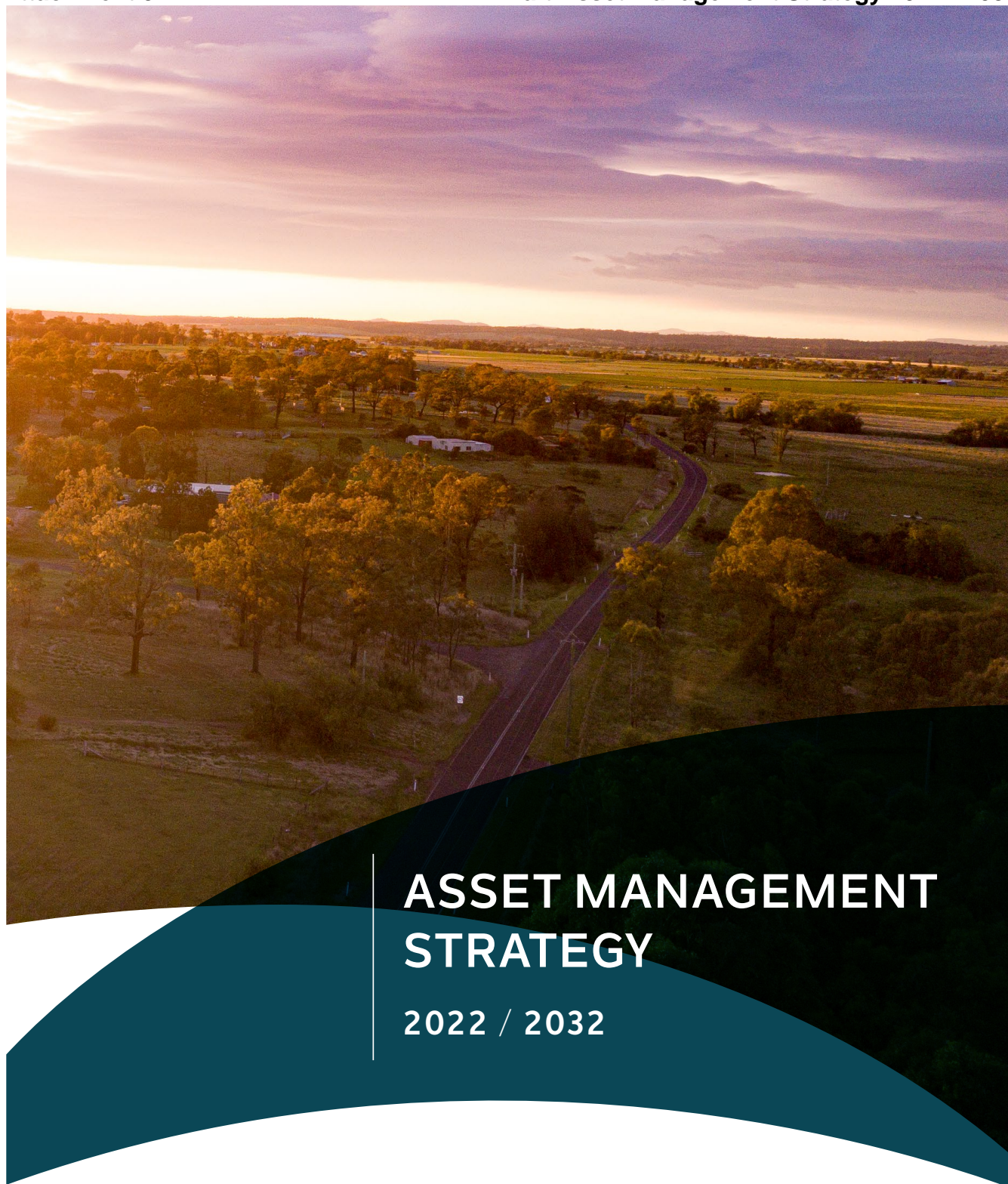


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ASSET MANAGEMENT STRATEGY

2022 / 2032

[W singleton.nsw.gov.au](http://singleton.nsw.gov.au)





ACKNOWLEDGEMENT

Singleton Council acknowledges the Wanaruah, Wonnarua people and their custodianship of the land in the Singleton Local Government Area. We also acknowledge all other Aboriginal and Torres Strait Islanders who live within the Singleton Local Government Area and pay our respect to elders past, present and future.

SINGLETON COUNCIL

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SINGLETON COUNCIL

EXECUTIVE SUMMARY

As part of the preparation of this Strategy a high level review of Council's Asset Management policies, practices and systems has been completed to provide both strategic direction and guidance for improving asset management planning and performance. Council is responsible for infrastructure and other assets that have a fair value of approximately \$832 million dollars. Asset Management Plans have now been developed for each of the five main class of assets Council controls. (Water + Sewer Asset Management plans) are yet to be completed.

This Strategy is presented at a high level to provide key information that can be used in the determination of levels of service and funding required. Table 1.1 provides a snapshot of the Council's asset groups ten (10) year average costs, the funding gap if one exists between the available renewal budget and predicted renewal requirements, and the projected backlog of works as at Years 1 and 10. Note a funding analysis has not yet been undertaken on the 'Other' assets. Figure 1.1 shows the rolling 10-year backlog for each asset category.

Table 1.1: Council's Asset Portfolio | 10 Year Annual Average Overview (in 2021 \$,000)

Asset	Fair Value	Replacement Cost	Operation + Maintenance	Renewal	Upgrade + New	Funding Gap (10yr Ave)	Backlog Year 1	Backlog Year 10
Roads	521,309	638,237	3,717	5,919	1,130	1,009		10,090
Drainage	81,261	89,677	330	340	283	131		1,305
Buildings	53,953	58,862	1,012	1,053	272	486	160	4,855
Open Space	20,509	35,751	1,872	361	378	94	209	935
Transport	19,897	24,998	512	8	795	6		60
Water + Sewer	135,422	227,675						
Total	832,351	1,075,200	7,442	7,680	2,857	1,725	369	17,245

Figure 1.1: Anticipated Rolling Backlog over the next 10 years (2021 \$M)
Excluding Water + Sewer assets

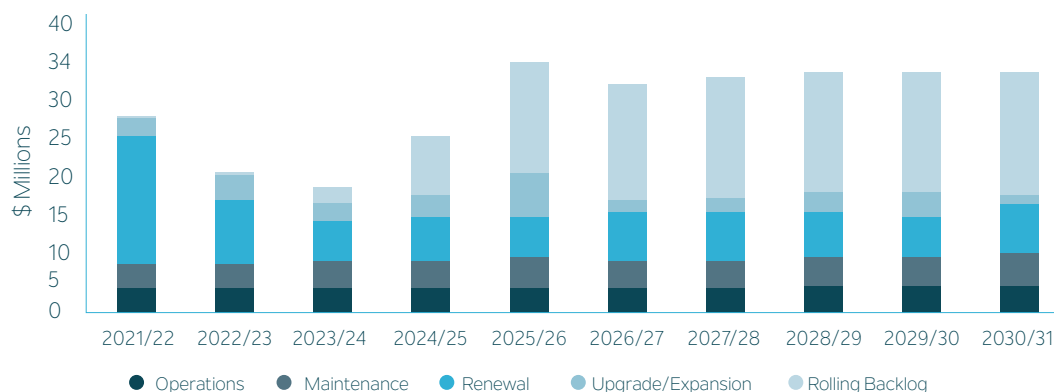


Table 1.1 highlights that depending on decisions regarding the condition at which assets are maintained or renewed, that there is a Renewal Funding Gap for which future generations will become liable if remedial action is not taken. It needs to be stressed that we are considering long-term averages in this strategy and accordingly in some years the cost to renew will be higher and some years lower dependant on the number of assets that are due for renewal in that particular year.

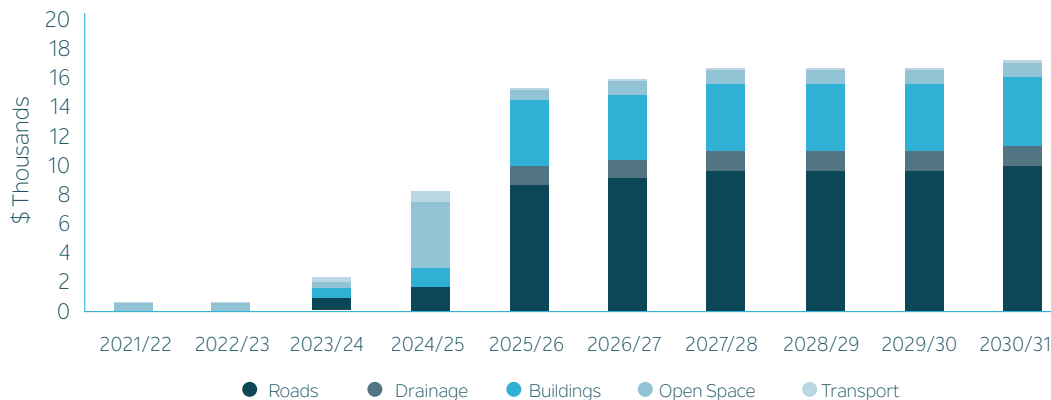
The 10-year forecasts presented in this Asset Management Strategy (AMS) are based on the modelling undertaken and achieving the levels of service presented in the plan and are intended to assist Council when considering future Community Strategic Plans, Delivery Programs and Operational Plans. If changes are made to the Long-Term Financial Plan, those changes will be reflected in the next AMS and Asset Management Plans (AMPs).

Figure 1.2 provides an indication of the total annual expenditure for all asset categories in each of the major program areas together with the backlog that is expected in any one year based on the currently available funding.



SINGLETON COUNCIL

Figure 1.2: Forecast Expenditure + Backlog over the next 10 years (in 2021 \$,000)
Excluding Water + Sewer assets



A number of options are available to address the asset renewal funding gap including:

- Rate revenues; Borrowing strategies; Non asset renewal; Reduction in service levels; External grants funding; Fees and charges; Extending asset life; Non asset service provision; Transfer service provision to others; and Agreed deficit funding.

Levels of Service, Intervention Levels, Condition Rating + Useful Life

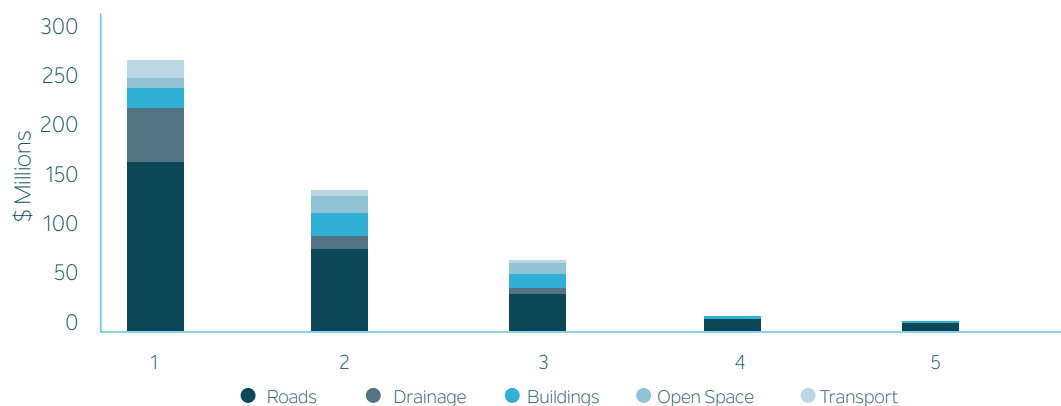
The determination of Levels of Service (LOS) is crucial in the calculation of the gap between required funds for asset service delivery and available budgets. The levels will be determined by defining the outcomes as agreed with the community, identifying the services required to meet those outcomes and the infrastructure required to support those services. Details on proposed LOS are contained within each of the five Asset Management Plans. (Water + Sewer AMPs are yet to be completed.)

In order to allocate limited funds responsibly, renewal or rehabilitation of assets will only be undertaken once they reach a certain condition, referred to as the intervention level. Typically, assets will not be renewed until they are between a condition 4 and 5 depending on the utilisation, function and / or criticality of the asset. Condition Rating assessments on individual assets are undertaken on a regular basis depending on the component, its current age, previous condition and criticality.

The following graph presents a snapshot of the current condition of Council's assets based on the value of each asset component in each of 5 conditions, ranging from 1 being near new and 5 as a very poor asset component or asset. Note that this only includes the assets that have been condition rated and modelled in the July 2021 Asset Management Plans.

SINGLETON COUNCIL

Figure 1.3: Councils Asset Condition Profile Based on Replacement Value (2021 \$M)
Excluding Water + Sewer assets



The Useful Life of an asset is the period from when it is constructed until it reaches its defined intervention level. The modelling undertaken is based on this information which is a 'best estimate', with the actual life dependant on numerous factors that influence the rate of deterioration of the asset (e.g. construction methods, materials, weather, usage, and worker skill). Appendix A provides an example calculation of this.

Risk Management

Section 14 outlines the management of risk in delivery of assets to the community with their delivery considered in the Enterprise Risk Management Program. Critical assets are identified in each AMP with those most critical listed in this Strategy.

Improvement Program

The process of managing assets is one of continually improving the knowledge Council has including maintaining up to date asset registers, condition ratings, the cost of work on the asset , the rate at which assets deteriorate and reach their intervention level.

To manage that process Council has undertaken a self-assessment against the National Asset Management Assessment Framework (NAMAF), which assisted in developing a plan of action to improve Council's Asset Management knowledge, practices and benchmark performance. The benchmarking information has been taken from data made available on a number of Council's that have completed an assessment. Asset Management Improvement plan developed in 2020. *PM20_80014 - Asset Management Framework Improvement Plan.*



This project aims to implement a cycle of continuous improvement of the Asset Management Framework in Singleton Council. The objective of this project is to:

- Ensure the effective delivery of asset management;
- Clearly define and set asset management roles, responsibilities and priorities;
- Improve the knowledge and skills of officers across Council of Asset Management Principals
- Drive the implementation of asset management programs and maturity assessment action plans;
- Ensure that adequate resources are available for the Asset Management functions.

The adopted improvement plan in Appendix B will ensure that Council maintains this level of competency and achieves full compliance with the NMAF.



SINGLETON COUNCIL

STRATEGIC FRAMEWORK

Singleton Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the Singleton Community Strategic Plan.

From this Plan a number of key outcomes are supported by the effective management of Assets including:

- Our Places are sustainable, adaptable, and inclusive;
- Our Places are vibrant, safe and innovative;
- Our Environments are valued, preserved, respected and enhanced in a sustainable way.

To assist in delivering these outcomes, Council will operate and maintain its assets to:

1. Ensure adequate provision is made for the long-term management of assets, the delivery of new assets and the renewal or upgrading of existing assets to meet service delivery objectives.
2. Ensure that assets are maintained in a safe and functional condition.
3. To encourage and support the economic and social development in and around Singleton.
4. Ensure that Infrastructure is managed to deliver the requirements of Council's Asset Management Policy and Community Strategic Plan.

We will achieve these objectives by:

- Maximising the service potential of existing assets by ensuring that they are appropriately used and maintained;
- Identifying opportunities to reduce demand for new / upgraded assets by implementing demand management techniques and considering alternative service delivery options;
- Increasing value for money in the identification and delivery of new works by considering life cycle costing and / or alternative construction techniques;
- Focusing attention on results by clearly assigning responsibility, accountability and reporting requirements in relation to asset management.

The key principles guiding the development of Council's Asset Management Strategy are:

- Sound information and systems are needed to inform decision making;
- Comprehensive asset management planning is required to ensure decisions are based on an evaluation of alternatives that take into account life cycle costs, benefits and risks of assets;
- The Community will be informed and have an opportunity to have involvement in establishing level of service standards based on a willingness to pay;
- Responsibility for asset management, including accountability and reporting requirements, is clearly established, communicated and implemented;
- An effective policy framework is established for the strategic management of assets.

To assist in the delivery of the objectives in this plan, a number of key documents + systems have been prepared and should be referred to in considering the findings presented:

Table 2.1: Key Documents + Systems

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community and includes the delivery, operational plan, annual report and resourcing strategy
Council Asset Policy	How we manage assets
Asset Management Plans	Detailed analysis for each asset portfolio including Transport, Buildings, Water, Sewer, Urban Stormwater, and Parks + Landcare
Asset Management Manual	Procedures and Processes that guide the management of assets
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Civica Asset Management System (AM)	Electronic system that contains the asset register, condition ratings and used to model future renewals



SINGLETON COUNCIL

The Strategy will be influenced by the following factors:

1. The increasing community expectations for a higher quality of service to be provided by Council.
2. An increasing focus on lifestyle and environmental issues.
3. The combination of ageing asset stock and increased community expectations will make risk management an increasingly important asset management activity.
4. The trend for the cost of materials, labour, and risk management will continue to be much greater than CPI in the short to medium term due to:
 - The cost of materials due to a range of factors - increasing: production, wages, cartage, insurances, quality assurance and other ancillary costs.
 - Escalations in the price of petroleum products will continue to have a significant impact because of the high proportion of the budget allocated to maintaining the road network, an area highly sensitive to the price of oil;
 - The continuing increased cost of risk management processes and public liability insurance;
 - The increased cost of occupational health and safety regulation and superannuation contributions.
5. The impact weather patterns have upon the pace of deterioration.
6. The ageing of infrastructure will require renewal at some time in the future if service levels are to be maintained.
7. Council's 2020/2021 Financial Statements indicate that the Singleton Council is in a sound financial position, however further work will need to be undertaken to ensure that Council is able to meet the 'Fit for the Future' ratio's around required asset renewal and asset maintenance expenditures.

To effectively manage the long-term financial impact of new assets developed as Singleton grows, an increase in maintenance, operational and renewal costs will be factored into the plan.

Singleton's population is projected to grow at 0.9% per annum, based on the latest projections developed for the Community Strategic Plan. This will require new areas for housing, which are being staged through Town planning to provide for logical and economic provision of suitable, serviced land. The population at the 2020 Census was estimated to be 23,573.

SERVICES PROVIDED

Council recognises the importance of asset management planning. The preparation of this Asset Management Strategy is another step in providing guidance to Council on improving its asset management systems and practices.

The establishment of a classification system for asset groups will be included in each asset management plan (AMP) to ensure the efficient allocation of resources to maintain levels of service appropriate to their function. These classifications will be developed within each AMP specifically based on functionality, utilisation, and community requirements.

The infrastructure assets managed by Council are detailed in Table 3.6, and Figure 3.1, noting that the fair values for buildings, parks, water and sewer are contained within those asset categories.

Table 3.1: Council Asset Portfolio (\$,000) | [Roads](#)

Asset Category	Component	Dimension / Scale	Fair Value (in 2021 \$,000)
Roads	Wearing Surface Pavement incl subbase	Regional Roads Local 82.62km Sealed Roads 669.52km	37,809 159,076
	Gravel- Unsealed Roads	116.92km	5,218
	Kerb + Gutter	194.40km	24,049
	Bridges	62 ea	30,873
	Major Culverts	56 ea	7,904
	Safety Barriers	31.08km	3,756
	Causeways	67 ea	2,327
	Other (earthworks)		250,298
Total			\$521,309



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Table 3.2: Council's Asset Portfolio (\$000) | *Drainage*

Asset Category	Component	Dimension / Scale	Fair Value (in 2021 \$,000)
Drainage	Culverts (rural)	26.3 km conduit	26,956
	Headwalls	4,299 headwalls	7,738
	Flood mitigation	6 flood gates	27
	Pipes (urban)	79.6 km 20% 100-300mm 55% 375-450mm 17% 500-750mm 8% 800-1350mm	25,360
	Pits (urban)	2,933 pits	7,074
	Stormwater Quality Improvement Devices	41 GPTs 8 rain gardens 10 detention basins 21 swales 1 Dissipator	8,173
	Open Drains	6.5km	5,930
Total			\$81,260

Table 3.3: Council's Asset Portfolio (\$000) | *Buildings*

Asset Category	Component	Dimension / Scale	Fair Value (in 2021 \$,000)
Buildings	Building Envelope	99 buildings in total	12,711
	Electrical Services	<ul style="list-style-type: none"> 12 Recreation 17 Public Toilets (Amenities) 13 Community Buildings 	5,002
	Fire and Security Services	<ul style="list-style-type: none"> 6 Administration 4 Workshop/Storage 	861
	Fit out	<ul style="list-style-type: none"> 18 Emergency Services 	4,174
	Floor Finish	<ul style="list-style-type: none"> 2 Waste management 20 Water and Sewer buildings and treatment plans 	1,283
	Floor	<ul style="list-style-type: none"> 7 Commercial 	8,771
	Mechanical Services		3,220
	Roof		12,421
	Plumbing and Sanitary		5,423
	Transport Service		87
Total			\$53,953



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Table 3.4: Council's Asset Portfolio (\$000) | *Open Space + Reserve*

Asset Category	Component	Category	Hierarchy	Dimensions (Ha)	Number of Assets	Fair Value (in 2021 \$,000)
Open Space + Reserve	Art/Memorial	Community Parks	Regional	0.19	55	678
			District	22.54	189	
			Local	34.34	174	
	Furniture	Sports Parks	District	56.47	736	230
			Local	5.63	52	
			Village	12.77	247	
	Structure	Civic Spaces	Regional	1.05	84	2,789
			District	8.65	80	
	Electrical	Linear Parks	Local	20.0	38	768
	Field	Landscape Areas	Parks	2.62	28	12,050
	Landscaping	Natural Areas	Regional	131.89	147	572
			District	20.55	61	
			Local	57.7	13	
	Playground	Cemeteries	District	16.34	75	3,422
Total						\$20,509

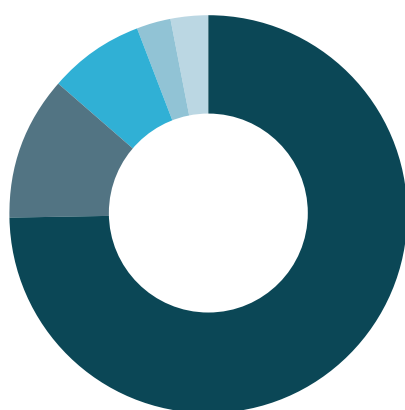
Table 3.5: Council's Asset Portfolio (\$000) | *Transport*

Asset Category	Component	Dimension / Scale	Fair Value (in 2021 \$,000)
Transport	Footpath	52.9 km	4,865
	Carpark	113,396 Sqm	7,476
	Bus Shelter	17 ea	212
	Shared Path	35.3 km	4,942
	Street Furniture	249 ea	768
	Traffic Facility	132 ea	1,634
Total			\$19,897

Table 3.6: Council's Asset Portfolio (\$000) | *Sewer + Water*

Asset Category	Fair Value (in 2021 \$,000)	Asset Category	Fair Value (in 2021 \$,000)
Sewer	\$45,690	Water	\$89,726

Figure 3.1: Fair Value Summary (\$,000)

**Total of Asset Categories = \$832,343**

Category breakdown

- Roads \$521,309
- Drainage \$81,260
- Buildings \$53,953
- Open Space \$20,509
- Transport \$19,987

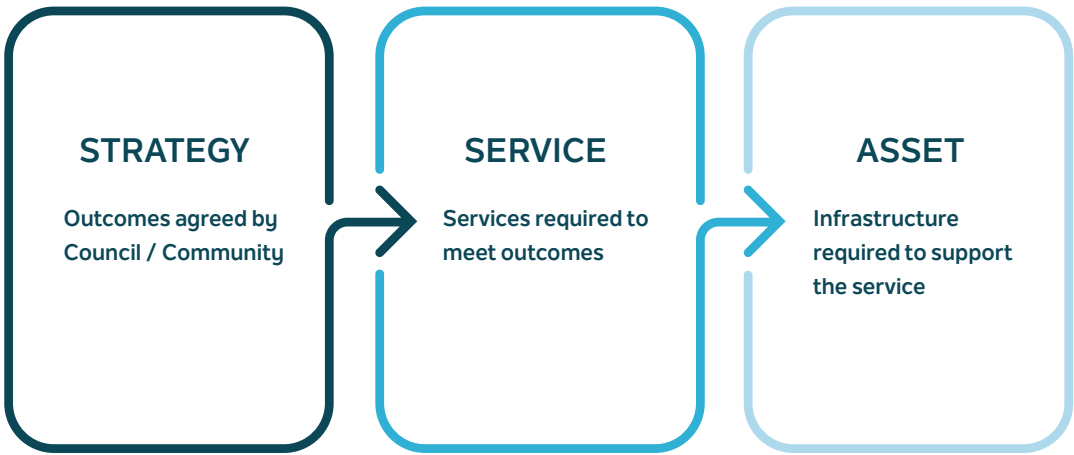


SINGLETON COUNCIL

LEVELS OF SERVICE

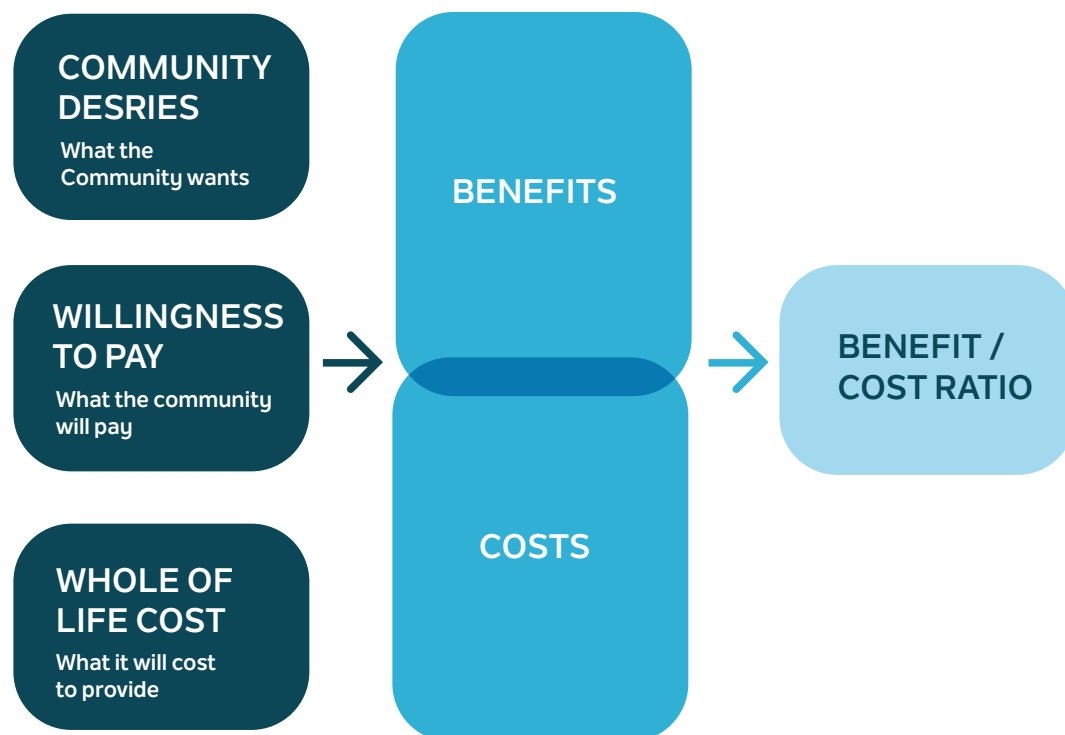
One of the basic tenets of sound asset management practice is to provide the level of service the current and future community want and are prepared to pay for, in the most cost-effective way (NZ NAMS 2007). The final determination of service levels will be undertaken in conjunction with the community as the Sustainable Asset Management Project progresses. This will enable Council to make informed decisions on the allocation of community resources in accordance with community priorities and willingness to pay.

Figure 4.1 – How do we develop Level of Service?



The level of service and the cost to deliver services at that level is an essential component in strategic asset management planning. Council must know the true cost of service delivery, priorities placed by the community on infrastructure, the service levels that are desired by the community and at what level they are willing to pay.

Figure 4.2 – How can we determine a sustainable level of service?



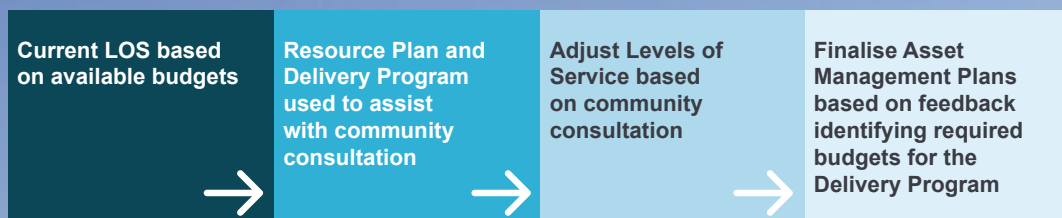
As work on developing acceptable levels of service are underway, for the development of each Asset Management Plan, historical defined levels of service will be identified together with options to increase or decrease these levels and the cost savings / increases associated with those options. This will provide an excellent starting point for the consultation required as indicative costs for various service levels will be available.

Council will continue to develop service levels in the future revisions of each Asset Management Plan and link these service levels to the Delivery Program. This will provide the link between service levels and costs of service delivery, providing a tool for community consultation on these levels to enable Council to make decisions on service levels and costs in setting budgets and fees and charges.

To assist in this process, consideration of life cycle costing and funding models is required to better inform Council and the Community.



Figure 4.3 – How do Levels of Service influence the Delivery Program?



Two primary types of level of service are defined in the AMP's:

- Community LOS – relates to how the community receives the service in terms of safety, quality, quantity, reliability responsiveness, cost efficiency and legislative compliance; and
- Technical LOS – are the technical measures of performance developed to ensure the minimum community levels of service are met.



SINGLETON COUNCIL

CONDITION OF COUNCIL'S ASSETS

Council maintains a Condition Assessment Manual that details the frequency of inspection and condition rating to be used for all assets. This data is recorded in the Council Asset Management Systems and used to predict the timing of renewal / maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Near New) to 5 (Very poor) scale consistent with the Maloney model and advanced asset management practices as outlined in the Institute of Public Works and Engineering Australia (IPWEA) International Infrastructure Management Manual. Details on how Council assesses condition and further information on the rating scale are contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 3-4 + 5 which ranges from fair/poor to very poor depending on their classification. Details of the intervention level and useful lives will be contained within each of the AMP's, a sample from each is presented in table 5.1 below.



Table 5.1: What are Council's Intervention Levels to Renew an Asset?

Roads

Component	Class	Intervention Level	Useful life
Roads			
Road Seals (Spray Seal)	Sub- Arterial	3	15
Road Seals (Spray Seal)	Collector/ Local	4	15
Road Seals (AC)	Collector/ Local	4	20
Sealed Road Pavements	Collector and above	3-4	60
Sealed Road Pavements	Local Roads	4	60
Gravel Pavements	Local Roads	4	30
Kerb + Gutter	All Roads	4	80

Table 5.2: What are Council's Intervention Levels to Renew an Asset ?

Drainage

Component	Class	Intervention Level	Useful life
Drainage			
Drainage Pit		4	100
Drainage Pipes		4	100
Culverts		4	80
Headwalls		5	80
Stormwater Quality Improvement Devices		4	80
Flood Mitigation		3	60
Open Drains		5	40



SINGLETON COUNCIL

Table 5.3: What are Council's Intervention Levels to Renew an Asset ?

Building

Component	Class			Renewal Intervention level
	A	B	C	
Building				
Carpet	15	20	25	4
Vinyl	14	25	30	4
Replace Timber Floor	30	45	50	4
Replace Tiled Floor	30	45	50	4
Renew Roofing	50	75	85	4
Interior Paint	15	18	25	4
Exterior Paint	8	13	15	4
Ceiling	15	18	25	4
Renew Lighting	25	30	40	4
Electrical	25	27	30	4
Wet Area Replacement	30	45	55	4
Ducted Air Conditioning	30	45	55	4
Split Air Conditioning	10	12	15	4
Elevator – lift controller	30	45	45	4

Table 5.4: Building Class Classification

Classification	Characteristic
Roads	
A	<ul style="list-style-type: none"> Buildings that house the corporate and administrative functions of Council Buildings that are used more than 30 hours per week by Council staff or the public Buildings that require a high standard of presentation, access, safety and maintenance
B	<ul style="list-style-type: none"> Buildings that house community and cultural activities Buildings that are used regularly by Council staff or the public Buildings that do not require the highest standards of presentation Buildings that require access and facilities for the disabled
C	<ul style="list-style-type: none"> Structures that are not fully enclosed Buildings that are used for storage, workshops, and other operational uses Buildings that are only accessed by Council staff for short periods
D	<ul style="list-style-type: none"> Buildings that house community and cultural activities, with the community groups providing minor maintenance and cleaning. Buildings that are leased, with the lessees determining the day-to-day requirements of the building. Buildings that are not accessed by Council staff unless requested to do so.



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Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Art/Memorial	Public Art	Masonry	4	100
		Sandstone	4	100
		Timber	4	100
		Steel	4	100
		Bronze	4	100
	Monument	Bronze	4	100
		Cast Iron	4	100
		Concrete	4	100
		Granite	4	100
		Masonry	4	100
		Sandstone	4	100
		Steel	4	100
		Timber	4	100
		Wrought Iron	4	70
	Plaque	Aluminium	4	70
		Brass	4	70
		Bronze	4	100
		Concrete	4	100
	Feature	Concrete	4	100
		Masonry	4	100
		Sandstone	4	100
		Steel	4	100
		Timber	4	80
	Columbarium wall	Brick	4	50
		Sandstone	4	80

Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Furniture	Sign	Cast Aluminium	4	35
		Gal Steel	4	35
		Sandstone	4	100
		Stainless Steel	4	40
		Timber	4	35
	Seat	Cast Aluminium	4	25
		Gal Steel	4	15
		Recycled Plastic	4	35
		Timber	4	15
	Table	Cast Aluminium	4	25
		Concrete	4	50
		Gal Steel	4	25
		Masonry	4	60
		Plastic	4	25
		Stainless Steel	4	30
		Timber	4	30
	Drinking Fountain	Aluminium	4	40
		Cast Iron	4	40
		Stainless Steel	4	45
	Bin	Plastic	4	20
		Metal	4	15
	BBQ	Aluminium	4	25
		Cast Iron	4	25
		Stainless Steel	4	25
	Bike Rake	Aluminium	4	15
		Cast Iron	4	15
		Stainless Steel	4	15



SINGLETON COUNCIL

Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Structure	Boat Ramp	Concrete	4	100
	OS - Tank - Water	Concrete	4	50
		Plastic	4	25
	OS - Fence	Concrete	4	60
		Gal Steel	4	25
		Plastic	4	100
		Powdered Coated Metal	4	25
		Sheet Metal	4	25
		Timber	4	35
		Treated Timber	4	35
		Wire Mesh	4	25
	OS - Gate	Gal Steel	4	15
		Timber	4	35
		Wire Mesh	4	15
	Bollard	Gal Steel	4	50
		Treated Timber	4	30
	Headstone strip	Concrete	4	100
		Brick	4	100
		Concrete	4	50
		Pavers	4	100
		Pebblecrete	4	50
		Sandstone	4	50
	OS - Retaining Wall	Masonry	4	50
		Rock	4	80
		Sandstone	4	60
		Timber	4	40

Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Structure	Shade shelter	Plastic/ Powdered Coated steel	4	40
		Plastic/ Gal Steel	4	35
		Sheet Metal/ Gal steel	4	35
		Sheet Metal/ Brick	4	35
		Sheet Metal/ Timber	4	35
		Sheet Metal/ Powdered Coated Steel	4	40
	Flag Pole	Aluminium	4	45
		Gal Steel	4	45
Electrical	Light	Fluorescent	4	30
		Halogen	4	30
		LED	4	50
		Solar	4	50
		Pole - Timber	4	40
		Pole - Metal	4	50
	Light pole	Gal Steel	4	50
		Treated Timber	4	35
	Meter Box	Metal	4	50
		Plastic	4	30
	Power outlet	Plastic	4	30
	Telecommunications - Phone	Metal	4	50



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Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Field	Playing Field surface	Asphalt	4	60
		Concrete	4	60
		Flexipave	4	15
		Natural Turf	4	40
		Synthetic Turf	4	15
		Rubber	4	35
	Playing field sub surface	Concrete	4	60
		Gravel	4	40
		Synthetic	4	40
	Playing field earthworks	Clay	4	1000
		Soil	4	1000
	Playing field equipment	Concrete	4	80
		Gal Steel	4	25
		Plastic	4	10
		Powdered Coated Metal	4	25
		Rubber	4	10
		Wire Mesh	4	40

Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Landscaping	Edging	Concrete	4	100
		Masonry	4	50
		Metal	4	40
		Rock	4	60
		Sandstone	4	60
		Timber	4	35
	Garden bed	Garden Soil	4	10
		Rock	4	10
	Irrigation	Concrete	4	60
		Copper	4	25
		High Density Polyethylene	4	15
		Low Density Polyethylene	4	15
		Medium Density Polyethylene	4	15
		Metal	4	60
		Modified Polyvinyl Chloride	4	80
		Oriented PVC	4	15
		Plastic	4	40
		Polypropylene	4	25
		Gal Steel	4	25
	Paving	Clay	4	40
		Concrete	4	40
		Sandstone	4	40
	Surface	Concrete	4	60
		Turf	4	40



SINGLETON COUNCIL

Table 5.5: What are Council's Intervention Levels to Renew an Asset
Open Space + Reserve (Cont.)

Group	Type	Material	Intervention Level	Life
Open Space + Reserve				
Playground	Play equipment	Cast Aluminium	4	25
		Gal Steel	4	25
		Plastic	4	25
		Powdered Coated Metal	4	25
		Rubber	4	25
		Stainless Steel	4	25
		Timber	4	25
	Skate Ramp	Concrete	4	60
	Softfall	Rubber	4	15
		Sand	4	10
		Synthetic Turf	4	15
		Woodchip	4	10

Table 5.6: What are Council's Intervention Levels to Renew an Asset
Transport

Component	Material	Intervention Level	Useful life
Transport			
Carpark	Asphalt	4	40
Carpark	Spray seal	4	30
Carpark	Gravel	4	30
Shared Path	Asphalt	4	40
Shared Path	Concrete	4	60
Shared Path	Gravel	5	10
Traffic Facility	Asphalt	4	40
Traffic Facility	Concrete	4	60
Street Furniture	Timber	4	30
Street Furniture	Aluminium	4	40
Street Furniture	Recycled Plastic	5	60

Table 5.6: Building Class Classification

Classification	Characteristic
Roads	
A	<ul style="list-style-type: none"> Buildings that house the corporate and administrative functions of Council Buildings that are used more than 30 hours per week by Council staff or the public Buildings that require a high standard of presentation, access, safety and maintenance
B	<ul style="list-style-type: none"> Buildings that house community and cultural activities Buildings that are used regularly by Council staff or the public Buildings that do not require the highest standards of presentation Buildings that require access and facilities for the disabled
C	<ul style="list-style-type: none"> Structures that are not fully enclosed Buildings that are used for storage, workshops, and other operational uses Buildings that are only accessed by Council staff for short periods
D	<ul style="list-style-type: none"> Buildings that house community and cultural activities, with the community groups providing minor maintenance and cleaning Buildings that are leased, with the lessees determining the day-to-day requirements of the building Buildings that are not accessed by Council staff unless requested to do so

Each asset's condition is maintained in the Asset Register and the graphs below details the condition profile.



SINGLETON COUNCIL

Figure 5.2: What are Condition are Council's Assets in (\$,000)

Open Space

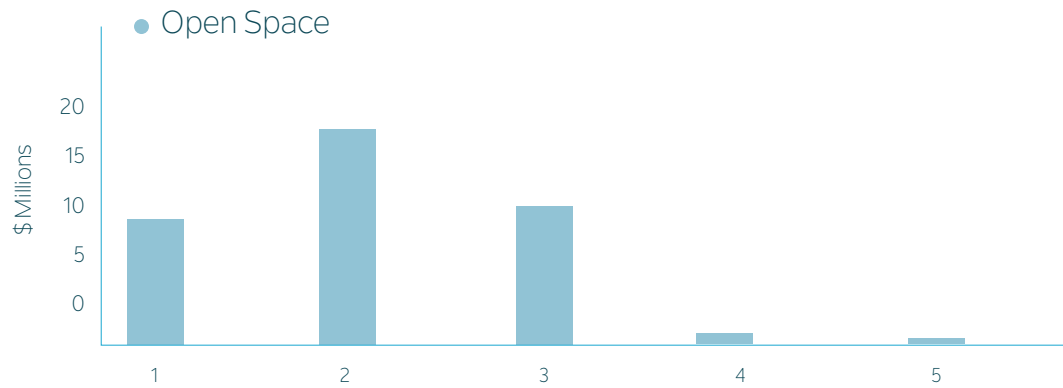


Figure 5.3: What are Condition are Council's Assets in (\$,000)

Roads

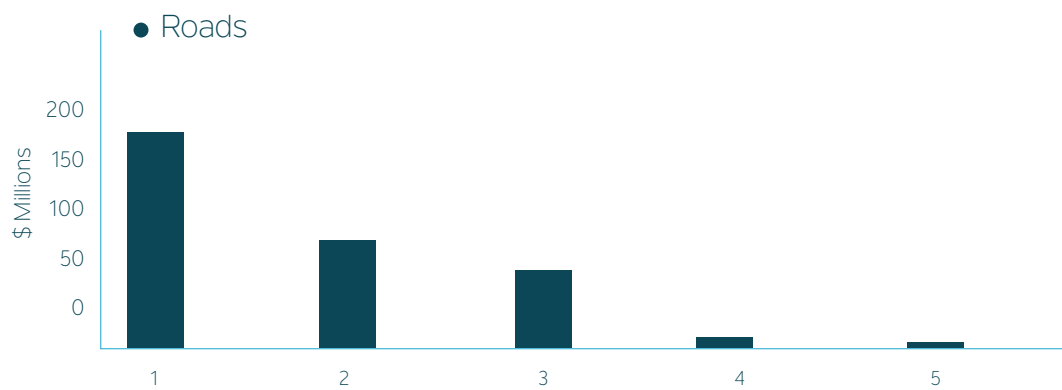


Figure 5.4: What Condition are Council's Assets in (\$,000)

Drainage

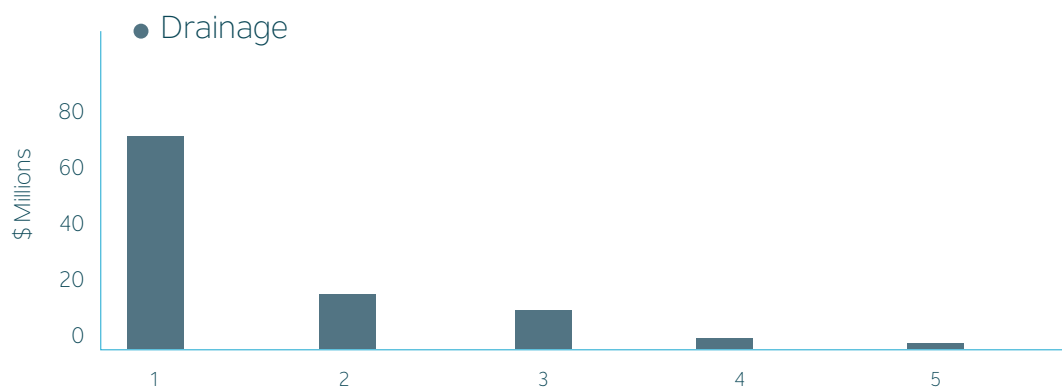
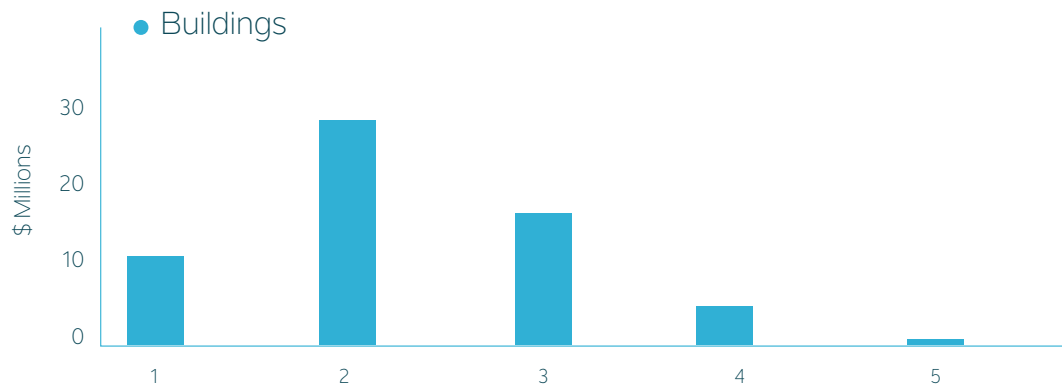
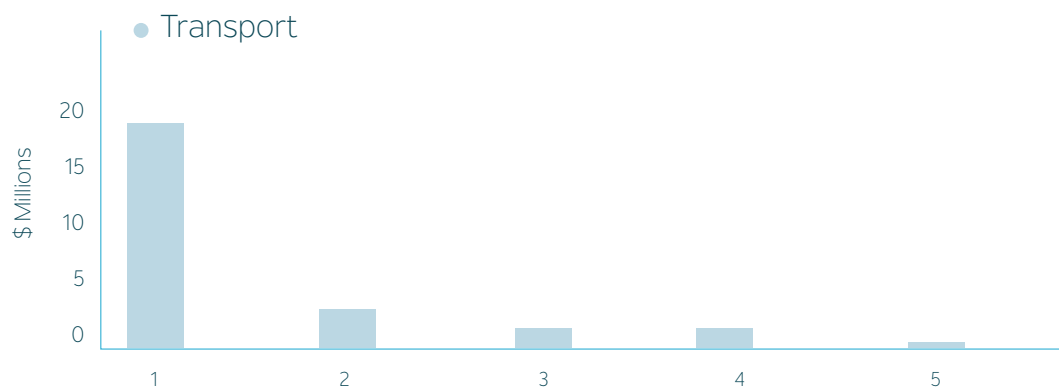


Figure 5.5: What are Condition are Council's Assets in (\$,000)**Buildings****Figure 5.6: What are Condition are Council's Assets in (\$,000)****Transport**

The CCTV program is in place to verify condition and attributes of underground assets for the drainage asset class. The condition graph of this asset class might not represent actual condition of the network.



SINGLETON COUNCIL

OPERATIONS

Operational activities are those regular activities that are required to continuously provide the service including asset inspection, electricity costs, fuel and overheads. Inspections are an important operational activity and details of some of those undertaken are provided below, further information is available in each AMP.

Table 6.1: When do we undertake Inspections?

Urban Roads

Urban Road Inspection Frequencies + Responsible Department				
Road Hierarchy	Proactive Inspections Defects	Responsible Department	Programmed Inspection Condition- Visual (condition 4 + 5)	Responsible Department
Urban Sub-Arterial	Monthly	Civil Maintenance	Annually	Asset Planning
Urban Collector	Monthly	Civil Maintenance	Annually	Asset Planning
Urban Local 1	6 monthly	Civil Maintenance	Annually	Asset Planning
Urban Local 2	6 monthly	Civil Maintenance	Annually	Asset Planning
Urban Laneway	6 monthly	Civil Maintenance	Annually	Asset Planning
Urban Low Maintenance	Annually	Civil Maintenance	Annually	Asset Planning

Table 6.2: When do we undertake Inspections?

Rural Roads

Rural Road Inspection Frequencies + Responsible Department				
Road Hierarchy	Proactive Inspections Defects	Responsible Department	Programmed Inspection Condition- Visual (condition 4 + 5)	Responsible Department
Rural Sub-Arterial	Monthly	Civil Maintenance	Annually	Asset Planning
Rural Collector	Monthly	Civil Maintenance	Annually	Asset Planning
Rural Local 1	3 monthly	Civil Maintenance	Annually	Asset Planning
Rural Local 2	3 monthly	Civil Maintenance	Annually	Asset Planning
Rural Local 3	6 monthly	Civil Maintenance	Annually	Asset Planning
Rural Low Maintenance	Annually	Civil Maintenance	Annually	Asset Planning

Table 6.3: When do we undertake Inspections?

Bridges

Bridge Inspection Frequencies + Responsible Department				
Bridge Type	Proactive Inspections- Defects	Responsible Department	Programmed Inspection Condition- Visual (condition 4 + 5)	Responsible Department
Concrete	12 months	Civil Maintenance	Annually	Asset Planning
Timber	12 months	Civil Maintenance	Annually	Asset Planning
Steel	12 months	Civil Maintenance	Annually	Asset Planning



SINGLETON COUNCIL

Table 6.4: When do we undertake Inspections?

Major Culverts

Major Culverts Inspection Frequencies + Responsible Department					
Major Culverts Type	Major Culverts Hierarchy	Proactive Inspections- Defects	Responsible Department	Programmed Inspection Condition- Visual (condition 4 + 5)	Responsible Department
Reinforced Concrete Pipe	As per Road Hierarchy and criticality of the assets As per Road Hierarchy and criticality of the assets	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning
Reinforced Concrete Box Culvert	As per Road Hierarchy and criticality of the assets	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning
Arch Design Composite	As per Road Hierarchy and criticality of the assets	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning

Table 6.5: When do we undertake Inspections?

Causeways

CAUSEWAY Inspection Frequencies +Responsible Department					
Causeway Type	Major Culverts Hierarchy	Proactive Inspections- Defects	Responsible Department	Programmed Inspection Condition- Visual (condition 4 + 5)	Responsible Department
Elevated Causeway	As per Road Hierarchy	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning
Flat Causeway- Concrete slab	As per Road Hierarchy	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning
Natural beds	As per Road Hierarchy	Maintenance patrolling	Civil Maintenance	Annually	Asset Planning

Table 6.6: When do we undertake Inspections?

Drainage

Drainage	
Inspection	Frequency
CCTV	Annual 500-1000 metres
Basins	Nil
Open drains/swales	Nil
GPT's	6 monthly
Surface Pits	Nil

Table 6.7: When do we undertake Inspections?

Buildings

Inspection Frequencies + Responsible Department				
Building Asset	Proactive Inspection Defects	Responsible Department	Programmed Inspection Condition – Visual (condition 4+5)	Responsible Department
Condition Assessments	Nil	Recreation and Facility	Annually	Annually
2-to-3-year cycle	Asset Planning	Maintenance patrolling	Civil Maintenance	Annually
Maintenance assessments	Annually	Recreation and Facility	Annually	Asset Planning
Fire Safety Assessments	6 monthly	Recreation and Facility	Nil	Asset Planning
Cleaning Tender	3 monthly	Recreation and Facility	Nil	Asset Planning
Alarm Monitoring	6 monthly	Recreation and Facility	Nil	Asset Planning
Safety Inspections	As required	Recreation and Facility	As required	Asset Planning
Lease Agreements	Annually	Recreation and Facility	Nil	Asset Planning



SINGLETON COUNCIL

Table 6.8: When do we undertake Inspections?

Open Space + Reserves

Open Space + Reserve		
Inspection	Frequency	Responsible Department
Condition Assessments	Annually - Condition 4+5 assets inspected. Major condition assessment is per revaluation round	Asset planning
Asset BBQ's	Quarterly	Recreation and Facility
Asset Furniture	Quarterly	Recreation and Facility
Mowing	As per seasonal change over	Recreation and Facility
Playground Inspections	Quarterly by Council Officers Annually by Contractor	Recreation and Facility
Playing Fields	Quarterly	Recreation and Facility
Picnic Shelters	Quarterly	Recreation and Facility
Skate Park	Quarterly	Recreation and Facility
Irrigation	Annually	Recreation and Facility

Table 6.9: When do we undertake Inspections?

Transport

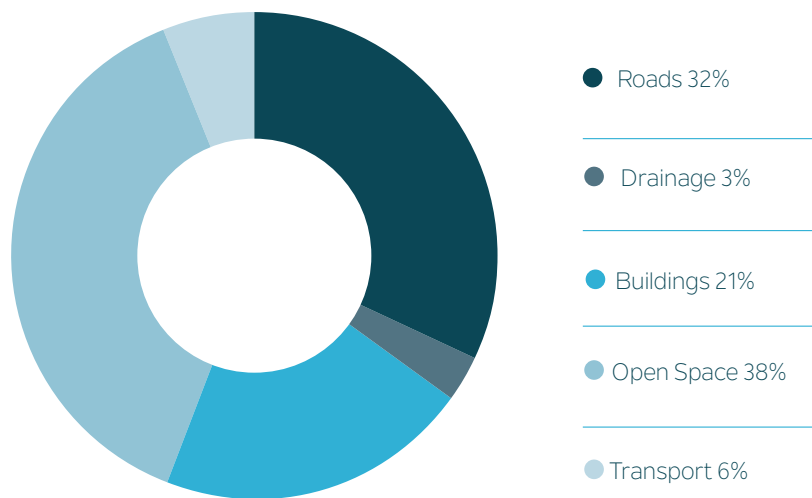
Inspection Frequencies + Responsible Department				
Transportation Asset	Proactive Inspection Defects	Responsible Department	Programmed Inspection Condition – Visual (condition 4+5)	Responsible Department
Regulatory Signage	As part of the road inspection conducted quarterly	Civil Maintenance	Nil	Asset Planning
Traffic Safety Facilities	Annually	Civil Maintenance	Biennially	Asset Planning
Footpaths	6 monthly	Civil Maintenance	Biennially	Asset Planning
Shared Pathways	6 monthly	Civil Maintenance	Biennially	Asset Planning
Carparks	Bi-annually	Civil Maintenance	Biennially	Asset Planning
Street Furniture	Annually	Civil Maintenance	Biennially	Asset Planning
Bus Shelter	Annually	Civil Maintenance	Biennially	Asset Planning

The expenditure on operational costs in each asset group are detailed in table 6.10 and graphed below in Figure 6.1.

Table 6.10: What are Council's Annual Average Operational Costs? (\$,000)

Item	Budget
Roads	1,115
Drainage	99
Buildings	715
Open Space	1,310
Transport	229
Total	3,467

Figure 6.1: What is the breakup of Council's Operational Costs?



SINGLETON COUNCIL

MAINTENANCE

Routine maintenance is the regular on-going work that is necessary to keep assets operating to ensure they reach their useful life. It includes work on an asset where a portion may fail and need immediate repair to make it operational again. It may be either planned where works are programmed in or cyclic in nature or reactive in response to storm damage, vandalism etc.

Maintenance is either planned or reactive, defined as:

- Reactive maintenance – unplanned repair work carried out in response to service requests.
- Planned maintenance – repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Maintenance expenditure levels are adequate to meet required service levels. Future revision of this strategy will include linking required maintenance expenditures with required service levels in the Community Strategic Plan. The level of service and standards of care for maintenance is carried out in accordance with details in each AMP. Example maintenance activities are outlined in table 7.1.

Table 7.1: Examples of Maintenance Activities and the frequency we undertake them are?

Asset Group	Activity	Class	Frequency
Roads	Shoulder Grading	Regional	0.25 grade in year
Drainage	Drainage Maintenance	Urban	As per CRM request
Building	Inspect and service air conditioning including extraction fans	A	Monthly
Open space + Reserve	Playground Inspections – Safety Checklist	Regional	Quarterly by Council Officers. Annually by Contractor
Transport	Street Furniture		As per CRM request

Adjusting Levels of Service

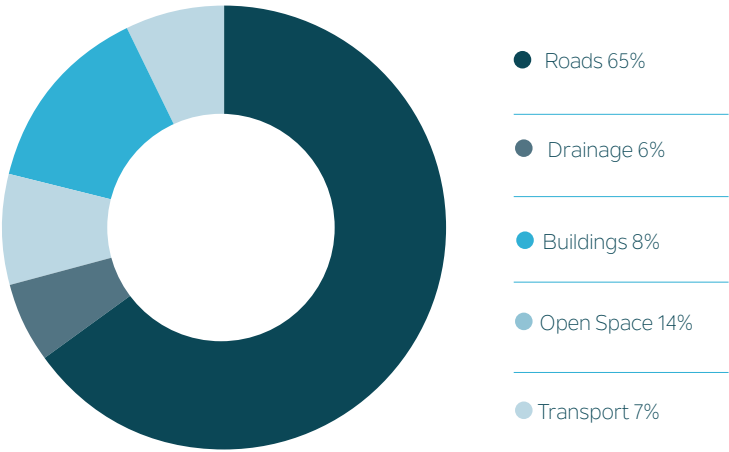
Council can adjust the level of service and reduce the cost of providing the service by either reducing the time to respond to maintenance requests (e.g. only undertaking work during business hours), or by reducing the frequency of maintenance activities (e.g. grading roads on a less frequent basis). Conversely increasing the frequency of maintenance activities will increase the cost of providing the service.

The proposed maintenance programs are detailed in each AMP, with the average annual costs detailed below:

Table 7.2: What are Council's Average Annual Maintenance Costs? (\$,000)

Item	Budget
Roads	2,602
Drainage	231
Buildings	297
Open Space	562
Transport	283
Total	3,975

Figure 7.1: What is the breakup of Council's Maintenance Costs?



SINGLETON COUNCIL

CAPITAL RENEWAL / REHABILITATION

Renewal or rehabilitation includes work on an existing asset to replace or rehabilitate it to a condition that restores the capability of the asset back to that which it had originally. The intervention level and estimated useful lives are contained in Table 5.1 to 5.6.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than the full replacement cost.

This Asset Strategy contains an analysis based on broad assumptions and best available knowledge to date. Modelling is not an exact science, so we deal with long term averages across the entire asset stock. Work will continue on improving the quality of Council's asset registers and systems to increase the accuracy of Council's renewal models.

Assets requiring renewal will be generally identified from estimates of remaining life and condition assessments obtained from the asset register and models. Asset renewal proposals will be inspected to verify the accuracy of the remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds, and then scheduled in future works programmes.

Details of planned renewal activities proposed over the next 4 years are contained in each Asset Management Plan. The first year of the program will be considered in the development of the next Operational Plan and the remaining 3 years of work will be assessed each year to confirm that the asset has reached its intervention level prior to the work being scheduled.

The costs presented in table 8.1 identify the required level of funding to maintain the asset to what is considered an appropriate standard and the funding available. The required funding in that table is based on the intervention levels specified in Section 5.

For this strategy, an analysis has been undertaken to determine assets that are already at or above intervention level that are not able to be funded in the next Operational Plan. This work is quantified in the 'Backlog' column, with the estimated backlog after 10 years also identified.

Table 8.1: Renewal Costs, Backlog and Gap (10 year average – 2021 \$,000)?

Activity	Budget	Required	Gap	Backlog Year 1	Backlog Year 10
Roads	5,919	6,928	1,009	0	10,090
Drainage	340	470	131	0	1,305
Buildings	1,053	1,539	486	160	4,855
Open Space	361	454	94	209	935
Transport	8	14	6	0	60
Total	7,680	9,405	1,725	369	17,245

It is clear from the initial analysis of each asset class that a gap in funding may exist depending on the condition at which renewal occurs. A number of options are available to manage this gap, including:

- Improving knowledge of the condition of assets and their remaining life, thereby deferring renewal as long as possible;
- Improving maintenance to extend the life of assets and defer projected renewal;
- Improving efficiency and introducing innovative practices for carrying out maintenance and renewal works;
- Using lower cost renewal / rehabilitation methods;
- Rationalising (disposing of unnecessary assets);
- Lowering service levels;
- Increasing funding; and / or a
- Combinations of each option

Asset Management Plans for each asset class consider these options in the analysis of service levels and the gap analysis.

It should also be recognised that the acquisition of additional assets (expansion and upgrade) will add to the funding gap for projected renewal and to annual operating and maintenance costs.



SINGLETON COUNCIL

Figure 8.1: What will we spend over the next 10 years on Renewal (2021 \$,000)
Excluding Water + Sewer asset classes

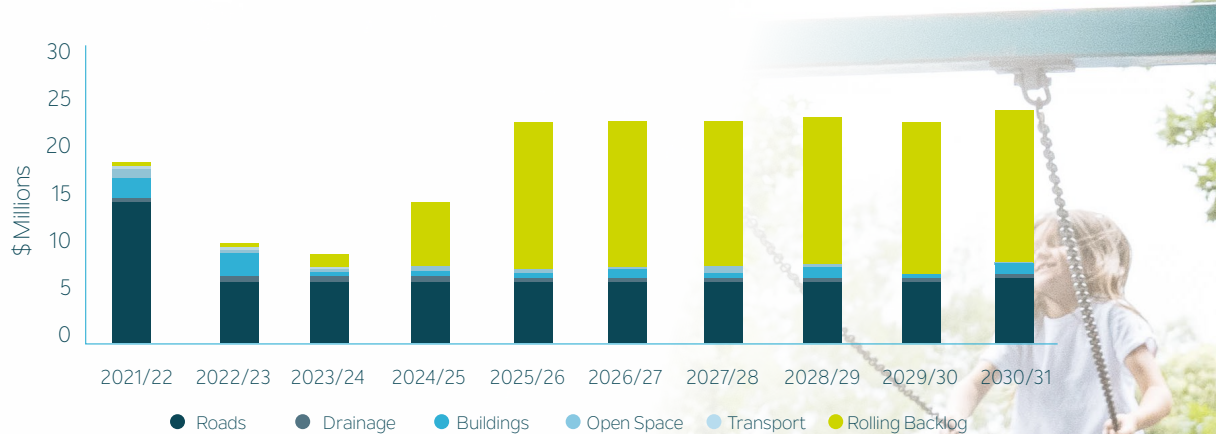


Figure 8.1 indicates that, based on current projections, Council will spend approximately \$7.68 million per annum on renewals across the five major asset groups. The yellow bars (rolling backlog) indicate that in any year the value of work exceeding the intervention levels set in the Asset Management Plans will be between \$ 369,000 and \$17.25 million. If an additional \$1.73 million per year was spent on renewals, then at the end of this 10 year period there would be no backlog of renewal works outstanding.

Lifecycle costs

The lifecycle costs are determined based on the total cost of ownership of each asset including operations, maintenance, renewal and disposal costs. The average annualised lifecycle costs for a number of components are presented in each of the individual Asset Management Plans.



SINGLETON COUNCIL

CAPITAL UPGRADES + NEW ASSETS

Upgrades enhance an existing asset to provide a higher level of service, for example widening an existing road seal. New assets are those created to meet an additional service level requirement or increase the size of a network, for example, new subdivisions, or extension of the stormwater drainage network.

Capital upgrade and expansion expenditure adds to future liabilities. These works commit Council to fund ongoing budget liabilities for operations, maintenance, depreciation and finance costs (where applicable) for the life of the asset. They are discretionary expenditure, which increases future operating and maintenance costs because it increases Council's asset base, but may be associated with additional revenue from the new user group.

The requirements for new assets may result from growth, social or environmental needs. The impact from growth is included and will be further developed in the next suite of Asset Management Plans and this Strategy. At present growth is predicted to continue at 0.9% per annum.

Upgrades or new assets may be funded at least in part through Developer Contributions in the form of a Section 7.11, a Voluntary Planning Agreement, or as part of a subdivision development.

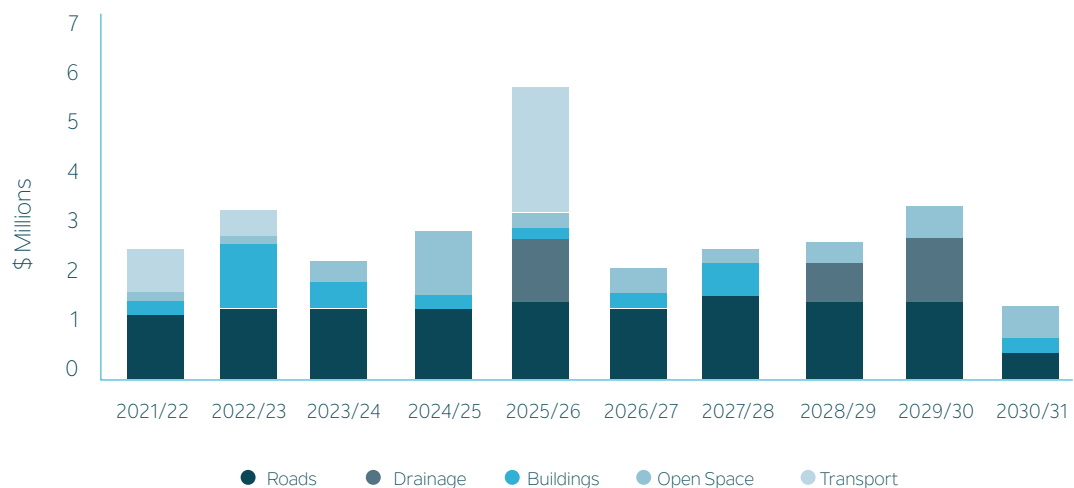
New assets and upgrade/expansion of existing assets are identified from various sources such as council or community requests, proposals identified by strategic plans or partnerships with other organisations. Project proposals are assessed to verify need and to develop a preliminary lifecycle cost estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Council has developed a framework for the prioritisation of capital projects and that information is used in the consideration of all new projects above the threshold set in the framework. Included in the analysis is the identification of life cycle costs as outlined in Appendix A.

Table 9.1: Top proposed project in each asset class over the next 10 years (2021 \$,000)

Asset Group	Project	Year(s)	Estimated Cost (\$,000)
Roads	Hungerfords Bridge, Cessnock Road - replacement	2023	\$2,425
Drainage	Townhead Park Drainage Improvements	2024	\$500
Building	Gym + Swim - replacement of pool dome roof	2025	\$3,430
Open space and Reserve	James Cook Park - Install tiered seating and shade for spectators at AFL/ Cricket	2024	\$700
Transport	Milbrodale Road (Broke) - Broke to Putty Road extension of village cycleway on Milbrodale Rd - Stage 1	2024	\$750

Figure 9.1: What will we spend over the next 10 years on Upgraded or New Assets



The graph indicates the expenditure of each asset class over the next 10 years. For the detail of projects refer to individual asset management plan.



SINGLETON COUNCIL

DISPOSAL PLAN

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (Very poor condition), where Council has received no contact through the Customer Request System indicating that the community don't require the asset (as they have raised concerns or complaints about the asset condition) may be considered to be a redundant asset or not utilised and therefore decommissioned and disposed unless it is considered critical infrastructure.

Prior to consideration of any proposed disposal a detailed report will be presented to Council.

Table 10.1: What assets are we planning to dispose of?

Asset	Reason	Year	Estimated Cost
Roads	No plan at this stage		
Drainage	Old brick lined pipe systems and stormwater lines located within subdivisions. Disposal of easements or lease agreements that are no longer required		
Buildings			
Old Building Maintenance Shed at Pound Park	Condition 5 asset. Old timber shed no longer required.	2023	\$15,000
Old Garage Shed at 47 Glendon Road	Condition 5 asset. Timber attacked by white ants, and asbestos sheeting breaking away.	2023	\$70,000
Old Storage Shed at Water Works Lane Depot	Condition 5 asset. Building was condemned in 2019.	2022	\$20,069
Old School House at Scotts Flat RFS	Condition 5. Issues with sinking and water damage	2024	\$110,000
Old School Weather Shed at Scotts Flat RFS	Condition 5. Issues with rotting timbers – no longer used	2024	\$10,000
Singleton Heights Community Centre	Condition 4 bordering on condition 5.	2025	\$20,000
Open Space and Reserve			
BBQ with shelter at Harry George Reserve	No longer required	2024	\$7,000
Transport	No plan at this stage		

FINANCIAL PLAN

As part of its funding strategy, Council has the option to supplement any or all the current or new Asset proposals that come into consideration for construction with borrowings. This strategy is heavily influenced by the monitoring of Council's Debt Service Ratio. The debt service ratio is a measure of the degree to which revenues are committed to servicing debt. The purpose of the ratio is to assess the impact of loan principal and interest repayments on the discretionary revenue of the Council. Council's long-term target is to maintain a ratio of less than 7.49%.

A summary of the income and expenditure over the next 10 years is included in Appendix C, with the projected budget amounts being based on 2021 dollars increased for growth by 0.9% per annum. It is important to recognise that the forecasts developed in each AMP and therefore this Strategy are based on delivering the levels of service identified in each Plan. This information will be used to assist in the development of the overall Council Long Term Financial Plan that is adopted with the Community Strategic Plan, Delivery Program and Operational Plan.

Any changes made to the overall Long Term Financial Plan adopted by Council will be reflected in the next Asset Management Strategy and AMP's.

Funding for management of assets can come from a variety of sources as detailed in the table below.

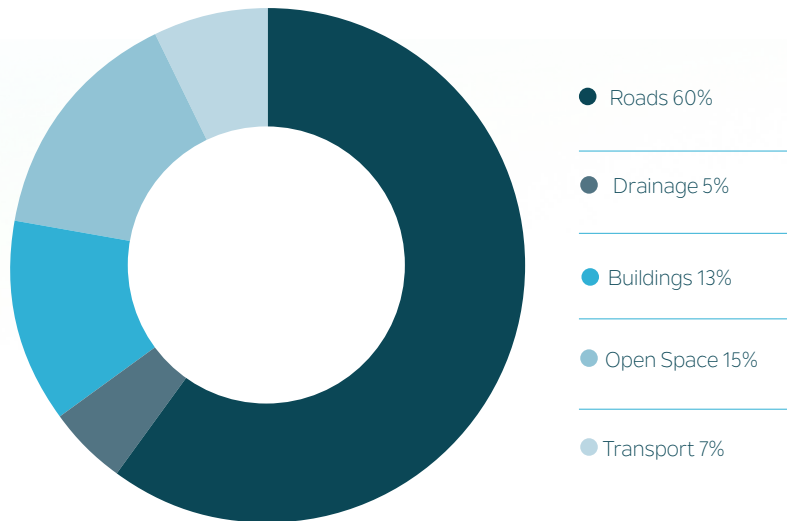
Table 11.1: Where does Council's Funding and Income go to? (\$,000)

Item	Budget
Roads	10,765
Drainage	953
Buildings	2,337
Open Space	2,610
Transport	1,315
Total	17,980



SINGLETON COUNCIL

Figure 11.1: What is the breakup of Council's income streams?



KEY PERFORMANCE MEASURES

AMPs document the linkage between levels of service and life cycle costs. Performance Levels are target Levels of Service. The performance measures for Council services typically are:

- Community safety and accessibility of the built environment - including reductions in road pavement roughness, and increases in accessibility including maintaining and extending network of sealed roads, footpaths, and bridges;
- Accessibility of footpaths, and levels of street lighting;
- Environmental amenity - including the cleaning of stormwater drainage pits, water quality works, public transport and bicycle way enhancements.

To monitor these performance standards, the following asset knowledge needs to be assembled:

- Demand projections and forecasts;
- A description of the current asset portfolio;
- A broad description of the management activities (operations + maintenance, renewals, capital works and asset disposals) required to deliver the defined service levels;
- Identification of strategies and actions required to ensure service sustainability, including resources and timeframes;
- A cash-flow forecast outlining the asset related expenditure required over the term of the plan;
- Compliance and risk strategies and costs.

As part of identifying the best value mix of service, there needs to be a clearly understood link between the economic, social and environmental prosperity for the community and the asset stock needed and revenues needed to deliver these objectives.

This information allows Council to make better informed decisions on the allocation of limited resources based on community values of service and cost. It stands to reason that the provision of services providing the highest benefit at the least cost will give the greatest value.



SINGLETON COUNCIL

PLAN IMPROVEMENTS

It is not the intention of this strategic document to identify recommendations for individual areas of Council's operations, but to establish the key areas for asset management improvement. An independent review of Council's asset management processes and data utilising the International Infrastructure Management Manual (IIMM) and NAMAF undertaken by Morrison Low in November 2019.

The independent audit assesses Council against the following categories and sub-categories:

Figure 12.1: Asset Management Maturity Assessment Categories

Asset Knowledge / Data	<ul style="list-style-type: none"> • Asset Classification / Hierarchy • Attributes and Location • Conditions Data • Lifecycle Cost Data • Valuation, Depreciation and Age / Life Data
Strategic Asset Planning Processes	<ul style="list-style-type: none"> • Strategic Long-Term Plan • Asset Management Policy And Strategy • Levels of Service • Risk Management • Financial Planning and Capita Investment • Asset Management Plan
Information Systems	<ul style="list-style-type: none"> • Asset Register • Systems Integration
Asset Knowledge Processes	<ul style="list-style-type: none"> • Asset Accounting / Valuation
Operating + Maintenance Work Practices	<ul style="list-style-type: none"> • Operating and Maintenance Management • Critical Assets
Organisational Context	<ul style="list-style-type: none"> • Organisational Strategy • Asset Management Review / Improvement • Asset Management Roles and Responsibilities

An assessment against each category, based on an A – F scoring, is provided along with an overall weighted score which is also based on an A – F score. The table below sets out the ranking system.

Table 12.1: Asset Maturity Scoring Matrix

Assessment	Description	Standard
A	At or Near Best Practice	> 9.0
B	Advanced Level of Competence	7.50-8.99
C	Core Level of Competence	6.00-7.49
D	Basic Level of Competence	4.00-5.99
E	Awareness	2.50-3.99
F	Nothing/Limited	< 2.49



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Table 12.2: Asset Management Maturity Audit

Singleton Council	Current Score	Desired score 3yrs	Priority (1-3)	1	2	3	4	5	6	7	8	9	10
Asset Knowledge / Data	7.4	8.0											
Asset Classification/Hierarchy	8												
Attributes + Location	8												
Condition Data	8												
Lifecycle Cost Data	4												
Valuation, Depreciation + Age/Life Data	9												
Asset Knowledge Processes	7.0	8.0											
Asset Accounting/Valuation	7												
Strategic Asset Planing Processes	5.8	8.0											
Strategic Long Term Plan	7												
Asset Management Policy + Strategy	8												
Levels of Service	5												
Risk Management	6												
Financial Planning + Capital Investment	3												
Asset Management Plans	6												
Operations + Maintenance Work Practices	6.0	8.0											
Operates / Maintenance Management	7												
Critical Assets	5												
Information Systems	8.0	8.0											
Asset Register	9												
Systems Integration	7												
Organisational Context	6.3	8.0											
Organisational Strategy	7												
Asset Management Review/Improvement	6												
Am Roles + Responsibilities	6												

Figure 12.2: Gap Analysis Assessment Radar Graph

Figure 2: Gap Analysis Assessment Chart - Singleton Council

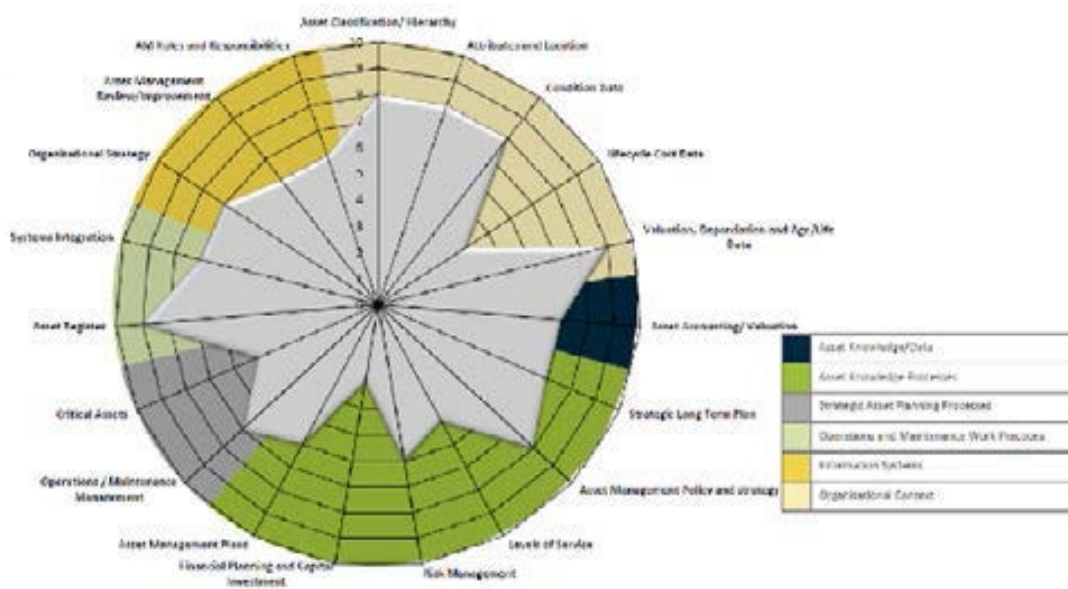


Table 12.3: Summary of Audit Results

Category	Assessment
Asset Knowledge / Data	C
Asset Knowledge Processes	C
Strategic Asset Planning Process	D
Operations + Maintenance Work Practices	C
Information Systems	B
Organisational Context	C
Overall Asset Management Assessment	C



SINGLETON COUNCIL

The overall score of C would indicate that the Council is at a Core level of competence in asset management. Based on independent panel (Morrison Low) recent experience across the asset management practices, systems and processes of Councils in NSW, this result scores Singleton Council as above average amongst the NSW Councils.

It should be Noted that Council's Asset Management Maturity assessment was undertaken prior to development of council asset management plan and the overall asset management score might not fully represent the status of maturity. It is expected with consideration of Asset Management Plans in the assessment the result moves towards the advanced levels in some areas.

Morrison Low's assessment of Council's Asset Management Maturity identified to Improve in asset management more work is required in the areas of:

- Strategic Asset Planning Processes
- Operations and Maintenance Work Practices
- Organisational Context

Details of the review are contained in the Asset Management Improvement Plan- PM20_80014- Asset Management Framework Improvement plan. The objective of this improvement plan is to:

- Ensure the effective delivery of asset management;
- Clearly define and set asset management roles, responsibilities and priorities;
- Improve the knowledge and skills of officers across Council of Asset Management Principals
- Drive the implementation of asset management programs and maturity assessment action plans;
- Ensure that adequate resources are available for the Asset Management functions.

The action plan has been updated to incorporate the priorities identified in the maturity assessment and is attached in Appendix B.

RISK MANAGEMENT PLAN

Singleton Council is committed to a structured and systematic approach to the management of risk and has committed resources to the implementation of an Enterprise Risk Management Program.

This program aims to embed the principles of risk management in all aspects of Council's operations, which will ultimately:

- Increase the likelihood of Council achieving its objectives
- Create an environment where all employees have a key role in managing risk
- Encourage proactive management
- Improve the identification of opportunities and threats
- Improve stakeholder confidence and trust
- Improve financial stability and minimise losses
- Improve organisational performance

For assets with potentially long lives, risks associated with changing economic conditions, varying levels of demand for services, new competition and maintenance and disposal requirements needs to be analysed and managed to ensure the investment is worthwhile.

The relative size of a project is not the only consideration. Projects or programs, which are inherently complex will also benefit from particular attention to Risk Management. This might occur when there are important economic or financial aspects, sensitive environmental or safety issues, or complex regulatory and licensing requirements.

One of the outcomes of this risk assessment in each plan will be the determination of Critical Assets. Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, Council can appropriately target and refine inspection regimes, maintenance plans and capital expenditure plans.

Operations and maintenance activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.



SINGLETON COUNCIL

The most critical assets in each group are identified in the individual Asset Management Plans, with examples presented in Table 14.1 below:

Table 13.1 Critical Assets (Sample from each asset class)

Asset Group	Critical Asset	Critical Ranking	Comment
Roads	Bridgman Road (RD0011)	4	Due to flooding at an early stage 10m. Access to water treatment plant is limited.
	54B7 - Brookers Bridge on Mirannie Road	4	
Drainage	Flood gates	4	
Building	Obanvale Water Treatment Plant	4	Water treatment
	Sewer Treatment Plant	4	Sewer treatment
Open space and Reserve	Civic Park	4	Emergency helicopter landing pad
Transport	Refer to Transport AMP		

Table 13.2 Critical Ranking

Asset Class	Asset Category	Critically Ranking	Criticality Definition
Roads		Very High (4)	Loss of asset would cause significant disruption. Legislative requirements need to be met.
Drainage		High (3)	Loss of asset would cause some disruption. Often associated with historical significance, tourism or major sporting venues.
Building		Medium (2)	Loss of asset would cause minor impact.
Open space and Reserve		Low (1)	Loss of asset would have virtually no impact. Often natural areas with no impact on people, sport or tourism.
Transport	Refer to Transport AMP		

Appendix A: Example of Annual Service Costs – Example only

This example details the costs to provide, operate (including daily cleaning), and maintain a new public Barbeque that is expected to have a life of 10 years. The annual service cost is detailed in Table A.1.

Table A.1 Annual Service Cost for a Public BBQ

	Capital Cost	Annual Service Cost	Remarks
Capital Cost	10,000		
Finance/Opportunity cost		400	4% pa
Depreciation		1,000	10 years
Operations (cleaning)		8,500	Daily cleaning
Maintenance		500	
Demolition		1,000	\$1,000 at 10 yrs
Revenue		0	
TOTAL	\$10,000	11,400	

The Annual Service Cost for the provision of the public barbeque is \$11,400 for the 10 year life required. The cost per use can be calculated by dividing the Annual Service Cost by the number of uses.

The costs **shown in bold** are the ongoing budget commitments that the Council must fund in future budgets for the service provided by the new barbeque. These total \$11,400 per annum for the next 10 years (depreciation, operations, and maintenance).

The Annual Service Cost is a tool for evaluating capital works projects. Council should be satisfied that it will obtain value or community benefits greater than \$11,400 per annum for this project, otherwise the project should not be approved.

This information will be used when considering annual capital works programs to assist in assessing projects. This shows the project estimate, apportioned into renewal and new asset components, the budget commitment and equivalent fees and charges increase required to fund the budget commitment and the annual service cost.

In determining its capital works program, Council will make a policy decision to allocate funds for asset renewal in accordance with its Asset Management Plans under the principle of allocating the value of depreciation expense progressively for asset renewals.



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Appendix B: Improvement Action Plan

Table B.1: Asset Improvement Action Plan

Asset Knowledge/Data | Asset Register (Cont.)

Name	Anticipated Completion Date	Comment	Owner
1- Asset Knowledge / Data – Asset Register			
1-1 Asset data collection and field verification	December 2021	<p>The expectation is that Council to have a logical structure to the collection and storage of its asset data including:</p> <ul style="list-style-type: none"> Assets identified by unique IDs Registers segmented into appropriate classification levels. <p>Currently completed for Buildings, Roads, Open Spaces and Reserves, Transportation and Drainage. Not Yet Completed for Water and Sewer</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>
1-2 Asset classification / hierarchy	December 2021	<p>Asset hierarchy that covers all asset classes needs to be structured in a logical format.</p> <p>Currently completed for Buildings, Roads, Open Spaces and Reserves, Transportation and Drainage. Not Yet Completed for Water and Sewer</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>
1-3 Condition data	Ongoing	<p>There should be written processes for carrying out condition surveys and defect identification assessments with data recorded in accordance with the asset hierarchy. Condition assessment guidelines and processes should be developed and used and there should be a consistent rating system applied. Historical assessment data should be available in a consistent format.</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>

Table B.1: Asset Improvement Action Plan

[Asset Knowledge/Data](#) | [Asset Register \(Cont.\)](#)

Name	Anticipated Completion Date	Comment	Owner
1- Asset Knowledge / Data – Asset Register			
1-4 Lifecycle cost data	March 2023	There should be clear definitions of operations and maintenance, renewals and new / upgrades expenditure. Cost data should be recorded separately for each with the data used in decision making. There should be a written lifecycle strategy and cost, and planning processes which are used. Work order structure and expenditure tasks need to be reviewed	Coordinator Assets Infrastructure Services Coordinator Strategy and Compliance - Water + Sewer
1-5 Valuation, depreciation and age / life data	December 2021	Expectation is there to be a common data system used across all asset groups, with current depreciation and replacement cost data at the appropriate asset hierarchy level. Depreciation should be updated based on annual assessments of useful asset life. Historical accounting data should be available. Currently completed for Buildings, Roads, Open Spaces and Reserves, Transportation and Drainage. Not Yet Completed for Water and Sewer	Coordinator Assets Infrastructure Services Coordinator Strategy and Compliance - Water + Sewer



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Table B.2: Asset Improvement Action Plan

Strategic Asset Planning Processes

Name	Anticipated Completion Date	Comment	Owner
2-Strategic Asset Planning Processes			
2-1 Asset Management Policy	December 2020	Revised every two years	Coordinator Assets
2-2 Asset Management Strategy	Completed (Infrastructure assets)	<p>The first draft developed in 2016- Review of the plan is required following the modelling of each asset classes and undertaking financial gap analysis.</p> <p>Water and Sewer needs to be incorporated into the strategy following completion of their asset management plans</p>	Coordinator Assets
2-3 Asset Management Plans	Completed (Infrastructure Assets)	<p>There should be asset management plans covering all assets owned by Council. The asset management plans should include levels of service with performance targets and actions, and costs established to achieve them together with the following:</p> <ul style="list-style-type: none"> • Demand forecasts • Lifecycle cost plans • Forecast costs separately identified for operations, maintenance, renewals new / upgrades and depreciation • Asset disposals • An asset management improvement plan. <p>Consideration should be given to solutions not involving assets owned by Council. There should be clear evidence that they have been prepared, taking community consultation into account.</p> <p>Water and Sewer anticipated completion date is yet to be determined.</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>

Table B.2: Asset Improvement Action Plan
Strategic Asset Planning Processes

Name	Anticipated Completion Date	Comment	Owner
2-Strategic Asset Planning Processes			
2-4 Strategic asset modelling /1-4-10 years capital work program	November 2023	<p>Asset Strategy and Planning and LAMS teams established strategic asset module of authority and this module along with Orana software package will be used in modelling 1-4-10 years</p> <p>Buildings, Drainage, Transportation, Open Spaces and reserves and Buildings are due to be completed by November 2020.</p> <p>Water and Sewer anticipated completion date is yet to be determined.</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>
2-5 Level of Services	November 2023	<p>Levels of Service needs to be clearly defined for each asset class and are aligned to Council's strategic objectives and legislative requirements, Community and technical levels of service should be separately identified incorporated into service level agreements, operations and maintenance, and renewals processes. Performance against level of service targets should be monitored in accordance with documented procedures</p> <p>Buildings, Drainage, Transportation, Open Spaces and reserves and Buildings are due to be completed by November 2023.</p> <p>Water and Sewer anticipated completion date is yet to be determined.</p>	<p>Coordinator Assets Infrastructure Services</p> <p>Coordinator Strategy and Compliance - Water + Sewer</p>



SINGLETON COUNCIL

Table B.2: Asset Improvement Action Plan
Strategic Asset Planning Processes

Name	Anticipated Completion Date	Comment	Owner
2-Strategic Asset Planning Processes			
2-6 Risk Management-Critical Assets	June 2022	Council should have a corporate risk management policy and strategy, and a risk assessment should exist for each asset class in accordance with them. The assessment should identify critical assets and any risk mitigation strategies or measures. Council should have emergency response and recovery, and business continuity plans, taking into account each asset class.	Coordinator Assets Infrastructure Services Coordinator Strategy and Compliance - Water + Sewer
2-7 Financial Planning and Capital Investment	June 2023	Council needs to have a Long-Term Financial Plan (LTFP) based on Council's Community Strategic Plan, Workforce Plan and Asset Management Plans. The LTFP should incorporate lifecycle planning, forward capital works planning, risk and sensitivity analyses and project prioritisation processes.	Financial Controller

Table B.3: Asset Improvement Action Plan
Asset Reporting and Periodic Revaluation

Name	Anticipated Completion Date	Comment	Owner
3-Asset Reporting and Periodic Revaluation			
3-1 Special Schedule 7 methodology report	June 2022		Coordinator Assets Financial Controller
3-2 Periodic Revaluation	Ongoing	<ul style="list-style-type: none"> • Revaluation Review every five years • Buildings, Drainage, Transportation – completed 2020 • Buildings – completed 2018 • Open Spaces and Reserves – due to be completed June 2021 • Water and Sewer are due to completion 2022 	Coordinator Assets Infrastructure Services Coordinator Strategy and Compliance - Water + Sewer



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Table B.4: Asset Improvement Action Plan

Information Systems

Name	Anticipated Completion Date	Comment	Owner
4-Information Systems			
4-1 Systems integration	June 2022	Asset management systems should integrate or interface with corporate systems, including the customer request, document management, accounting and HR systems. There should be a spatial system (GIS) implemented with written processes that are used.	Coordinator Land And Asset Management System
2-7 Financial Planning and Capital Investment	June 2023	Council needs to have a Long-Term Financial Plan (LTFP) based on Council's Community Strategic Plan, Workforce Plan and Asset Management Plans. The LTFP should incorporate lifecycle planning, forward capital works planning, risk and sensitivity analyses and project prioritisation processes.	Financial Controller

Table B.5: Asset Improvement Action Plan

Organisational Content

Name	Anticipated Completion Date	Comment	Owner
5-Organisational context			
5-1 Organisational strategy	June 2023	There should be evidence that asset management drives Council in terms of the use and management of its assets aligned with Council's policies and strategies. Council's structure and position descriptions should clearly identify asset management roles and responsibilities across all asset classes. There should be written processes for capital investment based on Council's strategic plans, lifecycle costs and risk assessments.	Manager Infrastructure Services Manager Water and Sewer
5-2 Establishment of Asset Management Executive Leadership Team	January 2022	Council needs to have a prioritised asset management improvement plan, with responsibilities and timeframes in place, which is monitored and reported on. There should be a benchmarking process and regular asset management reviews in place. The objective of this project is to summarise asset management improvement plan and prioritise the actions. The actions need to be monitored and reviewed and the progress is reported	Manager Infrastructure Services
5-3 Asset management roles and responsibility and awareness program	June 2023	Asset management roles and responsibilities need clearly identified. There should be a clear training program in place for all levels in the organisation, including Council, with needs assessments where appropriate. Identified needs should be included in a workforce management plan. Asset Management awareness program need to be developed across the council.	Manager Infrastructure Services Manager Water and Sewer Coordinator Assets Infrastructure Services



SINGLETON COUNCIL

Appendix C: 10 year Financial Plan based on Asset Management Prediction (2021) \$,000)

Asset Group	2021/22	2022/23	2023/24	2024/25	2025/26
Income					
Roads	(18,095)	(9,639)	(9,580)	(9,738)	(10,334)
Drainage	(510)	(703)	(1,008)	(520)	(2,008)
Buildings	(3,497)	(5,623)	(1,482)	(2,299)	(1,436)
Open Space	(3,581)	(2,340)	(2,659)	(2,034)	(2,251)
Transport	(1,449)	(826)	(543)	(1,694)	(3,596)
Total Income	(27,132)	(19,131)	(15,272)	(16,285)	(19,625)
Operations					
Roads	1,018	1,039	1,059	1,081	1,102
Drainage	90	92	94	96	98
Buildings	663	676	690	704	718
Open Space	1,197	1,221	1,245	1,270	1,295
Transport	209	213	217	221	226
Total Operations	3,177	3,241	3,305	3,372	3,439
Maintenance					
Roads	2,376	2,424	2,472	2,521	2,572
Drainage	211	215	220	224	228
Buildings	271	277	282	288	294
Open Space	513	523	534	544	555
Transport	259	264	269	275	280
Total Maintenance	3,630	3,703	3,777	3,852	3,929
Renewal					
Roads	13,701	4,927	4,798	4,886	5,410
Drainage	208	395	274	200	317
Buildings	2,190	3,413	435	838	300
Open Space	1,672	271	180	220	230
Transport	80	0	0	0	0
Total Renewal	17,851	9,006	5,687	6,144	6,257
Upgrade / Expansion					
Roads	1,000	1,250	1,250	1,250	1,250
Drainage	0	0	420	0	1,365
Buildings	372	1,257	75	470	125
Open Space	200	325	700	0	170
Transport	902	349	56	1,198	3,090
Total Upgrade / Expansion	2,474	3,181	2,501	2,918	6,000
Total Expenditure	27,132	19,131	15,270	16,286	19,625

SINGLETON COUNCIL

2026/27	2027/28	2028/29	2029/30	2030/31	Average
(9,802)	(9,844)	(10,576)	(10,432)	(9,612)	(10,765)
(955)	(925)	(1,196)	(741)	(960)	(953)
(2,082)	(1,492)	(2,013)	(1,245)	(2,201)	(2,337)
(2,233)	(2,975)	(2,164)	(3,503)	(2,363)	(2,610)
(924)	(860)	(1,000)	(1,092)	(1,166)	(1,315)
(15,996)	(16,096)	(16,949)	(17,013)	(16,302)	(17,980)
1,124	1,147	1,170	1,193	1,217	1,115
100	102	104	106	108	99
732	747	762	777	676	715
1,321	1,348	1,375	1,402	1,430	1,310
230	235	240	245	249	229
3,507	3,579	3,651	3,723	3,680	3,467
2,623	2,676	2,729	2,784	2,840	2,602
233	238	242	247	252	231
299	305	312	318	324	297
566	578	589	601	613	562
286	291	297	303	309	283
4,007	4,088	4,169	4,253	4,338	3,975
4,805	4,771	5,427	5,155	5,305	5,919
372	585	60	388	600	340
1,050	440	915	150	800	1,053
345	240	150	0	300	361
0	0	0	0	0	8
6,572	6,036	6,552	5,693	7,005	7,680
1,250	1,250	1,250	1,300	250	1,130
250	0	790	0	0	283
0	0	25	0	400	272
0	810	50	1,500	20	378
407	333	463	544	607	795
1,907	2,393	2,578	3,344	1,277	2,857
15,993	16,096	16,950	17,013	16,300	17,980





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FEES + CHARGES

2022 / 2023



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FEES & CHARGES

Council provides a wide range of services to the community and has adopted a number of fees and charges. Each fee or charge is reviewed annually and determined on the basis of one or more of the following criteria:-

A	<i>Nil Cost Recovery</i> - There is no charge for these types of items. All costs associated with this item are met from either general revenues, grants, contributions or various combinations of same.
B	<i>Minimal Cost Recovery</i> - The price for these is set to meet a small contribution towards the cost of the item. The majority of the cost of this item is met from either general revenues, grants, contributions or various combinations of same.
C	<i>Majority Cost Recovery</i> - The price for these items is set to make a substantial contribution towards the cost of the service.
D	<i>Full Operating Cost Recovery</i> - The price for these items have been set to cover the operating cost of providing the item.
E	<i>Full Cost and Partial Capital Cost Recovery</i> - The price of these items is set to recover annual operating costs and make a contribution to the cost of replacement of the infrastructure assets utilised in providing the item.
F	<i>Regulatory Fees</i> - the price charged for these items is a statutory charge set by legislation.
G	<i>Market Competitive</i> - a) the service provided is in competition with that provided by another Council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service; and/or b) the service is a profit making activity and the price paid by users should recover an amount greater than the full cost of providing that service.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Council

Visitor Information and Enterprise Centre

Hire of Boardroom – per hour	\$23.50	\$23.50	Y	C
Hire of Boardroom – full day	\$140.00	\$140.00	Y	C
VIC Pop up Shop - Daily Charge	\$20.00	\$20.00	Y	C
Consignment Goods	Minimum 20%		Y	D
Lifestyle Items includes jewellery, fabric crafts, tableware etc.				
Souvenirs and Merchandise	RRP		Y	D
The centre also provides souvenirs and merchandise that are for sale at the recommended retail price for the individual product				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Art & Cultural Centre

Singleton Art & Cultural Centre (SACC) has two (2) categories for applying fees and charges:

Category 1 - Corporate or Private; Exclusive venue hire for corporate or private clients, out of public open hours only.

Category 2 - Community; Non-exclusive venue hire for community activities during standard open hours only.

Notes:

- All hire of Art Gallery spaces require gallery staff for supervision of the site only, not as function staff. Additional costs will apply to venue hire fees.
- A security bond is payable on confirmation of the booking. The security bond will be refunded after a site inspection is completed as per the terms and conditions of the venue hire agreement.
- Catering suppliers must have a current food service licence and appropriate insurance.
- All food and drink is to be consumed in the specified hired space only. No food or drink is allowed in other Gallery exhibition spaces at any time.
- All venue and workshop room hire spaces are subject to availability.
- Singleton Council events are exempt from venue hire fees and charges, staffing costs may apply.
- All costs are based on 50 guests. Additional costs may apply in excess of this number.
- SACC members are eligible to receive 10% discount on venue hire fees and Gallery Shop purchases. Discount does not apply to staff costs.
- All costs are inclusive of GST.

Community Venue Hire

Base hourly rate, minimum of three (3) hours

Security Bond	\$250.00	\$255.00	N	C
Workshop Room Hire - Per Hour	\$0.00	\$25.00	Y	C
Monday to Friday	\$165.00	\$168.50	Y	C
Saturday	\$215.00	\$219.50	Y	C
Sunday	\$320.00	\$327.00	Y	C

Corporate or Private Venue Hire

Base hourly rate, minimum of three (3) hours

Security Bond	\$250.00	\$255.00	N	C
Monday to Friday	\$215.00	\$219.50	Y	C
Saturday	\$270.00	\$275.50	Y	C
Sunday	\$320.00	\$327.00	Y	C

Workshop Room Hire

Corporate or Private Workshop Room Hire

Security Bond	\$250.00	\$255.00	N	C
Materials Used		Cost plus 40%	Y	C
Base Hourly Rate	\$35.00	\$36.00	Y	C
Subject to Availability				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Membership

Definitions:

Family: Any two (2) people over 18 living at the same address and up to three (3) dependant children. Children's date of birth must be supplied. Children who turn 18 whilst being a current member under a family membership will be allowed to remain under the family membership until their 19th birthday.

Concession: Any one of the following: 1) any person under 18, 2) any person studying full time with a valid Australian Student ID or, 3) any person with a valid Pension Card and or Seniors Card. ID cards must be sighted, or a photocopy provided.

Business: Must be in a registered business name. Business must nominate two primary cardholders, these cardholders will be eligible to receive the 10% discount on gallery retail items. No other employees may claim the Shop discount unless they hold a separate membership in their name. Business memberships are eligible to receive a 10% discount on venue hire fees (excludes catering), for a single event in each fiscal membership year.

1yr Membership

Individual	\$30.00	\$31.00	Y	C
Family	\$50.00	\$51.00	Y	C
Concession - Individual	\$25.00	\$25.50	Y	C
Business	\$80.00	\$82.00	Y	C

3yr Membership

Individual	\$75.00	\$76.50	Y	C
Family	\$120.00	\$122.50	Y	C
Concession - Individual	\$60.00	\$61.50	Y	C
Business	\$195.00	\$199.00	Y	C

Gallery Retail

Gallery Retail Stock, Merchandise and Consignment	<p>Minimum commission of 30% on consignment items. Stock and merchandise at RRP.</p> <p>Last year fee Minimum commission of 40% of the RRP (excluding GST), Singleton Council reserves the right to establish individual contracts with suppliers.</p>	Y	C
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Gallery Retail [continued]

Exhibition Merchandise	Catalogues and merchandise will comply with the price structure outlined in this agreement. Where RRP is not already defined a minimum commission of 30% (excluding GST) off the RRP will be applied.		Y	C
	Last year fee Catalogues and merchandise will comply with the price structure outlined in this agreement. Where RRP is not already defined a minimum commission of 40% (excluding GST) off the RRP will be applied.			
Postage	Full cost recovery + GST		Y	D
Postage of merchandise items				

Event and Admission Fees

Incoming touring exhibitions of national significance, that would incur admission fees at their originating institution eg, AGNSW, NGA, NGV, Australian Museum, may be subject to an admission fee.

Admission Fees

Concession/Members/Students	Free	Y	C
Children (0-18 years)	Free	Y	C
Adults	Free	Y	C

Ticketed Events

Ticketed Events	Full cost recovery + GST unless funded by third party contribution/s	Y	C
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Other Services

Commission for Sale of Art Objects	The sale of art objects within exhibitions will comply with the price structure outlined in the exhibition agreement. Minimum commission of 30% of the RRP	Y	C
Corporate Art Loan Fee	10% of valuation + installation costs	Y	C
Per Week			

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Other Services [continued]

SACC Initiated Touring Exhibition Fees	Subject to variation due to grants, artwork & artist involved. Business case for touring shows to be approved by the Manager Strategy & Engagement		Y	C
Workshops (unless funded by 3rd party contributions)			Y	C
	Last year fee Tutor fee + materials + administration costs (where applicable).			
Installation and De-Installation Services	\$70.00	\$71.50	Y	
Hourly rate				

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Filming

Filming Proposal Lodgement Fee – Ultra Low	No Charge		N	A
Less than 10 crew members, no disruption caused to Council, retailers or motorists, activities contained to open space areas and vehicles associated with filming are legally parked				
Filming Proposal Lodgement Fee – Low	\$150.00	\$150.00	N	F
Between 11 - 25 crew members, no more than 4 trucks/vans, no construction, minimal equipment/lighting, small or no unit base required and filming between 1 or 2 locations				
Filming Proposal Lodgement Fee – Medium	\$300.00	\$300.00	N	F
Between 26 - 50 crew, no more than 10 trucks, some construction, some general use of equipment, unit base requirement and up to 4 filming locations				
Filming Proposal Lodgement Fee – High	\$500.00	\$500.00	N	F
50+ crew members, more than 10 trucks, significant construction, extensive use of equipment, large unit base requirement and shooting at more than 4 locations				
Assessment of Traffic Management Plans – Low	\$100.00	\$100.00	N	F
Stop/go traffic control on a local or Council-managed road with police consultation				
Assessment of Traffic Management Plans – Medium	\$300.00	\$300.00	N	F
Stop/go traffic control on a multi-laned or state road with NSW Police and RTA consultation				
Assessment of Traffic Management Plans – High	As per Council's adopted road closure fees		N	D
Road closures with NSW Police and RTA consultation. As per Council's adopted road closure fees that apply to other applicants				
Supervision during working hours 8:30am – 4:30pm	Fee for service		N	D
Supervision after working hours	Fee for service		N	D
Site visit/inspection	Fee for service		N	D

Additional Services

Filming Bond	A reasonable bond is negotiated between Council and the filmmaker depending upon a risk assessment		N	D
Cleaning	Fee for service		N	D
Site Remediation	Fee for service		N	D
Security	Fee for service		N	D
Additional Site Preparation	Fee for service		N	D
Waste Management	Fee for service		N	D
Access	Fee for service		N	D
Power	Fee for service		N	D
Water	Fee for service		N	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Roads

Road Opening Application	\$1,198.50	\$1,225.00	N	B
Road Closure Application	\$1,198.50	\$1,225.00	N	D
All other costs associated with Council Road closure procedure - Land Titles Office, survey, conveyancing, property transfer and Dept Land & Water costs (\$4,000 deposit required)				
Private Works	The charges applied are not detailed due to commercial advantage		Y	E

Use of Roads/Footpaths

Section 128 & Section 133 - Installation of a Public Gate and or Grid, Application & Agreement Fee	\$341.00	\$500.00	N	C
Section 138 Application & Agreement Fee - Commercial/Industrial	\$0.00	\$600.00	N	C
Section 138 Application & Agreement Fee - Residential/Community	\$341.00	\$350.00	N	D
Section 138 Application & Agreement Fee - Blasting Notification - 1 to 5 blasting per application per year	\$0.00	\$150.00	N	
Section 138 Application & Agreement Fee - Blasting Notification - 5 to 10 blasting per application per year	\$0.00	\$200.00	N	
Section 138 Application & Agreement Fee - Blasting Notification - >10 blasting per application per year	\$0.00	\$500.00	N	C
Variation Fee	\$341.00	\$348.00	N	D
Bond (site specific)	Price on application		N	D
Section 125 Application & Agreement Fee	\$165.00	\$200.00	N	D
Inspection Fee (Asset protection inspection, S138, S125, S126 if required)	\$0.00	\$150.00	N	C

CBD - Caretaking Service

Commercial properties with public road frontage (street and or lanes) Charged on a per metre basis	\$14.00	\$14.40	Y	C
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Annual Pipe Charges

Pipe – Commercial Fee per crossing & \$230 p/km	\$156.00	\$159.50	N	C
Pipe – Utility and associated structures Fee per crossing & \$440 p/km subject to final determination at time of application	\$156.00	\$159.50	N	C

Annual Structure Charge

Tunnel/Conveyor Fee + \$230 p/km	\$162.50	\$166.00	N	C
Structure Per crossing	\$162.50	\$166.00	N	C

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Annual Structure Charge [continued]

Bridge	\$162.50	\$166.00	N	C
Per crossing				
Annual Insurance Fee – applies to all above agreements	\$269.00	\$274.50	N	C

Temporary Grazing Permit

Grazing Application fee	\$66.50	\$68.00	N	B
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Heavy Vehicle Access Administration

Issue Permit	\$80.00	\$80.00	N	F
Route Assessment		At cost	N	F

Road Lease Fee

Road Lease Application Fee	\$939.00	\$958.00	Y	C
Annual Fee	\$123.00	\$125.50	Y	C
Per ha or part thereof				
Lease Preparation and all other costs		At cost	Y	D

B-Double Route Assessment Applications

B-Doubles exceeding 19m	\$823.00	\$840.00	N	D
B-Doubles not exceeding 19m with GVM less than 50 tonne	\$175.50	\$179.50	N	D
Cost of bridge assessment if required		At cost	N	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Water and Sewer

Water Services

Water Service Connections

These charges include 2 crew members for 2 hours. All charges are indicative and additional plant and equipment costs, traffic control or road under-boring, if required, are by quotation.

Standard Service – Existing Tapping - 20mm - Each	\$609.00	\$622.00	N	D
Standard Service - Tap and Connection - 20mm - Each	\$1,065.00	\$1,090.00	N	D
Oversize Service - Existing Tapping - 25mm - Each	\$767.00	\$783.00	N	D
Oversize Service – Tap and Connection - 25mm - Each	\$2,615.00	\$2,670.00	N	D
Oversize Service – Tap and Connection - 32mm - Each	\$3,435.00	\$3,505.00	N	D
Oversize Service – Tap and Connection - 40mm - Each	\$4,210.00	\$4,295.00	N	D
Oversize Service – Tap and Connection - 50mm - Each	\$4,465.00	\$4,555.00	N	D
Oversize Service - Greater than 50mm		by Quotation	N	D
Fire Service - Supply and Installation - Tee and Valve		by Quotation	N	D
Fire Service - Supply and Installation of Meter		by Quotation	N	D
For the provision of a domestic water service to a privately owned fire service manifold; includes connection fees.				

Water Meter Relocation - Greater than 500mm from existing location - per Meter	by Quotation		N	D
Water Meter Relocation - Up to 500mm from existing location - per Meter	\$0.00	\$350.00	N	
Water Disconnection - per Meter	\$132.50	\$135.50	N	C
Supply and Installation - Lockable Ball Valve - 20mm - per Meter	\$173.00	\$176.50	N	C
Supply and Installation - Lockable Ball Valve - 25mm - per Meter	\$200.00	\$204.00	N	D
Supply and Installation - Anti Tampering Nut & Barrel - 20mm and 25mm - per Meter	\$282.50	\$288.50	N	C
Supply and Installation - Meter - Existing Meter Frame - 20mm and 25mm - per Meter	\$138.00	\$141.00	N	D
Supply and Installation - Meter - Existing Meter Frame - Other Sizes - per Meter	Actual Cost		N	D
Re-instatement of Damaged Service - 20mm and 25mm Meters - During Business Hours - per Meter	\$209.50	\$214.00	N	D

This fee applies to the repair/or replacement of a damaged water service and/or meter, where the existing meter or water service is damaged by a third party, by theft or by meter tampering. The charge includes labour costs of 2 crew members for 1 hour, additional labour, plant and equipment costs are applicable if required. Customers must arrange reconnection of their internal pipework to the new meter and/or water service by their own plumber.

Re-instatement of Damaged Service - 20 to 25mm - Outside Business Hours - per Meter	Actual Cost	N	D
Fee is dependant on number of staff attending and the time of day.			
Re-instatement of Damaged Service - Other Sizes - During or Outside Business Hours - per Meter	Actual Cost	N	D
Fee is dependant on service size, number of staff attending and the time of day.			
Re-instatement of Damaged Services - Hydrant and Valves Lids and Surrounds - per Item	Actual Cost	N	D

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Water Service Connections [continued]

Traffic Control - Associated with Water and Sewer Works	by Quotation	N	D
Traffic control (where required) is in addition to all fixed prices included in the adopted fees and charges schedule.			

Backflow Prevention Devices

Backflow Prevention Device - Supply and Installation - 20mm - Each	\$291.50	\$297.50	N	D
Backflow Prevention Device - Supply and Installation - Other Sizes - Each	by Quotation		N	D
Backflow Prevention Device - Registration / Administration - Annual	\$21.50	\$22.00	N	B
Backflow Prevention Device - Testing by Council - Annual	\$267.50	\$273.00	N	D

Bulk Water and Sewer Services

Singleton Army Camp - Water Access Charge - Annual	\$26,670.00	\$27,205.00	N	E
Singleton Army Camp - Water Usage Charge - per kL	\$1.40	\$1.45	N	E
Singleton Army Camp - Sewer Access Charge - Annual	\$26,670.00	\$27,205.00	N	E
Singleton Army Camp - Sewer Usage Charge - per kL	\$2.20	\$2.30	N	E

Water Performance Testing

Water Meter Accuracy Test - 20 and 25mm Service - Each	\$114.00	\$116.50	N	D
Fee is payable in advance and will be refunded only if the meter is found to be registering outside the allowed variance, see POL/ 26030 Water Supply Services Policy for details.				
Water Meter Accuracy Test - Other Sizes	by Quotation		N	D
Statement of Available Pressure - per Site	\$104.00	\$162.00	N	D
Fee is charged per site for pressure and flow information required for fire service calculations. Additional costs for traffic control may be applicable, if required.				
Statement of Available Pressure - Traffic Control Required - per Site	by Quotation		N	D

Water Carters Fees

Application and Approval Fee - 5 Yearly – per Application	\$244.00	\$249.00	N	C
Inspection of Vehicle to Cart Drinking Water - per Hour	\$244.00	\$249.00	N	D
Water Usage Charge - per kL	\$3.00	\$3.10	N	D
Electronic Key - per Key	\$54.50	\$56.00	N	D

Sewer Services

Sewer Junction Installation

Fee is charged where it is necessary to install an additional sewer junction or relocate an existing sewer junction to service a proposed development or residence. The fee is considered a deposit only and the customer accepts that further costs may be invoiced upon discovery of conditions requiring abnormal works, as a condition to Council undertaking the work.

Section 64 Charges will be applicable to allotments where such charges have not previously been levied.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Sewer Junction Installation [continued]

Sewer Connection - New or Relocation - By Council - 0 to 1.5m Deep - Each	\$770.00	\$786.00	N	C
Sewer Connection - New or Relocation - By Council - 1.5 to 3.0m Deep - Each	\$1,170.00	\$1,195.00	N	C
Sewer Connection - New or Relocation - By Council - Over 3.0m Deep - Each	by Quotation		N	C
Sewer Junction - Inspection Fees - New or Relocation by Licensed Plumber - per Site	\$0.00	\$67.00	N	C
Service Location - Privately Owned - per hour	Actual Cost		N	D
Sewer Disconnection - By Council - Each	\$193.00	\$197.00	N	C
Raising or Lowering of Sewer Maintenance Chamber - Each	by Quotation		N	

Water and Sewer - Labour and Plant

Costs associated with operational staff, plant and equipment on a per unit/per hour basis, used for calculating Actual Cost and By Quotation rates.

Council Works

Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	\$76.50	\$78.50	N	C
Labour - Network Operator - Outside Business Hours - per Hour/per Operator	\$115.00	\$117.50	N	C
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	\$87.00	\$89.00	N	C
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	\$130.50	\$133.50	N	D
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	\$0.00	\$89.00	N	
Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	\$0.00	\$133.50	N	
Technical Services - Water and Sewer Development Engineer - per Hour	\$130.50	\$133.50	N	C
Plant and Equipment - Excavator / Backhoe - per Hour	\$112.50	\$115.00	N	C
Plant and Equipment - Non Destructive Digger - per Hour	\$163.50	\$167.00	N	C
Plant and Equipment - Jetter - per Hour	\$245.00	\$250.00	N	C
Plant and Equipment - Bobcat - per Hour	\$82.00	\$84.00	N	C
Plant and Equipment - CCTV - per Hour	\$0.00	\$20.00	N	

Private Works

Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	\$84.50	\$86.50	Y	
Labour - Network Delivery Team - Outside Business Hours - per Hour/per Operator	\$126.50	\$129.50	Y	D
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	\$96.00	\$98.00	Y	D
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	\$143.50	\$147.00	Y	D
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	\$0.00	\$98.00	Y	

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Private Works [continued]

Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	\$0.00	\$147.00	Y	
Plant and Equipment - Excavator / Backhoe - per Hour	\$123.50	\$126.50	Y	D
Plant and Equipment - Non Destructive Digger - per Hour	\$180.00	\$184.00	Y	D
Plant and Equipment - Jetter - per Hour	\$269.50	\$275.00	Y	D
Plant and Equipment - Bobcat - per Hour	\$90.50	\$92.50	Y	D
Plant and Equipment - CCTV Camera - per Hour	\$0.00	\$22.00	Y	

Pressure Sewer Systems

Single Pump – Supply and Installation - Each	\$10,610.00	\$10,625.00	N	C
This fee applies to the supply and installation of a pressure sewer system on private property. The charge includes single pump unit, tank unit, boundary kit and discharge line, labour costs of 2 crew members and plant and equipment. Additional labour for 16 hours. Additional costs may be applicable dependant on site conditions.				
Dual Pump – Supply and Installation - Each	\$22,595.00	\$15,000.00	N	C
This fee applies to the supply and installation of a pressure sewer system on private property. The charge includes dual pump unit, tank unit, boundary kit and discharge line, labour costs of 2 crew members and plant and equipment. Additional labour for 16 hours. Additional costs may be applicable dependant on site conditions.				
Custom Unit - Supply and Installation	by Quotation		N	C
Pressure Sewer Components - Repairs and Replacements - Malicious Damage	Actual Cost		N	D

Water and Sewer Development

Water Management Act Compliance

These fees apply to the administration, assessment and approval of proposed building and land development with Council's water and sewer supply areas under the *Water Management Act 2000 (NSW)* only. They include the preparation and issue of a Section 306 Notice of Requirement and Section 307 Certificate, which states whether a development complies with the Local Water Utility requirements under the *Water Management Act 2000 (NSW)*.

s306 - Notice of Requirement - Minor - per Development	\$38.50	\$39.50	N	B
s307 - Certificate of Compliance - Minor - Class 1 and 10 Buildings - per Development	\$38.50	\$39.50	N	B
For the purpose of issuing a Certificate of Compliance under s307 of the <i>Water Management Act 2000 (NSW)</i> minor impact developments include class 1 (standalone dwellings) and class 10 buildings, using the definition of the Building Code of Australia.				
s306 - Notice of Requirements - Moderate - per Stage / per Development	\$120.00	\$122.50	N	B
s307 - Certificate of Compliance - Moderate - per Stage / per Development	\$120.00	\$122.50	N	B
For the purpose of issuing a Certificate of Compliance under s307 of the <i>Water Management Act 2000 (NSW)</i> moderate impact developments are considered those requiring connection to Council's existing water and sewer supply systems and usually involve Section 64 Charges; for example dual or tri-occupancy dwellings, minor subdivisions requiring additional or extension to existing mains but no other supply infrastructure and industrial or commercial developments.				
s306 - Notice of Requirement - Major - per Stage / per Development	\$288.50	\$294.50	N	

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Water Management Act Compliance [continued]

s307 - Certificate of Compliance - Major - per Stage / per Development		by Quotation	N	B
For the purpose of issuing a Certificate of Compliance under s307 of the <i>Water Management Act 2000 (NSW)</i> major impact developments are considered those requiring increases in the size of existing water and sewer infrastructure or construction of new or upgraded infrastructure, such as pump stations and/or reservoirs to adequately service the development. For example medium/high density multi occupancy dwellings and subdivisions requiring engineering professionals. Final fee dependant upon type and complexity of infrastructure and number of inspections required. This information is outlined in the s306 Notice of Requirement.				
s307 - Additional Inspection or Re-Inspection of Works - per Inspection	\$79.00	\$133.50	N	B

Section 64 (Headworks) Charges

Water – Singleton Town, Singleton Heights, Hunterview, Pinnacle - New and Existing - per ET	\$6,345.00	\$6,475.00	N	C
Water – Maison Dieu - Rural Residential and Industrial - New and Existing - per ET	\$9,475.00	\$9,665.00	N	C
Water – Broke, Jerrys Plains and Mount Thorley - New and Existing - per ET	\$12,585.00	\$12,840.00	N	C
Water – Bridgman Ridge, Hunter Green and Gowrie Gates - New and Proposed Residential - per ET	\$6,345.00	\$6,475.00	N	C
Water – Rural Residential Zoned Areas - The Retreat - per ET	\$12,585.00	\$12,840.00	N	C
Water – Rural Zoned Areas - per ET	\$3,390.00	\$3,460.00	N	C
Sewer – Singleton Town, Singleton Heights, Hunterview, Pinnacle - New and Existing - per ET	\$3,795.00	\$3,875.00	N	C
Sewer - Maison Dieu - Rural Residential and Industrial - New and Existing - per ET	\$8,935.00	\$9,115.00	N	C
Sewer – Bridgman Ridge, Hunter Green and Gowrie Gates - New and Proposed Residential - per ET	\$3,795.00	\$3,875.00	N	C

Technical Services - Water and Sewer Servicing

Building Plan Assessment and Stamping - Water and Sewer Servicing Requirements - Each	\$19.00	\$19.40	N	C
Building in the Vicinity of Sewer and Water Trunk Mains Advice - per Site	\$120.00	\$122.50	N	B
Fee applies to the administration of building over and or/adjacent to sewer infrastructure applications and includes investigation and issue of letter regarding a building's compliance with standards for building over and/or adjacent to Council's water or sewer pipes or infrastructure. Refer to Council Policy POL/26013 Building in the Vicinity of Sewer and Trunk Water Mains Policy.				
Preliminary Water and Sewer Infrastructure Servicing Advice - per Advice	\$280.50	\$286.50	N	B
Review of plans and associated documents to determine preliminary assessment of requirements for and impacts on water and sewer infrastructure, provided as advice only. Completed in addition to the <i>Water Management Act NSW 2000</i> process, as required. This charge includes up to 2.5 hours, any additional time spent on the preliminary assessment will be charged at the applicable hourly rate.				
Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Minor - per Application / per Asset Class	\$280.50	\$286.50	N	
Review and approval of engineering plans and assessment of system impacts from proposed development. Minor Projects are defined as residential development of up to 10 lots (including associated main relocations) or mains extensions to existing properties outside service area (charged per application, per asset class i.e water or sewer)				

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Technical Services - Water and Sewer Servicing [continued]

Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Moderate - per Application / per Asset Class	\$702.00	\$717.00	N	C
Review and approval of engineering plans and design assessment of system impacts from proposed development. Moderate Projects are defined as development of between 10 and 50 lots (including associated main relocations), new or modifications to sewage pumping stations, medium density development or mains extensions to existing properties outside service area (charged per application / per asset class i.e water or sewer).				
Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Major - per Application / per Asset Class	\$883.00	\$901.00	N	C
Review and approval of engineering plans and assessment of system impacts from proposed development. Major projects are defined as development between 50 and 150 lots (including associated main relocations), new or modifications to sewage pumping stations, medium density development or mains extensions to existing properties outside service area (charged per application / per asset class i.e water or sewer).				

Water Mains

Supply and installation of water infrastructure by Council.

Water Main Shutdown (Subdivision connection works) - Up to DN150	\$0.00	\$519.00	N	D
Water Main Shutdown (Subdivision Connection Works) - Greater than DN150	By Quotation		N	D
Water Main Connection (New mains and main extensions - subdivision works) - Mains Up to DN150	By Quotation		N	
Water Main Connection (New mains and main extensions - subdivision works) - Greater than DN150	By Quotation		N	D
Reticulation Main - All Sizes	by Quotation		N	D
Trunk Mains – All Sizes	by Quotation		N	D

Sewer Main

Supply and installation of sewer infrastructure by Council.

CCTV Inspections - Video Record - by Council	Actual Cost		N	D
Sewer Main Connection (New mains and main extensions - subdivision works)	By Quotation		N	D
Sewer Main	by Quotation		N	D
Sewer Rising Main	by Quotation		N	D
Pressure Sewer Main	by Quotation		N	D

Technical Specifications

Liquid Trade Waste

Liquid Trade Waste Access Charge - Annual	\$105.00	\$107.50	N	F
Application for Liquid Trade Waste Discharge Approval – Classification A - Each	\$342.00	\$349.00	N	C
Application for Liquid Trade Waste Discharge Approval – Classification B & C - Each	\$795.00	\$811.00	N	D
Charges for Non-Complying Site - Classification A & B - per kL	\$19.00	\$19.40	N	F
Fee may be applicable if the dischargee has not installed or maintained adequate and effective pre-treatment equipment; including those not serviced in accordance with the applicable approvals.				

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Liquid Trade Waste [continued]

Re-inspection Fee – Liquid Trade Waste - per Inspection	\$114.00	\$116.50	N	D
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Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg

Aluminium	\$0.95	\$1.00	N	F
Ammonia (as N)	\$2.70	\$2.60	N	F
Arsenic	\$87.00	\$89.00	N	F
Barium	\$44.00	\$45.00	N	F
Biochemical Oxygen Demand (BOD) up to 600 mg/litre	\$0.95	\$0.90	N	F
Boron	\$0.95	\$1.00	N	F
Bromine	\$17.60	\$18.00	N	F
Cadmium	\$399.00	\$29.00	N	F
Chlorinated Hydrocarbons	\$44.00	\$45.00	N	F
Chlorinated Phenolics	\$1,725.00	\$1,760.00	N	F
Chlorine	\$1.80	\$1.85	N	F
Chromium	\$29.50	\$29.00	N	F
Cobalt	\$17.80	\$18.20	N	F
Copper	\$17.80	\$17.60	N	F
Cyanide	\$87.00	\$87.00	N	F
Fluoride	\$4.50	\$4.30	N	F
Formaldehyde	\$1.80	\$1.85	N	F
Oil and Grease (Total O and G)	\$1.60	\$1.60	N	F
Herbicides/Defoliant	\$862.00	\$880.00	N	F
Iron	\$1.80	\$1.85	N	F
Lead	\$44.00	\$43.00	N	F
Lithium	\$8.80	\$9.00	N	F
Manganese	\$8.80	\$9.00	N	F
Mercaptans	\$87.00	\$89.00	N	F
Mercury	\$2,875.00	\$2,935.00	N	F
Methylene Blue Active Substances (MBAS)	\$0.95	\$0.90	N	F
Molybdenum	\$0.95	\$1.00	N	F
Nickel	\$29.50	\$29.00	N	F
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	\$0.35	\$0.90	N	F
Organoarsenic Compounds	\$862.00	\$880.00	N	F
Pesticides General (excludes organochlorines and organophosphates)	\$862.00	\$880.00	N	F
Petroleum Hydrocarbons (non-flammable)	\$3.00	\$3.00	N	F
Phenolic Compounds (non-chlorinated)	\$8.80	\$9.00	N	F
Phosphorous (Total P)	\$1.80	\$1.80	N	F
Polynuclear Aromatic Hydrocarbons (PAHs)	\$17.80	\$18.20	N	F
Selenium	\$61.50	\$63.00	N	F
Silver	\$1.65	\$1.70	N	F
Sulphate (SO4)	\$0.30	\$0.45	N	F
Sulphide	\$1.80	\$1.85	N	F
Sulphite	\$1.95	\$2.00	N	F

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg [continued]

Suspended Solids (SS)	\$1.20	\$1.15	N	F
Thiosulphate	\$0.40	\$0.45	N	F
Tin	\$8.80	\$9.00	N	F
Total Dissolved Solids (TDS)	\$0.10	\$0.30	N	F
Uranium	\$8.80	\$9.00	N	F
Zinc	\$17.80	\$17.60	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Waste Disposal & Recycling

All *Waste Disposal and Recycle* fees are calculated per tonne unless stated otherwise.

All *Waste Disposal and Recycle* fees in relation to *Mixed Waste* exclude the disposal of special waste types and must be separated for disposal.

Further obligations and fees pertain to the disposal of special waste types, as listed on page 18 of this document.

Mixed Waste

Mixed Waste - Minimum Fee	\$20.00	\$20.00	Y	C
Mixed waste - Per Tonne	\$395.00	\$400.00	Y	E
Mixed Waste - Commercial Quantities (Over 500 tonnes Per Annum - Agreement to be entered into with Council at commencement of financial year) - Per Tonne	\$350.00	\$356.00	Y	E
Pricing includes NSW Environmental Protection Agency Waste Levy \$84.70/tonne				
12 visit concession card (available for residents that do not have a waste service and must be used within 12 months from date of purchase)	\$525.00	\$550.00	Y	E
Maximum 300kg per load. Household waste concession cards are available for residents who live on remote rural properties. Cards must be renewed on an annual basis. To be eligible you must reside in the Singleton Local Government Area and satisfy one of the following criteria: 1. Live on a non-serviced road in a rural area 2. Live on a serviced road in a rural area where the house is more than 200 metres from the road; or 3. Genuine case of hardship on a serviced road (assessed on a case by case basis).				
6 visit concession card (available for residents that do not have a waste service and must be used within 12 months from date of purchase)	\$295.00	\$311.00	Y	E
Maximum 300kg per load. Household waste concession cards are available for residents who live on remote rural properties. Cards must be renewed on an annual basis. To be eligible you must reside in the Singleton Local Government Area and satisfy one of the following criteria: 1. Live on a non-serviced road in a rural area 2. Live on a serviced road in a rural area where the house is more than 200 metres from the road; or 3. Genuine case of hardship on a serviced road (assessed on a case by case basis).				

Asbestos Wastes (by prior approval only)

Burial fee (per load) (In addition to Disposal Rate)	\$185.00	\$185.00	Y	E
Burial fee is charged for all special waste disposal on a per load basis, with the exception of event bins.				
Asbestos (Wrapped and Labeled) - Per Tonne	\$430.00	\$440.00	Y	E
Disposal of asbestos is subject to a process of pre-approval. The process can take up to 5 business days. Pricing includes NSW Environmental Protection Agency Waste Levy \$84.70/tonne				

Deceased Animals

Fees are charged per animal and are inclusive of burial fee.

Disposal requires a minimum 24 hours notice. Bulk disposal (>5 animals) requires written approval from the Manager.

Pricing includes NSW Environmental Protection Agency Waste Levy \$84.70/tonne.

Dog/Cat	\$30.00	\$30.00	Y	E
Sheep/Goat	\$60.00	\$60.00	Y	B

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Deceased Animals [continued]

Horse/Cattle (Prior Appointment Required)	\$99.00	\$99.00	Y	E
Native Animals		Free	Y	

Virgin/Excavated Natural Material

Virgin Excavated Natural Material (VENM) Per Tonne (With Certificate)	\$96.00	\$96.00	Y	B
Material must be supported by all documentation required under the relevant EPA exemption, and disposal is by prior arrangement and Manager approval only.				
Virgin Excavated Natural Material (VENM) - Per Tonne (Quantities over 300 Tonnes With Certificate)	Price on Application		Y	C

Garden Organic Waste

Garden Organic Waste - Minimum Fee	\$20.00	\$20.00	Y	C
Garden Organic Waste - Per Tonne	\$280.00	\$295.00	Y	C

Bricks and Concrete

Bricks and Concrete - Minimum Fee	\$20.00	\$20.00	Y	C
Bricks and Concrete - Per Tonne	\$235.00	\$245.00	Y	C

Wood and Timber Waste

Wood and Timber - Minimum Fee	\$20.00	\$20.00	Y	C
Untreated Wood and Timber Waste - Per Tonne (includes clean timber and timber pallets)	\$300.00	\$310.00	Y	E
per tonne or part thereof				
Contaminated Wood and Timber Waste - Per Tonne (includes painted, treated or contaminated timber and timber pallets)	\$376.00	\$380.00	Y	E
per tonne or part thereof				

Scrap Metal

Scrap metal		Free	Y	A
Lead Acid Batteries		Free	Y	C
Car Bodies - Without Tyres		Free	Y	E
Car Bodies - With Tyres (Per Vehicle)	\$50.00	\$50.00	Y	C
White goods (refrigerators, freezers, air conditioners with certificate of degassing)		Free	Y	A
White goods (refrigerators, freezers and air conditioners) - Each	\$37.50	\$37.50	Y	B

Community Recycling Centre

Community Recycling Centre is for the disposal of household quantities of recyclable materials only. Commercial quantities incur a fee as per this schedule.

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Community Recycling Centre [continued]

Drum Muster items		Free	Y	A
Paper and Cardboard		Free	Y	A
Household quantities of Commingled Recycling (aluminium cans, plastic bottles and containers and glass bottles or jars)		Free	Y	A
Car boot, small trailer				
Commercial Commingled Recycling - Per Tonne	\$225.00	\$230.00	Y	C
Household Quantities of Problem Waste Materials (polystyrene, soft plastics, paint (water or oil based), motor and cooling oil, household batteries, LPG gas bottles, fire extinguishers, aerosol cans, mobile phones, fluorescent tubes and globes and smoke detectors)		Free	Y	A
Commercial Quantities of Paint (Within Allowable Paintback Limits)		Free	Y	A
Commercial Quantities of Paint (In Excess of Allowable Paintback Limits) - Per Tonne	\$250.00	\$250.00	Y	C
Commercial Quantities of Problem Waste Materials (polystyrene, soft plastics, paint (water or oil based), cooking oil, household batteries, LPG gas bottles, fire extinguishers, aerosol cans, mobile phones, fluorescent tubes and globes and smoke detectors) - Per Tonne	\$395.00	\$395.00	Y	C
Household Quantities of Electronic Waste		Free	Y	C
Commercial Quantities of Electronic Waste - Per Tonne	\$600.00	\$600.00	Y	C
Contaminated Load Sorting Charge	\$0.00	\$250.00	Y	C
Will be charge for contaminated loads of dedicated recycling that require sorting by waste facility staff.				

Mattresses

Mattresses - Each	\$39.50	\$39.50	Y	E
per mattress				

Tyres - Off Rim

Maximum number of tyres at any one time is five (5). Earthmoving tyre disposal requires prior approval of the Manager.

Motorbike or Passenger car tyre	\$10.00	\$10.00	Y	B
Light truck or 4WD tyre	\$15.00	\$15.00	Y	B
Standard Truck Tyre	\$30.00	\$30.00	Y	B
Super Single Truck Tyre	\$55.00	\$55.00	Y	B

Tyres - On Rim

Maximum number of tyres at any one time is five (5) without prior approval.

Motorbike or Passenger Tyre	\$20.00	\$20.00	Y	B
Light truck or 4WD tyre	\$30.00	\$30.00	Y	B
Standard Truck Tyre	\$60.00	\$60.00	Y	B
Super Single Truck Tyre	\$110.00	\$120.00	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Tyres - Tractor and Earthmoving Tyres

Tractor Tyre Small (Less than 1 metre)	\$90.00	\$95.00	Y	C
Tractor Tyre Large (1 to 2 metres)	\$150.00	\$160.00	Y	C
Tractor Tyre Extra Large (greater than 2 metres)	\$280.00	\$285.50	Y	C
Earthmoving Tyre Small (Less than 1 Metre)	\$150.00	\$150.00	Y	C
Disposal of earthmoving tyres requires prior approval of the Manager.				
Earthmoving Tyre Medium (1 - 1.5 metres)	\$275.00	\$280.00	Y	C
Earthmoving Tyre Large (1.5 - 2 metres)	\$500.00	\$511.00	Y	C
Earthmoving Tyre Extra Large (greater than 2 metres)	\$750.00	\$766.00	Y	C

Sales

Weighbridge Docket - Per Ticket (For Vehicle Registration)	\$25.00	\$25.00	Y	C
Recovered goods sold through the Barragun Recycling Shop		As Marked	Y	A

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Open Spaces & Facilities

Playing Fields and Parks

GPS set-out for Line Marking - rate per hour	\$99.50	\$101.50	Y	D
Community Use (Sports Clubs and Schools in LGA)	\$0.00	\$0.00	Y	D
Sports Fields Hire – per hour (Teams from Outside LGA)	\$21.50 per hour		Y	B
Group fitness or other commercial classes trainer registration (per annum)	\$241.50	\$246.50	Y	B
Agistment of Stock (per animal per week)	\$18.40	\$18.80	Y	B
Cleaning Fee for Sporting Facilities/ Toilets (if not cleaned by users)		At Cost	Y	A
Call out fee to Secure Buildings left Unlocked by User Group		At Cost	Y	D

Public Cemeteries

Interment	\$265.50	\$271.00	Y	D
Lot Charge – Monumental – Adult	\$1,265.00	\$1,295.00	Y	D
Lot Charge – Monumental – Child	\$899.00	\$917.00	Y	D
Lawn Section – With Steel Cross	\$1,815.00	\$1,855.00	Y	D
Lawn Section – Other	\$1,655.00	\$1,690.00	Y	D
Columbarium	\$937.00	\$956.00	Y	D
Fee for administration for removal or moving of ashes or transfer of Burial Right	\$137.50	\$140.50	Y	D
Application Fee for Monument Approval	\$112.50	\$115.00	N	B

Lake St Clair

Entry Fees

12 Month Water Craft Pass (includes 1 Day Family Pass) with each visit	\$220.00	\$150.00	Y	D
6 Month Water Craft Pass (includes 1 Day Family Pass) with each visit	\$126.00	\$90.00	Y	D
WIFI Access		At Cost + 20%	Y	C

Peak Periods (School Holidays and Long Weekends)

1 Day Adult Pass	\$3.20	\$3.30	Y	D
1 Day Child Pass	\$2.20	\$2.30	Y	D
1 Day Family Pass (Up to 2 Adults + 3 Children under the age of 16)	\$10.20	\$12.60	Y	D
1 Day Water Craft Pass (includes Family Pass)	\$12.40	\$12.80	Y	D
Commercial Operations - as determined by the General Manager		n/a	Y	D

Non-Peak Periods

1 Day Adult Pass	\$2.70	\$2.80	Y	D
1 Day Child Pass	\$1.65	\$1.70	Y	D
1 Day Family Pass (Up to 2 Adults + 3 Children under the age of 16)	\$8.50	\$8.70	Y	D

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Non-Peak Periods [continued]

1 Day Water Craft Pass (includes Family Pass)	\$10.00	\$15.20	Y	D
Commercial Operations - as determined by the General Manager		n/a	Y	D

Camping Fees**Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)**

Maximum 6 people per site

Includes 1 vehicle and 1 boat; Max 4 vehicles per site

Minimum 3 night stay over long weekends and between 25 December and 1 January

Minimum 2 night stay at all other times

Special rate with 10% discount can be applied on low booking weekends

Unpowered Camp site/night (Up to 2 Adults)	\$32.00	\$32.50	Y	D
Max 2 vehicles allowed, additional vehicles \$3 per vehicle				
Camp site/night extra adult (18+)	\$13.00	\$12.00	Y	D
Camp site/night extra child (4-17 years)	\$8.50	\$5.00	Y	D
Camp site/night extra child (0-3 years)		Free	Y	B
Powered site/night (Up to 2 Adults)	\$42.00	\$43.50	Y	D
Max 2 vehicles allowed, additional vehicles \$3 per vehicle				
Powered site/night extra adult (18+)	\$15.00	\$12.00	Y	D
Powered site/night extra child	\$11.00	\$11.40	Y	D
Powered site/night extra child (0-3 years)		Free	Y	B
Additional Vehicles	\$0.00	\$4.00	Y	C

Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)

Maximum 6 people per site

Includes 1 vehicle and 1 boat; Max 4 vehicles per site

Minimum 2 night stay on weekends

Special rate with 10% discount can be applied on low booking weekends

Unpowered Camp site/night (Up to 2 Adults)	\$0.00	\$27.00	Y	C
Camp site/night extra adult (18+)	\$0.00	\$12.00	Y	C
Camp site/night extra child (4-17 years)	\$0.00	\$5.00	Y	C
Camp site/night extra child (0-3 years)		Free	Y	B
Camp site/night seniors (up to 2 adults)	\$0.00	\$24.50	Y	C
Powered site/night (up to 2 adults)	\$0.00	\$37.00	Y	C
Powered site/night extra adult (18+)	\$0.00	\$12.00	Y	C
Powered site/night extra child (4-17 years)	\$0.00	\$5.00	Y	C
Powered site/night extra child (0-3 years)		Free	Y	C
Additional Vehicles	\$0.00	\$4.00	Y	C
Powered site/night seniors (up to 2 adults)	\$0.00	\$33.50	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Non-Peak Periods (May - August)

Maximum 6 people per site

Includes 1 vehicle and 1 boat; Max 4 vehicles per site

No minimum stay

Special rate with 20% discount applied on 2 or 3 night stays Monday to Thursday

Unpowered Camp site/night (Up to 2 Adults)	\$25.00	\$25.00	Y	D
Max 2 vehicles allowed, additional vehicles \$3 per vehicle				
Camp site/night extra adult (18+)	\$9.80	\$12.00	Y	D
Camp site/night extra child (4-17 years)	\$6.60	\$5.00	Y	D
Camp site/night extra child (0-3 years)		Free	Y	C
Camp site/night seniors (up to 2 adults)	\$0.00	\$22.50	Y	C
Powered site/night (Up to 2 Adults)	\$34.00	\$35.00	Y	D
Max 2 vehicles allowed, additional vehicles \$3 per vehicle				
Powered site/night extra adult (18+)	\$12.00	\$12.00	Y	D
Powered site/night extra child (4-17 years)	\$8.70	\$5.00	Y	D
Powered site/night extra child (0-3 years)		Free	Y	C
Powered site/night seniors (up to 2 adults)	\$0.00	\$31.50	Y	C
Additional Vehicles	\$0.00	\$4.00	Y	C

Events on Council Owned and Managed Land

Event Fee – Registered Charities (New fee which is 50% of the Community/Educational fee below)	\$137.00	\$140.00	Y	B
Event Fee – Community/Educational	\$273.50	\$279.00	Y	B
Event Fee – Commercial/Professional	\$632.00	\$645.00	Y	B
Market Stalls or similar (per stall)	\$9.00	\$9.20	Y	B
Market Stalls or similar requiring powered sites (per stall)	\$29.00	\$30.00	Y	D
Event Preparation (mowing etc.)		Per Quotation	Y	B
Traffic Management for Events – for each temporary road closure	\$353.00	\$361.00	Y	B
Temporary Structures and Amusement Devices 1-3	\$244.00	\$249.00	N	B
Temporary Structures and Amusement Devices 4-6	\$488.00	\$498.00	N	B

Reserve Access

Application Fee	\$193.00	\$197.00	Y	B
Access Fee (Daily)	\$280.50	\$286.50	Y	B
Bond – Minimum fee (price may increase dependent on type and location of works and risk)	\$1,450.00	\$1,480.00	N	B

Tree Removal

Tree removal for driveway/development application	Per Quotation	Y	D
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Graffiti Removal

Graffiti removal	Per Quotation	Y	D
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Keys

Deposit (refundable upon returning key)	\$59.50	\$61.00	N	B
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Civic Centre Hire Fees

Foyer Only Hire

2 Hrs	\$130.50	\$130.50	Y	B
2 Hrs - Not For Profit	\$85.00	\$85.00	Y	B
4 Hrs	\$235.00	\$235.00	Y	B
10% discount for longer bookings				
4 Hrs - Not For Profit	\$155.00	\$155.00	Y	B
10% discount for longer bookings				
8 Hrs	\$419.00	\$428.00	Y	B
10% discount for longer bookings				
8 Hrs - Not For Profit	\$275.00	\$275.00	Y	B
10% discount for longer bookings				
Additional Hrs - (above 8hrs) - Not For Profit	By Negotiation		Y	B
Additional Hrs (above 8hrs)	By Negotiation		Y	B

Auditorium Hire (includes Foyer)

2 Hrs	\$260.50	\$260.50	Y	B
2 Hrs - Not For Profit	\$170.50	\$170.50	Y	B
4 Hrs	\$470.00	\$470.00	Y	B
10% discount for longer bookings				
4 Hrs - Not For Profit	\$305.00	\$305.00	Y	B
10% discount for longer bookings				
8 Hrs	\$832.00	\$832.00	Y	B
10% discount for longer bookings				
8 Hrs - Not For Profit	\$545.00	\$545.00	Y	B
10% discount for longer bookings				
Additional Hrs - (above 8hrs) - Not For Profit	By Negotiation		Y	B
Additional Hrs (above 8hrs)	By Negotiation		Y	B
Dark Day - Per Day	By Negotiation		Y	B
Dark Day - Per Day - Not For Profit	By Negotiation		Y	B
Rehearsals - Not For Profit (per hour)	\$56.50	\$58.00	Y	B
Rehearsals (per hour)	\$87.00	\$89.00	Y	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Additional Charges

Bar Service	\$1.00 Per Head (Min 100 pax)	Y	D
Bond/Deposit (to be paid at time of booking & non-refundable)	50% of total booking fee or \$320 (whichever is less)	N	E
Catering Fee	Full Cost Recovery + 20%	Y	D
Commercial Kitchen & Cafe	\$1.85 Per Head (Min 100 pax)	Y	D
Damage to Facility	Full Cost Recovery + 30%	Y	D
	Last year fee Full Cost Recovery + 20%		

Food and Beverage Service

Bar staff available upon request (note, this is personnel cost only)

Set-up and Pack Down

Auditorium ONLY - please note that our fees and charges do not include personnel labour fees for set up and pack down (spaces are hired as a clear space). Set up and pack down fees apply.

After Hrs Bookings (min 3 hrs)

Bookings that are considered outside of regular hours will incur an additional fee per hour.

AV/LX Tech Support (min 3 hrs)

A technician may be required depending on your Audio Visual requirements.

NOTE *only approved qualified persons are able to operate the audio visual equipment of the Civic Centre.*

Mon/Fri - 4:30pm - 8:30am	\$45 per hour	Y	B
Mon/Fri - 8:30am - 4:30pm	\$45 per hour	Y	B
Saturday	\$67.50 per hour	Y	B
	Last year fee \$60 per hour		
Sunday/Public Holiday	\$90 per hour	Y	B
	Last year fee \$80 per hour		

Cleaning (min 3 hrs)

As per our terms and conditions of hire all areas of the Civic Centre must be left clean and tidy. If additional cleaning is required then a fee will be charged. A cleaning fee will automatically be charged for high traffic events to service toilets and post clean the facility.

Mon/Fri - 4:30pm - 8:30am	\$45 per hour	Y	B
Mon/Fri - 8:30am - 4:30pm	\$45 per hour	Y	B
Saturday	\$67.50 per hour	Y	B
	Last year fee \$60 per hour		

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Cleaning (min 3 hrs) [continued]

Sunday/Public Holiday		\$90 per hour	Y	B
		Last year fee \$80 per hour		

Recreation Buildings for Hire

Including : Albion Park Clubhouse, Heights Community Centre (Alroy Oval), Stanhope Reserve Clubhouse, Bulga Recreation Ground Clubhouse, Jerrys Plains Recreation Grounds Clubhouse

1 hour (min booking)	\$17.70	\$17.70	Y	C
1 hour (min booking) - Community Group	\$12.20	\$12.60	Y	C
8 hours	\$116.00	\$118.50	Y	C
8 hours - Community Group	\$77.50	\$79.50	Y	C

Cleaning (min 2 hours)

If not left clean and tidy

Mon - Fri (per hour)	\$41.00	\$42.00	Y	C
Saturday (per hour)	\$61.50	\$63.00	Y	C
Sunday/Public Holiday	\$82.00	\$84.00	Y	C

Broke Sports Centre

Single Membership	\$29.00	\$30.00	Y	D
Family Memberships	\$54.50	\$56.00	Y	D
Bond (for key)	\$33.00	\$34.00	N	D
Court Hire – Day (+ Bond) Members		No charge	Y	D
Court Hire – Night (+ Bond) Members	\$9.20	\$9.40	Y	D
Court Hire -Day (+ Bond) Non-members	\$15.20	\$15.60	Y	D
Court Hire – Night (+ Bond) Non-members	\$22.00	\$22.50	Y	D
Members (per person) + Bond – Comp/Social Events	\$3.30	\$3.40	Y	D
Non-Members (per person) + Bond – Comp/Social Events	\$7.60	\$7.80	Y	D

Jerrys Plains Sports & Recreation Centre

Court Hire – Day Rates – Full Day	\$41.50	\$42.50	Y	D
Court Hire – Day Rates – First Hour	\$7.10	\$7.30	Y	D
Court Hire – Day Rates – Every Hour After	\$6.10	\$6.30	Y	D
Court Hire – Night Rates – First 4 Hours	\$41.50	\$42.50	Y	D
Court Hire – Night Rates – Every Hour After	\$7.60	\$7.80	Y	D

Singleton Sports Council

Annual sporting group affiliation fee	\$50 plus contribution of \$3 per player	Y	B
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Sports Council [continued]

Sports improvement fund contribution (per registered player, per season) – Voluntary		n/a	Y	B
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Gym & Swim Centre

Singleton Gym & Swim Centre - Joining Fee one off	\$0.00	\$50.00	Y	C
Membership (Monthly)	\$130.00	\$132.00	Y	C
3 month membership	\$385.00	\$385.00	Y	C
6 month membership	\$770.00	\$770.00	Y	C

Casual Entry

Adult	\$5.90	\$6.00	Y	C
Child (1 -15 inclusive)	\$4.50	\$4.60	Y	C
Concession (Senior/Concession card holder)	\$4.00	\$4.00	Y	C
Family - Add additional child	\$2.00	\$2.00	Y	C
Family	\$18.60	\$18.60	Y	C
Spectator	\$2.50	\$2.50	Y	C

Visit Passes (10 Sessions) - Swim

Adult	\$54.00	\$55.50	Y	C
Concession	\$39.00	\$39.00	Y	C
Child	\$43.00	\$43.00	Y	C

Learn to Swim

Administration fee (one off)	\$20.00	\$20.00	Y	C
1st Child per lesson	\$16.40	\$16.40	N	C
2nd Child per lesson	\$15.40	\$15.60	N	C
3rd Child and thereafter per lesson	\$14.20	\$14.20	N	C

Learn to Swim - Private Lesson

Private Lesson – One Child per 30 Minutes	\$48.00	\$49.00	N	C
Private Lesson – Two Children per 30 Minutes	\$54.50	\$55.00	N	C
Private Lesson – Three Children per 30 Minutes	\$64.50	\$68.00	N	C

Squad

Gold - Per Fortnight

First Child	\$80.50	\$81.50	Y	C
Second Child	\$76.00	\$76.00	Y	C
Third Child	\$70.50	\$71.50	Y	C

Silver - Per Fortnight

First Child	\$57.50	\$58.50	Y	C
Second Child	\$54.00	\$54.00	Y	C

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Silver - Per Fortnight [continued]

Third Child	\$51.00	\$51.00	Y	C
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Bronze - Per Fortnight

First Child	\$46.00	\$47.00	Y	C
Second Child	\$44.00	\$45.00	Y	C
Third Child	\$41.00	\$41.00	Y	C

Fitness - Per Fortnight

First Child	\$35.00	\$35.00	Y	C
Second Child	\$33.00	\$33.00	Y	C
Third Child	\$32.00	\$32.00	Y	C

Casual Entry

Fitswim Adult – Member	\$5.90	\$6.00	Y	C
Fitswim Adult – Non Member	\$11.00	\$11.00	Y	C
Fitswim Card (10 Sessions – Member)	\$53.00	\$54.50	Y	C
Fitswim Card (10 Sessions – Non Member)	\$99.00	\$100.50	Y	C
Spa Sauna	\$8.00	\$8.00	Y	C

Gym

Gym	\$17.60	\$17.60	Y	C
Concession gym	\$12.20	\$12.60	Y	C
Casual aqua class	\$15.60	\$15.60	Y	C

Personal Training/Boot Camps

Personal training 10 pack/30 mins	\$410.00	\$415.00	Y	C
Personal training 1hr	\$77.00	\$79.50	Y	C
Personal training 10 pack/1hr	\$690.00	\$690.00	Y	C

Crèche

Crèche Casual	\$5.90	\$6.00	Y	C
Crèche Kids Card (20 Sessions) Member	\$92.00	\$92.50	Y	C
Crèche Kids Card (20 Sessions) Non Member	\$105.00	\$106.50	Y	C

Birthday Party

Pool Party with inflatable - per person (minimum 10)	\$28.00	\$28.00	Y	D
Pool Party – per person (minimum 12)	\$23.50	\$24.50	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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School

School LTS/Lifesaving	\$8.00	\$8.00	N	C
School in/outreach fitness programs 1-25 participants	\$8.50	\$8.50	Y	C
School in/outreach fitness programs more than 25 participants (per person)	\$6.90	\$7.00	Y	C
School Casual Swim	\$3.70	\$3.80	Y	C

Lane Hire

Concession Casual Group	\$3.10	\$3.20	Y	C
Hydrotherapy	\$31.00	\$31.00	Y	C
Commercial use of Gym for PT and Hydro	\$31.00	\$31.00	Y	C
School Carnivals – per child	\$3.70	\$3.80	Y	C
Room Hire	\$52.00	\$53.50	Y	C
Lane Hire – Groups	\$47.00	\$48.50	Y	C
Outdoor Pool Hire	\$154.00	\$155.50	Y	C
Outdoor and Leisure Pool Hire	\$178.00	\$180.00	Y	C
Indoor Pool Hire	\$155.00	\$158.00	Y	C

Gym - Up Front Gold Star Membership

Corporate Memberships	\$9.00	\$9.00	Y	C
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Aquatic Memberships

Administration fee (one off)	\$20.00	\$20.00	Y	C
Swim Membership – Adult – Fortnightly	\$25.00	\$26.50	Y	C
Swim Membership – Concession – Fortnightly	\$16.60	\$16.60	Y	C
Swim Membership – Family – Fortnightly	\$41.50	\$41.50	Y	C
Swim Membership - Family Add on	\$4.00	\$4.20	Y	C

Health Club Membership

Administration fee (one off)	\$50.00	\$50.00	Y	C
Corporate Membership - Fortnightly	\$35.50	\$35.50	Y	D
Family Membership - Fortnightly (2 adults, 2 children)	\$105.00	\$105.00	Y	C
Family Membership - Fortnightly (2 Adults, 3 Children)	\$131.00	\$131.00	Y	D
Family Membership - Fortnightly (2 Adults, 4 Children)	\$155.00	\$155.00	Y	D
Adult - Fortnightly	\$43.00	\$43.00	Y	C
Concession - Fortnightly	\$31.00	\$31.00	Y	C
Teen Gym - Fortnightly (11-15 years, 3-5pm weekdays)	\$23.50	\$24.50	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Heights Sports Centre

Gymnastics

Annual Gymnastics NSW Registration - Kindergym	\$56.00	\$56.00	Y	D
Annual Gymnastics NSW Registration - Levels	\$116.00	\$119.50	Y	D
Annual Gymnastics NSW Registration - Recreation	\$72.00	\$74.50	Y	D
Kindergym - Fortnightly	\$34.00	\$34.00	Y	D
Levels - Fortnightly	\$57.50	\$58.50	Y	D
Recreation - Fortnightly	\$38.00	\$38.00	Y	D

Birthday Parties

Kids Sports or Gymnastics Party - per person (minimum 12)	\$23.50	\$23.50	Y	D
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Sports Competition

Junior Competition (per player)	\$8.00	\$8.00	Y	
Junior Competition (per team, per game)	\$52.00	\$53.00	Y	D
Senior Competition (per team, per game)	\$67.50	\$67.50	Y	D

Hire

Squash Competition – per Hour	\$28.00	\$29.00	Y	D
Squash Hire – per Hour	\$30.00	\$30.00	Y	D
Volley Ball – per Hour	\$73.00	\$74.50	Y	D
Basketball – per Hour	\$73.00	\$74.50	Y	D
Badminton Per Hour	\$36.50	\$37.50	Y	D
Hall Hire – per Hour	\$76.50	\$77.00	Y	D
Daily Hire – per 8 hours	\$415.00	\$421.00	Y	D

School PE

School PE	\$5.60	\$5.70	Y	D
School PE with instructor provided	\$8.20	\$8.40	Y	D
Kinder tots	\$8.40	\$8.50	Y	D
OHSC	\$10.80	\$11.00	Y	D

Casual Stadium Usage

Individual	\$7.20	\$7.40	Y	D
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Childrens Services

Failure to Notify - per Occasion	\$0.00	\$18.64	N	C
Late Collection Fee Cost (per 5 minutes after closing time)	\$10.60	\$11.00	N	D
Administration Fee (per child per year)	\$23.00	\$23.50	N	D
Debt Charge for accounts in arrears/fortnightly	\$11.00	\$11.20	N	D
Paper statement copy, per copy	\$5.30	\$5.40	N	D
Non-direct debit, per month	\$1.95	\$2.00	N	D
Direct debit dishonour fee	As per registration agreement		N	D
Waitlist fee	\$22.50	\$23.00	Y	D
Excursions/Incursions	As advertised for each program/activity		N	C

Out of School Hours Care (OOSH)

Before School Care – per session	\$24.50	\$25.00	N	C
After School Care – per session	\$29.00	\$30.00	N	C
Vacation Care – per day	\$56.50	\$58.00	N	C

Long Day Care - per day

Nursery Room	\$115.00	\$120.00	N	C
Toddlers Room	\$115.00	\$120.00	N	C
Preschool Room	\$115.00	\$120.00	N	C

Mobile Preschool - per day

Full Rate	\$42.00	\$42.00	N	C
Inclusion Rate	In accordance with annual funding specification		N	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Youth Venue

Community Development programs/activities		As advertised	Y	B
Photocopies, printing per A4 page	\$0.50	\$0.50	Y	B
Photocopies, printing per A3 page	\$0.90	\$0.95	Y	B
Program/service delivery (minimum fee with additional time pro rata in 1/2 hour blocks)	\$37.00	\$38.00	Y	B
Preparation time per hour (minimum fee with additional time pro rata in 1/2 hour. blocks)	\$37.00	\$38.00	Y	B
Ticketed programs/activities		As Advertised	Y	D
Snacks and refreshments		As Advertised	Y	D

Meeting Rooms (include tea, coffee, water)

Auditorium - Not-for-profit/hour (ATO definition)	\$41.00	\$42.00	Y	B
Auditorium - Standard rate/hour	\$62.00	\$63.50	Y	B
Auditorium - Lighting	\$67.00	\$68.50	Y	B
Auditorium - PA System	\$36.00	\$37.00	Y	B
Consultation Room - Not-for-profit/hour (ATO definition)	\$10.20	\$10.40	Y	B
Consultation Room - Standard rate/hour	\$15.40	\$15.80	Y	B
Floating Office - Not-for-profit/hour (ATO definition)	\$15.40	\$15.80	Y	B
Floating Office - Standard rate/hour	\$23.00	\$23.50	Y	B
Meeting Room - Not-for-profit/hour (ATO definition)	\$20.50	\$21.00	Y	B
Meeting Room - Standard rate/hour	\$31.00	\$32.00	Y	B
Kitchen access	\$31.00	\$32.00	Y	B
Packdown/Clean Up	\$62.00	\$63.50	Y	B
Supervision After Working Hours - Fee for Service		Fee for Service	Y	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Singleton Library

Lost or Damaged Material – each item replacement cost, plus processing fee		Variable	N	D
Processing fee	\$12.20	\$12.60	N	D
Reservations per item (Home Library/Book Clubs exempt)	\$1.25	\$1.30	N	D
Inter Library Loan Service Fee	\$5.10	\$5.10	Y	E
Lost Membership Cards per replacement	\$4.90	\$5.00	N	E
Photocopies, Fax, printing (completed by individual) per A4 page	\$0.50	\$0.50	Y	E
Photocopies, Fax, printing (completed by individual) per A3 page	\$0.90	\$0.90	Y	E
3D Printing	\$8 per hour + materials		Y	B
Lost Barcode – each	\$4.00	\$4.10	N	D
Lost/Damaged DVD or CD case/slick	\$6.00	\$6.20	N	E

Library Sales

Sale of Historic Photograph Digital Images	\$31.50	\$31.50	Y	D
Library Bags	\$3.20	\$3.30	Y	B
Second Hand Book Sales	\$0.65	\$0.70	Y	E
New Book Sales		RRP	Y	D

Library Services

Scanning - Library	\$0.30	\$0.30	Y	E
Earphones	\$3.10	\$3.10	Y	D
Laminating – A4	\$6.30	\$6.50	Y	D
Book covering service – per item	\$3.90	\$4.10	Y	D
DVD Cleaning Service (per disc)	\$4.40	\$4.40	Y	D
Exam Supervision Service/hour (Includes Supervisor, Room Hire and Printing)	\$51.00	\$52.50	Y	D
Ticketed & LABrary Programs	As advertised for each program/activity		Y	D
Fax Sending – Australian Number – First Page	\$4.00	\$4.10	Y	C
Fax Sending – Australian Number – Subsequent Pages	\$0.70	\$0.75	Y	C
Fax Sending – International Number – First Page	\$6.70	\$6.90	Y	C
Fax Sending – International Number – Subsequent Page	\$0.70	\$0.75	Y	C
Research by Library Staff per hour (minimum fee with additional time pro rata in 1/2 hour. blocks)	\$56.50	\$58.00	Y	B

Meeting Rooms (include tea, coffee, water)

Interview Room - Not-for-profit/hour (ATO definition)	\$15.80	\$16.20	Y	B
Interview Room - Standard rate/hour	\$23.00	\$23.50	Y	B
Meeting Room - Not-for-profit/hour (ATO definition)	\$31.00	\$32.00	Y	B
Meeting Room - Standard rate/hour	\$46.00	\$47.00	Y	B
Training Room - Not-for-profit/hour (As per Tax Office definition)	\$31.00	\$32.00	Y	
Training Room - Standard rate/hour	\$46.00	\$47.00	Y	B
Kitchenette access	\$31.00	\$32.00	Y	B

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Meeting Rooms (include tea, coffee, water) [continued]

Pack down/Clean up	\$62.00	\$63.50	Y	B
Supervision After Working Hours - Fee for Service	Fee for Service		Y	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Customer Services

Drainage diagram (free to owners & tradesmen)	\$41.00	\$42.00	N	C
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Finance

603 Certificate	\$85.00	\$90.00	N	F
Search of records and/or correspondence in relation to rates enquiries (per hour)	\$171.00	\$174.50	N	D

Telephone & Customer enquires by third parties

Expediency Fee for S.603 Certificates	\$29.00	\$29.50	N	C
Special Water Meter Reading	\$90.00	\$92.00	N	C
Dishonoured Cheque/Electronic Dishonour	\$15.00	\$15.00	N	D
Summary of Rate Account	\$5.00	\$5.00	N	B

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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GIS/Property

GIS / Property Professional – rate per hour	\$98.00	\$100.00	N	D
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Rural Addressing

Installation by Council (Includes all components)	\$99.00	\$101.00	Y	C
Self Installation (All components)	\$70.50	\$72.00	Y	C
Supply of Post (replacement)	\$17.80	\$18.20	Y	C
Individual Numbers (road number seen as one number)	\$17.80	\$18.20	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Information Management

Formal GIPA Application Fee	\$30.00	\$30.00	N	F
Formal GIPA Application – Processing Charge (Not Personal Information of Applicant – per hour after the first hour)	\$30.00	\$30.00	N	F
Formal GIPA Application – Processing Charge (Personal Information of Applicant - per hour after first 20 hours)	\$30.00	\$30.00	N	F
All other information requests – Application fee	\$35.00	\$35.00	N	F
Internal Review	\$40.00	\$40.00	N	F
Subpoena to produce documents	\$50.00	\$50.00	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Environment & Public Health Approvals

Protection of the Environment Operations Act 1997 Notices

Compliance Cost Notices		at cost	N	
Cost for investigation and inspection per hour for compliance matters under the POEO Act	\$200.00	\$200.00	N	
Environment Protection Notice	\$550.00	\$550.00	N	

Public Health Act Notification

Notification of a public pool	\$100.00	\$100.00	N	
Notification of a skin penetration premises	\$100.00	\$100.00	N	
Notification of water cooling system	\$115.00	\$115.00	N	

Inspections and Re-inspections (per hour)

Fee is charged at in minimum increments of 30 minutes

Amusement Centre	\$321.30	\$328.00	N	C
Skin Penetration Premises	\$321.30	\$328.00	N	C
Food Shops/Vendors	\$307.00	\$307.00	N	F
Hairdressers	\$321.30	\$328.00	N	C
Beauty Salons	\$0.00	\$328.00	N	C
Miscellaneous (includes mortuaries, bed and breakfast accommodation)	\$321.30	\$328.00	N	C
Scores on Doors inspections	\$321.30	\$328.00	N	B
Legionella	\$321.30	\$328.00	N	C
Public Swimming Pools	\$321.30	\$328.00	N	C
All EHO pre-purchase inspections and reports	\$321.30	\$328.00	N	B
Re-inspection - minimum fee applies	\$84.50	\$84.50	N	C

Notice and Order Fees

Improvement Notice - Food Act	\$330.00	\$330.00	N	F
Re-inspection of a Prohibition Order \$250.00/hour with a minimum of 30mins and maximum overall fee \$500.00 - Public Health Act		At cost	N	
Improvement Notice - Regulated System (Water Cooling Towers) - Public Health Act	\$560.00	\$560.00	N	F
Improvement Notice - In any other case - (Skin Penetration Premises or Public Swimming Pool or Spa) - Public Health Act	\$270.00	\$270.00	N	F
(Skin Penetration Premises or Public Swimming Pool or Spa)				

Annual Administration Fees

Legionella

Businesses required to submit certificates and reports – water cooling systems per system	\$182.00	\$182.00	N	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Food Businesses

High and medium risk food businesses as classified in the Food Authority Guidelines.

Small – 5 or less FTE	\$390.00	\$390.00	N	F
Medium – 6 – 50 FTE	\$800.00	\$800.00	N	F
Large – Above 50 FTE	\$3,500.00	\$3,500.00	N	F

Companion Animal Act

Lifetime Registration

An additional \$18 Late fee is applicable if a permit is not paid for by 28 days after the permit requirement took effect.

Dog - Desexed (by 6 months of age)	\$66.00	\$69.00	N	F
Dog - Desexed (Eligible Pensioner)	\$27.00	\$29.00	N	F
Dog - Desexed (sold by pound/shelter)	\$0.00	\$0.00	N	F
Dog - Not Desexed or Desexed after 6 Months of age	\$224.00	\$234.00	N	F
Dog - Not Desexed (dog with written notification from vet that it should not be desexed)	\$66.00	\$69.00	N	F
Dog - Not Desexed - Eligible Pensioner (dog with written notification from vet that it should not be desexed)	\$27.00	\$29.00	N	F
Dog - Not Desexed (recognised breeder)	\$66.00	\$69.00	N	F
Dog - Working Dog	\$0.00	\$0.00	N	F
Dog - Service of the State (eg Police Dog)	\$0.00	\$0.00	N	F
Assistance Animal (eg Guide Dog)	\$0.00	\$0.00	N	F
Cat - Desexed or Not Desexed	\$56.00	\$59.00	N	F
Cat - Desexed (Eligible Pensioner)	\$27.00	\$29.00	N	F
Cat - Desexed (sold by pound/shelter)	\$0.00	\$0.00	N	F
Cat - Not Desexed (with written notification from a vet that it should not be desexed)	\$56.00	\$59.00	N	F
Cat - Not Desexed - Eligible Pensioner (cat with written notification from vet that it should not be desexed)	\$27.00	\$29.00	N	F
Cat - Not Desexed (recognised breeder)	\$56.00	\$59.00	N	F
Late Lifetime Registration Fee	\$0.00	\$19.00	N	F

Annual Permit Fees

An additional \$18 Late fee is applicable if a permit is not paid for by 28 days after the permit requirement took effect.

Undesexed Cat (not desexed by 4 months of age)	\$81.00	\$85.00	N	F
Dangerous Dog (dog declared to be dangerous)	\$197.00	\$206.00	N	F
Restricted Dog (dog declared to be a restricted breed or restricted by birth)	\$197.00	\$206.00	N	F
Permit Late Fee	\$0.00	\$19.00	N	C

Animal Management Fees

Sustenance/day – dogs and cats	\$37.00	\$38.00	N	B
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Animal Management Fees [continued]

Impounding and Reclaim Fee	\$131.50	\$134.50	N	B
Impounding and Reclaim Fee – on 2nd or subsequent occasion (regardless of period)	\$259.00	\$264.50	N	B
Surrender of cats	\$0.00	\$60.00	N	C
Surrender of dogs	\$0.00	\$80.50	N	C
Sale of animal	\$180.00	\$180.00	Y	B
Micro chipping of dog/cat	\$54.00	\$55.50	N	B

Certificate of Compliance (S 58H Companion Animal Act 1998)

Inspection & Issue of Dangerous Dog Enclosure Certificate	\$150.00	\$150.00	N	F
Re-inspection of Dangerous Dog Enclosure	\$150.00	\$150.00	N	C

Abandoned Vehicles

Conveying impounded vehicle to pound – actual cost		At Cost	N	C
Storage of impounded vehicle (per week)	\$47.50	\$48.50	N	C
Service of notice/administration charge	\$191.00	\$195.00	N	C
Release of impounded vehicle - includes cost of conveying vehicle to pound, storage and \$25.00 (min) Admin fee		n/a	N	C
Sale of unclaimed vehicle (by Tender)		By Tender	Y	C

Abandoned Shopping Trolleys

Impounding Fee – per trolley	\$262.00	\$267.50	N	C
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Development Regulation

Construction Certificate Fees and Complying Development Certificate Application Fees

Also applies to applications made under Housing Code, Rural Housing Code, Low Rise Medium Density Housing Code, Greenfield Housing Code, Inland Code and Commercial and Industrial (New Buildings and Additions) Code

Class 1 Buildings

Under 100 sqm	\$311.00	\$318.00	Y	C
100 to 199 sqm	\$744.00	\$759.00	Y	C
200 sqm and over	\$1,050.00	\$1,075.00	Y	C

Class 2 - 9 Buildings

Under 300 sqm	\$820.00	\$837.00	Y	C
300 to 499 sqm	\$1,485.00	\$1,515.00	Y	C
500 to 1,999 sqm	\$2,150.00	\$2,195.00	Y	C
2,000 sqm and over	\$5,420.00	\$5,530.00	Y	C

Class 10 Buildings

Under 100 sqm	\$275.40	\$281.00	Y	C
100 to 199 sqm	\$399.00	\$407.00	Y	C
200 to 499 sqm	\$816.00	\$833.00	Y	C
500 sqm and over	\$1,155.00	\$1,180.00	Y	C

Other Structures

Swimming Pools	\$333.00	\$340.00	Y	C
Retaining Walls	\$358.00	\$358.00	Y	C
Pylon Signs	\$358.00	\$358.00	Y	C

Other State Environmental Planning Policy Applications

State Environmental Planning Policy (Infrastructure) 2007

Telecommunication Towers	\$1,210.00	\$1,210.00	Y	
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State Environmental Planning Policy (Exempt and Complying Development) 2008

Housing Alteration Code	\$435.00	\$435.00	Y	
General Development Code	\$435.00	\$435.00	Y	
Commercial and Industrial (Alterations) Code	\$435.00	\$435.00	Y	
Container Recycling Facilities Code	\$435.00	\$435.00	Y	
Demolition Code	\$435.00	\$435.00	Y	
Fire Safety Code	\$435.00	\$435.00	Y	

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Provision of Professional Building Services and any related inspections

Provision of Professional Building Services and any related inspections (eg BCA Compliance, Fire Safety Measures, building and plumbing matters) Min \$250/hour plus \$100 per hour plus \$150 for travel (if required)	n/a		Y	D
Determination of Bushfire Attack Level (BAL) for self assessments submitted with CCs and CDCs	\$250.00	\$250.00	Y	C
Post approval assessment of additional documentation	\$50.00	\$50.00	Y	C
Assessment and approval of additional plans/details required by any CC, CDC or LGA approval - wall and truss details, Engineers Certification and plans/details, plans and details for the design of the construction of matters related to fire safety or any matter or thing noted on approved plans as being submitted to further detail.				

Refund of Fees for CC, CDC or LGA applications

After assessment - no refund - fees for inspection package returned minus fee for one inspection	n/a		Y	
Before an assessment commences - 75% of fee plus inspection package	n/a		Y	B
Before completion of assessment - 50% of fees - fees for inspection package minus fee for one inspection	n/a		Y	B

Modifications

Construction Certificate and Complying Development Certificate Modifications	50% of original fee or \$250 whichever is greater		Y	C
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Compliance Certificates

Issue of residential Compliance Certificate	\$53.00	\$54.50	Y	C
Issue of commercial/industrial Compliance Certificate	\$53.00	\$54.50	Y	C
Printed copy of previously issued Compliance Certificate	\$62.00	\$62.00	Y	F

Occupation Certificates

Class 1 and Class 10 Buildings	\$51.00	\$51.00	Y	F
Class 2 – 9 Buildings	\$102.00	\$102.00	Y	F
Change of use when CC or CDC was not required (includes 1 inspection)	\$262.00	\$267.50	Y	C
Lodgement and recording of private Occupation Certificate	\$36.00	\$36.00	N	F

Final Inspection Certificates

Section 68 Approvals - Other than On-Site Sewerage Management Systems	\$65.50	\$67.00	N	C
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Appointment of Singleton Council as PCA where Council was not the Approval Authority

Class 1 Buildings	\$816.00	\$816.00	Y	C
Class 10 Buildings	\$184.50	\$184.50	Y	C

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Appointment of Singleton Council as PCA where Council was not the Approval Authority [continued]

Class 2-9 Buildings	50% of original CC fee	Y	C
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Residential Building Packages for Construction and Complying Development Certificates

Note: If Council Certifiers are appointed as a Principal Certifier (PC) for a privately issued Construction Certificate or Complying Development Certificate then all inspection packages are increased by 50%.

Class 1 and 10 building inspections and re-inspections	\$153.00	\$153.00	Y	C
Inspection Package for new dwellings (includes up to 7 inspections and the cost of an Occupation Certificate)	\$1,122.00	\$1,122.00	Y	C
Inspection Package for dwelling additions/alterations (includes up to 7 inspections and the cost of an Occupation Certificate)	\$1,122.00	\$1,122.00	Y	C
Inspection Package for garages, sheds, pools, awnings, patio covers and retaining walls (includes up to 4 inspections and the cost of an Occupation Certificate)	\$510.00	\$664.00	Y	C
Inspection Package for manufactured homes (includes up to 4 inspections and includes cost of Occupation Certificate) This package excludes cost of re-inspections	\$663.00	\$663.00	Y	C

Commercial and Industrial Building Inspection Packages

Note: If Council Certifiers are appointed as a Principal Certifier (PC) for a privately issued Construction Certificate or Complying Development Certificate then all inspection packages are increased by 50%.

Class 1b, and Class 2 to 9 building inspections and re-inspections (individual)	\$153.00	\$153.00	Y	C
Inspection Package for minor industrial/commercial development such as shop fit-outs (includes up to 3 inspections and the cost of Occupation Certificate)	\$561.00	\$561.00	Y	C

Inspection Packages for Other Commercial and Industrial Developments - New Buildings and Additions

Note: If Council Certifiers are appointed as a Principal Certifier (PC) for a privately issued Construction Certificate or Complying Development Certificate then all inspection packages are increased by 50%.

Floor area < 500 sq. m. (includes up to 7 inspections including the cost of Occupation Certificate)	\$1,175.00	\$1,175.00	Y	C
Floor area 501 – 2000 sq. m. (includes up to 9 inspections including the cost of Occupation Certificate)	\$1,480.00	\$1,480.00	Y	C
Floor area > 2000 sq. m. (includes up to 11 inspections plus the cost of an Occupation Certificate)	\$1,785.00	\$1,785.00	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Inspection Packages for Complying Development Certificates made under Housing Alterations Code, General Development Code, Commercial and Industrial (Alterations) Code, Container Recycling Facilities Code, Demolition Code, Subdivision Code and Fire Safety Code

Residential	\$385.00	\$385.00	Y	
Includes up to 2 inspections and Occupation Certificate				
Commercial	\$440.00	\$440.00	Y	
Includes up to 2 inspections and Occupation Certificate				

Other Complying Development Certificate Fees

Registration of Occupation Certificate from a Private Certifier	\$36.00	\$36.00	N	F
Lodgement & recording of private Complying Development Certificate	\$36.00	\$36.00	N	F

Boarding House Inspection Fees

Inspection Package for Boarding House up to 12 Rooms	\$0.00	\$300.00	N	C
Inspection Package for Boarding House more than 12 Rooms	\$0.00	\$450.00	N	C

Other Local Government Act Approvals

Application to Operate a Caravan Park or Camping Ground (initial)	Fee of \$250 plus \$9 per site		N	B
Reissue of Caravan Park Approval	Fee is set at \$250 plus \$9 per site		N	B
Inspection of caravan parks and camping grounds for initial issue or renewal approvals	\$8.20 per site		N	B
Inspection or re-inspection of caravan parks and camping grounds (Audit)	Fee is set at \$150 or \$8.20 per site whichever is greater		N	D
Temporary Residential Occupation	\$335.00	\$342.00	N	C
Approval to occupy a building on site for a period up to six (6) months under s68 of the Local Government Act. Inspection fees charged on up to two inspections.				
Install fuel heating appliance (Sec 68 LGA) - 2 inspections and Completion Certificate	\$382.00	\$390.00	N	C
Install or operate amusement devices within premises (Sec 68 LGA)	\$382.00	\$390.00	N	B
Install or operate amusement devices at shows etc. (Sec 68 LGA)	\$16.80	\$17.20	N	B
S68 Approval/Renewal/Information Part F(7) of LGA use of a standing vehicle or any article for the purpose of selling any article in a public place	\$0.00	\$150.00	N	F

Building Information Certificate Fees for Residential Development

Building Information Certificate (EP&A Act) Class 1 and Class 10 Buildings (excluding pools)	\$250.00	\$250.00	N	F
Re-inspection fee	\$90.00	\$90.00	N	F
Copy of Building Certificate Section 261	\$13.00	\$13.00	N	F
Administration Fee for cancellation of Application (50% of original fee)		n/a	N	

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Building Information Certificate Fees for Residential Development [continued]

Administration fee for cancellation of Application where an inspection was already completed - 100% of original fee (no refund)	n/a		N	
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Building Information Certificate Fees for Unauthorised Work

Fees for unauthorised works will be levied by Council as a fee for service under Section 608 of the Local Government Act 1993	See Council staff for more information		N	F
Administration Fee for cancellation of application (50% of original fee)	n/a		N	C
Administration Fee for cancellation of application (Inspection already done - 100% of original fee (no refund)	n/a		N	C

Building Information Certificate Fees for Commercial Development

Not exceeding 200 square metres	\$250.00	\$250.00	N	F
Exceeding 200 square metres but not exceeding 2,000 square metres. \$250.00 fee plus an additional \$0.50 per square metre for each square metre over 200	\$250.00	\$250.00	N	F
Exceeding 2,000 square metres. \$1,165 fee plus an additional \$0.075 per square metre for each square metre over 2,000	\$1,165.00	\$1,165.00	N	F
Administration Fee for cancellation of application (50% of original fee)		n/a	N	
Administration fee for cancellation of application where an inspection was already completed - 100% of original fee (no refund)		n/a	N	

Swimming Pool Act

Application for exemption – Sec 22 Swimming Pools Act 1992	\$250.00	\$250.00	N	F
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Swimming Pool Inspections

First inspection including Compliance Certificate	\$165.00	\$165.00	Y	F
Re-inspection resulting from the first inspection	\$110.00	\$110.00	Y	F
Provision of registration information or registration of pool on behalf of owner	\$11.00	\$11.00	Y	F
First inspection after Certificate of Compliance ceases to be valid (Inspection Program)	\$150.00	\$150.00	Y	F
Subsequent inspections after Certificate of Compliance ceases to be valid (Inspection Program)	\$100.00	\$100.00	Y	F

Fire Safety Certificates and Annual Fire Safety Statements (AFSS)

Fire Safety Inspection	\$0.00	\$360.80	Y	C
Fee charged in increments of 30 minutes				
Annual essential services administration fee	\$86.00	\$86.00	Y	C
Administration fee for late or incorrect submission of an AFSS	\$94.00	\$96.00	Y	A
Administration fee for Stay of Infringement	\$0.00	\$100.00	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Compliance Cost Notices

Issued pursuant to Schedule 5 Part 12 EP&A Act 1979	At cost	N	C
Application for performance based assessment – BCA only - min fee \$250.00 plus \$100.00/hour plus any costs associated with any charges for referrals to external consultants required to assist in the Determination	At cost	N	D

Administration/Miscellaneous

Final inspection requests for Construction Certificates (7 years old or more)	\$276.00	\$282.00	N	D
Final inspection requests will only be carried out on Construction Certificates / Complying Development Certificates files that are greater than 7 years old but not more than 12 years old, unless the file has been active within the last 2 years or is a swimming pool, or a steel portal frame shed/garage.				
Information letter including research time – with a minimum charge of \$250.00 plus \$100 per hour		n/a	N	C

Septic Tank Application, Installation and Alteration

Domestic/Residential Septic

Approval to Operate	\$65.50	\$125.00	N	C
Application install waste treatment device	\$238.50	\$243.50	N	D
Fee for individual inspection and re-inspection	\$153.00	\$156.50	N	D
Inspection fees for domestic/residential (total of 3 inspections)	\$459.00	\$469.00	N	D
Application to amend/alter existing installation	\$238.50	\$243.50	N	D
Application for New Non Standard Sewer System	\$0.00	\$243.50	N	C

Commercial/Industrial Premises/Tourist Accommodation (Human Waste)

Approval to Operate	\$71.50	\$125.00	N	C
Application install waste treatment device	\$477.00	\$487.00	N	D
Fee for individual inspection and re-inspection	\$153.00	\$156.50	N	D
Inspection fees for installation (up to 3 inspections)	\$459.00	\$469.00	N	D
Application to amend/alter existing installation	\$286.50	\$292.50	N	D
Specialist study or peer review	Fees will be charged on a full cost recovery basis for any specialist study or peer review required to enable processing of an application.		N	

Pressure Sewer Systems (Human Waste) - All Development

Fee for individual inspection and re-inspection	\$153.00	\$153.00	N	D
Inspection fees for installation (up to 3 inspections)	\$459.00	\$469.00	N	D
Application to amend/alter existing installation	\$238.50	\$243.50	N	D

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Commercial/Industrial Premises (Industrial Waste)

Application install waste treatment device	\$670.00	\$684.00	N	D
Fee for individual inspection and re-inspection	\$153.00	\$153.00	N	D
Inspection fees for installation (up to 4 inspections)	\$612.00	\$612.00	N	C
Application to amend/alter existing installation	\$165.00	\$168.50	N	D
Specialist study or peer review	Fees will be charged on a full cost recovery basis for any specialist study or peer review required to enable processing of an application.		N	

On-site Sewage Management and Regulation

Approval to Operate	\$0.00	\$125.00	N	C
Inspection by request (e.g. pre-purchase) - inspection and report	\$191.00	\$195.00	N	D
Periodic inspections and re-inspections	\$153.00	\$153.00	N	D
Inspection of approved OSSMs operating without ATO	\$255.00	\$255.00	N	F
Application for Approval - unauthorised OSSMs	\$0.00	\$255.50	N	C

Sewerage

Domestic/Residential Sewerage

Fee for individual inspection and re-inspection	\$153.00	\$153.00	N	C
Inspection fees for installation (total of 3 inspections)	\$459.00	\$459.00	N	D

Commercial/Industrial

Fee for individual inspection and re-inspection	\$153.00	\$153.00	N	C
Inspection fees for installation (total of 3 inspections)	\$459.00	\$469.00	N	D
Inspection of amended installation	\$153.00	\$156.50	N	D

Underground Petroleum Storage Systems (UPSS)

Inspection of Systems (s608 of LGA 1993)	\$250.00	\$250.00	N	C
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Outstanding Health and Building Notices

Local Government Act 1993 s 735A

Outstanding Health & Building Notices	\$100.00	\$100.00	N	F
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Development Applications

Pre-Lodgement Meeting advice

Pre-arranged 1 hour pre lodgement meeting (<\$1M or subdivision <10 lots)	\$254.50	\$531.00	Y	C
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Pre-Lodgement Meeting advice [continued]

Pre arranged 1 hour pre lodgement meeting (>\$1M or subdivision >10 lots)	\$509.00	\$1,030.00	Y	C
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Administration fees

Scanning development and building applications submitted in hard copy (per application)	\$49.00	\$50.00	N	C
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Notification/Advertising

(a) Designated Development (per application)	\$2,200.00	\$2,200.00	N	F
(b) Advertised Development (per application)	\$1,105.00	\$1,105.00	N	F
(c) Prohibited Development (per application)	\$1,105.00	\$1,105.00	N	F
In the case of development for which an environmental planning instrument or development control plan (except Part 5 Consultation of the Singleton Development Control Plan 2014) requires notice to be given, otherwise than as was referred to in (a), (b), or (c) above	\$1,105.00	\$1,105.00	N	F
Notification of development in accordance with the Community Participation Plan (No Advertising) (per application)	\$187.00	\$191.00	N	C
Advertising in accordance with the Community Participation Plan (per application)	\$246.50	\$251.50	N	C

Development Application - Temporary Event (Private Land)

Event up to 1,000 people (per application)	\$435.00	\$444.00	N	C
Event 1,000 to 1,500 people (per application)	\$637.00	\$650.00	N	C
Event > 5,000 people (per application)	\$839.00	\$856.00	N	C

Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below

Up to \$5,000	\$110.00	\$110.00	N	F
\$5,001 – \$50,000 – maximum fee plus additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost	\$170.00	\$170.00	N	F
\$50,001 – \$250,000 – fee plus additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	\$352.00	\$352.00	N	F
\$250,001 – \$500,000 – fee plus additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	\$1,160.00	\$1,160.00	N	F
\$500,001 – \$1,000,000 – fee plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	\$1,745.00	\$1,745.00	N	F
\$1,000,001 – \$10,000,000 – fee plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	\$2,615.00	\$2,615.00	N	F
More than \$10,000,000 – fee plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated costs exceeds \$10,000,000	\$15,875.00	\$15,875.00	N	F
Determination of Bushfire Attack Level (BAL) for self assessments submitted with DA's	\$250.00	\$250.00	Y	C

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Fees for Advertisements (Signage)

Fees for Advertisements (Signage)	<p>Despite the above, the maximum fee payable for DA's for advertisements is \$285 plus \$93 for each advertisement in excess of one, or the fee calculated in the Table, whichever is the greater</p> <p>Last year fee Despite the above, the maximum fee payable for DA's for advertisements is \$285 plus \$93 for each advertisement in excess of one, or the fee calculated in the Table, whichever is the greater</p>	N	F
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Dwelling Houses with an Estimated Construction cost of \$100,000 or less

Fee payable	\$455.00	\$455.00	N	F
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Development Application for Subdivision

Involving the opening of a public road \$665 + \$65.00 per additional lot created by the subdivision	\$665.00	\$665.00	N	F
Not involving the opening of a public road, \$330 + \$53.00 per additional lot created by the subdivision	\$330.00	\$330.00	N	F
Strata \$330.00 + \$65.00 per additional lot created by the subdivision	\$330.00	\$330.00	N	F
Approval under Part 2, Division 1 of EP&A (Savings & Transitional) Regulation 1998 – (approval under Part XII of the repealed LGA 1919) – fee + \$15.00 per lot (min fee \$80.00)	\$50.00	\$50.00	N	F

Demolish Building

Demolish building (EP&A Act)	\$550.00	\$550.00	N	F
Need to consider how this fee is covered for complying development types				

Permit for Tree Removal

Permit for Tree Removal	\$289.50	\$295.50	N	D
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Change of Use - No work

Development not involving the erection of a building, the carrying out of a work or the subdivision of land – maximum fee	\$285.00	\$285.00	N	F
Issue of Occupation Certificate	\$250.00	\$250.00	Y	

Designated Development

In addition to any other fees payable, a fee is payable for designated development	\$920.00	\$920.00	N	F
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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Advertising Levy

Where an advertisement is placed in the paper – amount in addition to normal fee	\$110.00	\$110.00	N	F
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Fee for Integrated Development and Development that Requires Concurrence

Processing fee for the referral and provision of advice by other organisations in respect to general terms of approval to be granted by Council	\$140.00	\$140.00	N	F
The maximum fee payable for the advice on the general terms of approval for each approval body (excluding Mine Subsidence Board)	\$320.00	\$320.00	N	F
Where the concurrence of the Director of the Department of Planning is required (e.g. in accordance with clause 4.6 SLEP 2013) – fee plus DA fee applicable	\$320.00	\$320.00	N	F

Crown Development Application Fees

Hospitals/Schools/Police Stations – Fee calculated on value of works	Fee calculated on value of works	N	F
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Modification of Consent

Section 4.55(1) – Minor error, misdescription or miscalculation	\$71.00	\$71.00	N	F
Section 4.55(1A) or Section 4.55AA(1) – Minimal Environmental Impact \$645 or 50% of the fee for the original DA, whichever is the lesser	Minimal Environmental Impact \$645 or 50% of the fee for the original DA, whichever is the lesser		N	F

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Modification of Consent [continued]

Section 4.55(2) or Section 4.55AA(1) – Not of minimal environmental impact	If the fee for the original application was less than \$100, 50 per cent of that fee, or if the fee for the original application was \$100 or more; (i) in the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building, 50 percent of the fee for the original development application, and (ii) in the case of an application with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less, \$190, and (iii) in the case of an application with respect to any other development application, as set out in the Table below, plus an addition amount of not more than \$665 if notice of the application is required to be given under Section 4.55(2) or 4.55AA(1) of the Act		N	F
Modification of Consent – Up to \$5,000	\$55.00	\$55.00	N	F
Modification of Consent – \$5,001-\$250,000	\$85, plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost		N	F
Modification of Consent – \$250,001-\$500,000	\$500, plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000		N	F
Modification of Consent – \$500,001-\$1,000,000	\$712, plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000		N	F
Modification of Consent – \$1,000,001-\$10,000,000	\$987, plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000		N	F
More than \$10,000,000	\$4,737, plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000		N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Review of Determination

(a) In the case of a request that does not involve the erection of a building, the carrying out of a work or the demolition a work or building

Fee	50% of the fee for the original DA.	N	F
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(b) In the case of a request that involves the erection of a dwelling-house with an estimated cost of construction \$100,000 or less

Fee	\$190.00	\$190.00	N	F
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(c) In the case of a request with respect to any other DA, as set out in the table below,

Review of Determination – up to \$5,000	\$85.00	\$85.00	N	F
Review of Determination – \$5,001-\$250,000	\$85 fee plus additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost		N	F
Review of Determination – \$250,001-\$500,000	\$500 fee plus additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000		N	F
Review of Determination – \$500,001-\$1,000,000	\$712 fee plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000		N	F
Review of Determination – \$1,000,001-\$10,000,000	\$987 fee plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000		N	F
Review of Determination – More than \$10,00,001	\$4,737 fee plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated costs exceeds \$10,000,000		N	F

Review of Determination of S.4.55 application

Review of Determination of S.4.55 application	50% of the original DA fee.	N	F
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Fee for Review of Decision to Reject a Development Application

If the estimated cost of the development is less than \$100,000	\$55.00	\$55.00	N	F
If the estimated cost of the development is \$100,000 or more and less than or equal to \$1,000,000	\$150.00	\$150.00	N	F
If the estimated cost of the development is more than \$1,000,000	\$250.00	\$250.00	N	F

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Refund of Fee

If the application is withdrawn before investigations are made	Up to 75% refund (including a full refund of any notification/advertising fees)	N	C
If the application is withdrawn prior to completion of assessment report	Up to 50% refund (no refund of any notification/advertising fees)	N	C
If the application is withdrawn after assessment report has been prepared	Up to 5% refund (no refund of any notification/advertising fees)	N	C

Other Fees and Charges

88b Variation	\$277.50	\$283.50	N	C
Planning Certificate - Section 10.7 (2) per lot	\$53.00	\$53.00	N	F
Planning Certificate - Section 10.7 (2&5) per lot	\$133.00	\$133.00	N	F
Urgency fee for section 10.7 Certificate	\$146.00	\$149.00	N	B
Dwelling Entitlement Enquiry (per lot) per hour (as per professional service fee)	\$175.00	\$178.50	N	D
Physical Commencement Advice	\$0.00	\$541.00	N	C
Fee for the provision of materials to support sustainability programs (eg compost bins, worm farms, education plans and delivery of education programs)		At Cost	Y	D
Professional services fee (advice in relation to energy efficiency, biodiversity, sustainable design, charged per hour)	\$0.00	\$180.00	Y	C
Technical advice provided post approval	\$0.00	\$230.00	Y	C
Written advice on exempt and complying development	\$0.00	\$181.00	Y	C
Biodiversity Stewardship Agreement (BSA) - Due Diligence checks - per lot investigated	\$0.00	\$54.00	Y	C

Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)

SEPP 2008 - Complying Development - Subdivision Code	\$435.00	\$435.00	N	C
Flood Certificate Application Fee	\$188.00	\$192.00	N	C
Unit Rate/Lineal metre – For Public Road – Rural (minimum fee \$360)	\$8.80	\$9.00	Y	C
Unit Rate/Lineal metre – For Public Road – Urban (minimum fee \$360)	\$16.00	\$16.40	Y	C
Unit Rate/Lineal metre – For Private Access Road – Rural (minimum fee \$360)	\$2.70	\$2.80	Y	C
Construction Supervision – Unit Rate/Lineal Metre for Public Roads – Rural (minimum fee \$260)	\$15.20	\$15.60	Y	C
Construction Supervision – Unit Rate/Lineal Metre for Public Roads – Urban (minimum fee \$260)	\$25.50	\$26.50	N	C
Detention Basin Checking Fee – Per Basin	\$335.00	\$342.00	N	C
Detention Basin Checking Fee – Minor Plan Checking	\$448.00	\$457.00	N	C
Engineering Inspection Fee – Minor Projects per Inspection (e.g. driveway inspections)	\$197.00	\$201.00	N	C
Amendments to Subdivision Works Certificate	5% of original fee paid		Y	C
Roads Act Applications (relating to development approvals)	\$331.00	\$338.00	N	C

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates) [continued]

Roads Act Applications Inspections (relating to development approvals) – per Inspection	\$145.50	\$148.50	N	C
Roads Act Applications – opening of Public Road	\$331.00	\$338.00	N	C
Roads Act Applications Inspections – opening of Public Road – per inspection	\$145.50	\$148.50	N	C
Lodgement of Private Certifier Subdivision Work Certificate	\$36.00	\$36.00	N	B

Refund of Fees for Subdivision Works Certificates or Refusal

After Assessment - No Refund	n/a	N	C
Before an Assessment Commences	75% of fee	N	C
Before Completion of Assessment	50% of fees	N	C
On Deemed Refusal	No refund	N	C

Subdivision Certificate

Fee payable prior to release of linen plan (\$150 plus \$10 for each additional lot created)	\$150.00	\$150.00	N	F
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Bond Agreement Fee

Taking and discharging of a bond and agreement for incomplete subdivision	\$110.00	\$110.00	N	F
Incomplete Works Bond	Estimated value of outstanding works plus 50%		N	F
Defects Liability (Maintenance) Bond	5% of estimated value of works (refundable - retained by Council for the defects liability period usually 12 months or until final acceptance of the works) or \$1,000 minimum, whichever is greater		N	F
Construction Security (Performance Bond)	5% of estimated value of works (refundable - retained or substituted for Defects Liability Bond by Council at completion of works and commencement period) or \$1,000 minimum, whichever is greater		N	F

Local Environment Plan Amendment

Pre-gateway review of LEP amendment request	\$1,130.00	\$1,155.00	N	D
Preparation of Formal Planning Proposal	\$6,540.00	\$6,675.00	N	D
Commencement of Post Gateway Process	\$176.00	\$180.00	N	D
Public Authority Consultation	\$2,310.00	\$2,360.00	N	D
Pre-exhibition Councillor briefing session	\$1,035.00	\$1,060.00	N	D
Public Exhibition (with 1 newspaper notice)	\$3,015.00	\$3,080.00	N	D

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	GST	Fee Type
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Local Environment Plan Amendment [continued]

Additional Newspaper notice(s)	\$1,140.00	\$1,165.00	N	D
Public Meeting	\$3,315.00	\$3,385.00	N	D
Post-exhibition review of submissions	\$1,270.00	\$1,300.00	N	D
Post-exhibition Councillor briefing session	\$1,055.00	\$1,080.00	N	D
Council Meeting Reports	\$1,195.00	\$1,220.00	N	D
Finalisation of Planning Proposal	\$1,050.00	\$1,075.00	N	D
Planning report (s3.36 of EP&A Act 1979)	\$241.50	\$246.50	N	D
Formal information requests	\$298.50	\$305.00	N	D
Consultant management (per specialist study or peer review)	\$2,165.00	\$2,210.00	N	D
Specialist Studies/Peer Review	Fees will be charged on a full cost recovery basis for any peer reviews or independent studies required to enable processing of the proposal. The fees payable will be based on the quote amount plus associated consultant management fees.		N	D

Development Control Plan Amendment

Review of DCP amendment request	\$873.00	\$891.00	N	D
Preparation of Draft DCP	\$1,915.00	\$1,955.00	N	D
Public authority consultation	\$657.00	\$671.00	N	D
Councillor Briefing Session	\$1,330.00	\$1,360.00	N	D
Pre-Exhibition Council Meeting Report(s)	\$899.00	\$917.00	N	D
Public Exhibition (with 1 newspaper notice)	\$2,285.00	\$2,335.00	N	D
Additional Newspaper notice(s)	\$1,140.00	\$1,165.00	N	D
Public Meeting	\$1,315.00	\$1,345.00	N	D
Post-exhibition council meeting report	\$1,480.00	\$1,510.00	N	D
Finalisation of DCP Amendment	\$1,850.00	\$1,890.00	N	D
Formal information requests	\$298.50	\$305.00	N	D
Consultant management (per specialist study or peer review)	\$2,165.00	\$2,210.00	N	D
Specialist Studies/Peer Review	Fees will be charged on a full cost recovery basis for any peer reviews or independent studies required to enable processing of the proposal. The fees payable will be based on the quote amount plus associated consultant management fees.		N	E

Fee Name

Parent Name

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1

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1 Day Adult Pass	[Non-Peak Periods]	29
1 Day Child Pass	[Non-Peak Periods]	29
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12 Month Water Craft Pass (includes 1 Day Family Pass) with each visit	[Entry Fees]	29
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2

2 Hrs	[Foyer Only Hire]	32
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C		
Cadmium	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Call out fee to Secure Buildings left Unlocked by User Group	[Playing Fields and Parks]	29
Camp site/night extra adult (18+)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Camp site/night extra adult (18+)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
Camp site/night extra adult (18+)	[Non-Peak Periods (May - August)]	31
Camp site/night extra child (0-3 years)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Camp site/night extra child (0-3 years)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
Camp site/night extra child (0-3 years)	[Non-Peak Periods (May - August)]	31
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Camp site/night extra child (4-17 years)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Camp site/night extra child (4-17 years)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
Camp site/night seniors (up to 2 adults)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Camp site/night seniors (up to 2 adults)	[Non-Peak Periods (May - August)]	31
Car Bodies - With Tyres (Per Vehicle)	[Scrap Metal]	26
Car Bodies - Without Tyres	[Scrap Metal]	26
Casual aqua class	[Gym]	37
Cat - Desexed (Eligible Pensioner)	[Lifetime Registration]	49
Cat - Desexed (sold by pound/shelter)	[Lifetime Registration]	49
Cat - Desexed or Not Desexed	[Lifetime Registration]	49

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Fee Name	Parent Name	Page
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Cat - Not Desexed - Eligible Pensioner (cat with written notification from vet that it should not be desexed)	[Lifetime Registration]	49
Cat - Not Desexed (recognised breeder)	[Lifetime Registration]	49
Cat - Not Desexed (with written notification from a vet that it should not be desexed)	[Lifetime Registration]	49
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Charges for Non-Complying Site - Classification A & B - per kL	[Liquid Trade Waste]	22
Child	[Visit Passes (10 Sessions) - Swim]	36
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Class 1 and 10 building inspections and re-inspections	[Residential Building Packages for Construction and Complying Development Certificates]	53
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Class 1 Buildings	[Appointment of Singleton Council as PCA where Council was not the Approval Authority]	52
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Cleaning Fee for Sporting Facilities/ Toilets (if not cleaned by users)	[Playing Fields and Parks]	29
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Commercial and Industrial (Alterations) Code	[State Environmental Planning Policy (Exempt and Complying Development) 2008]	51
Commercial Commingled Recycling - Per Tonne	[Community Recycling Centre]	27
Commercial Kitchen & Cafe	[Additional Charges]	33
Commercial Operations - as determined by the General Manager	[Peak Periods (School Holidays and Long Weekends)]	29
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Commercial Quantities of Paint (In Excess of Allowable Paintback Limits) - Per Tonne	[Community Recycling Centre]	27
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Commercial Quantities of Problem Waste Materials (polystyrene, soft plastics, paint (water or oil based), cooking oil, household batteries, LPG gas bottles, fire extinguishers, aerosol cans, mobile phones, fluorescent tubes and globes and smoke detectors) - Per Tonne	[Community Recycling Centre]	27
Commercial use of Gym for PT and Hydro	[Lane Hire]	38
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Community Development programs/activities	[Singleton Youth Venue]	41
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Concession - Fortnightly	[Health Club Membership]	38
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Concession (Senior/Concession card holder)	[Casual Entry]	36
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Concession gym	[Gym]	37
Concession/Members/Students	[Admission Fees]	12
Consignment Goods	[Visitor Information and Enterprise Centre]	9
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Construction Supervision – Unit Rate/Lineal Metre for Public Roads – Rural (minimum fee \$260)	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
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Consultant management (per specialist study or peer review)	[Local Environment Plan Amendment]	65
Consultant management (per specialist study or peer review)	[Development Control Plan Amendment]	65
Consultation Room - Not-for-profit/hour (ATO definition)	[Meeting Rooms (include tea, coffee, water)]	41
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Container Recycling Facilities Code	[State Environmental Planning Policy (Exempt and Complying Development) 2008]	51
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Councillor Briefing Session	[Development Control Plan Amendment]	65
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Court Hire – Day Rates – Every Hour After	[Jerrys Plains Sports & Recreation Centre]	34
Court Hire – Day Rates – First Hour	[Jerrys Plains Sports & Recreation Centre]	34
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Court Hire – Night (+ Bond) Members	[Broke Sports Centre]	34
Court Hire – Night (+ Bond) Non-members	[Broke Sports Centre]	34
Court Hire – Night Rates – Every Hour After	[Jerrys Plains Sports & Recreation Centre]	34
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Crèche Casual	[Creche]	37
Crèche Kids Card (20 Sessions) Member	[Creche]	37
Crèche Kids Card (20 Sessions) Non Member	[Creche]	37
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Cyanide	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23

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D		
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Damage to Facility	[Additional Charges]	33
Dangerous Dog (dog declared to be dangerous)	[Annual Permit Fees]	49
Dark Day - Per Day	[Auditorium Hire (includes Foyer)]	32
Dark Day - Per Day - Not For Profit	[Auditorium Hire (includes Foyer)]	32
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Detention Basin Checking Fee – Minor Plan Checking	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
Detention Basin Checking Fee – Per Basin	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
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Direct debit dishonour fee	[Childrens Services]	40
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Dog - Desexed (Eligible Pensioner)	[Lifetime Registration]	49
Dog - Desexed (sold by pound/shelter)	[Lifetime Registration]	49
Dog - Not Desexed - Eligible Pensioner (dog with written notification from vet that it should not be desexed)	[Lifetime Registration]	49
Dog - Not Desexed (dog with written notification from vet that it should not be desexed)	[Lifetime Registration]	49
Dog - Not Desexed (recognised breeder)	[Lifetime Registration]	49
Dog - Not Desexed or Desexed after 6 Months of age	[Lifetime Registration]	49
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Drainage diagram (free to owners & tradesmen)	[Customer Services]	44
Drum Muster items	[Community Recycling Centre]	27
Dual Pump – Supply and Installation - Each	[Pressure Sewer Systems]	20
DVD Cleaning Service (per disc)	[Library Services]	42
Dwelling Entitlement Enquiry (per lot) per hour (as per professional service fee)	[Other Fees and Charges]	63
E		
Earphones	[Library Services]	42
Earthmoving Tyre Extra Large (greater than 2 metres)	[Tyres - Tractor and Earthmoving Tyres]	28
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Event > 5,000 people (per application)	[Development Application - Temporary Event (Private Land)]	58
Event 1,000 to 1,500 people (per application)	[Development Application - Temporary Event (Private Land)]	58
Event Fee – Commercial/Professional	[Events on Council Owned and Managed Land]	31
Event Fee – Community/Educational	[Events on Council Owned and Managed Land]	31
Event Fee – Registered Charities (New fee which is 50% of the Community/Educational fee below)	[Events on Council Owned and Managed Land]	31
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Exam Supervision Service/hour (Includes Supervisor, Room Hire and Printing)	[Library Services]	42

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Exceeding 2,000 square metres. \$1,165 fee plus an additional \$0.075 per square metre for each square metre over 2,000	[Building Information Certificate Fees for Commercial Development]	55
Exceeding 200 square metres but not exceeding 2,000 square metres. \$250.00 fee plus an additional \$0.50 per square metre for each square metre over 200	[Building Information Certificate Fees for Commercial Development]	55
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Expediency Fee for S.603 Certificates	[Telephone & Customer enquires by third parties]	45
F		
Failure to Notify - per Occasion	[Childrens Services]	40
Family	[1yr Membership]	11
Family	[3yr Membership]	11
Family	[Casual Entry]	36
Family - Add additional child	[Casual Entry]	36
Family Membership - Fortnightly (2 adults, 2 children)	[Health Club Membership]	38
Family Membership - Fortnightly (2 Adults, 3 Children)	[Health Club Membership]	38
Family Membership - Fortnightly (2 Adults, 4 Children)	[Health Club Membership]	38
Family Memberships	[Broke Sports Centre]	34
Fax Sending – Australian Number – First Page	[Library Services]	42
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Fax Sending – International Number – Subsequent Page	[Library Services]	42
Fee	[(a) In the case of a request that does not involve the erection of a building, the carrying out of a work or the demolition a work or building]	62
Fee	[(b) In the case of a request that involves the erection of a dwelling-house with an estimated cost of construction \$100,000 or less]	62
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Fee for individual inspection and re-inspection	[Domestic/Residential Sewerage]	57
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Fee for individual inspection and re-inspection	[Commercial/Industrial Premises/Tourist Accommodation (Human Waste)]	56
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Fee for the provision of materials to support sustainability programs (eg compost bins, worm farms, education plans and delivery of education programs)	[Other Fees and Charges]	63
Fee payable	[Dwelling Houses with an Estimated Construction cost of \$100,000 or less]	59
Fee payable prior to release of linen plan (\$150 plus \$10 for each additional lot created)	[Subdivision Certificate]	64
Fees for Advertisements (Signage)	[Fees for Advertisements (Signage)]	59
Fees for unauthorised works will be levied by Council as a fee for service under Section 608 of the Local Government Act 1993	[Building Information Certificate Fees for Unauthorised Work]	55
Filming Bond	[Additional Services]	14
Filming Proposal Lodgement Fee – High	[Filming]	14
Filming Proposal Lodgement Fee – Low	[Filming]	14
Filming Proposal Lodgement Fee – Medium	[Filming]	14
Filming Proposal Lodgement Fee – Ultra Low	[Filming]	14
Final inspection requests for Construction Certificates (7 years old or more)	[Administration/Miscellaneous]	56
Finalisation of DCP Amendment	[Development Control Plan Amendment]	65
Finalisation of Planning Proposal	[Local Environment Plan Amendment]	65
Fire Safety Code	[State Environmental Planning Policy (Exempt and Complying Development) 2008]	51
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Fire Service - Supply and Installation - Tee and Valve	[Water Service Connections]	17

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Fire Service - Supply and Installation of Meter	[Water Service Connections]	17
First Child	[Bronze - Per Fortnight]	37
First Child	[Gold - Per Fortnight]	36
First Child	[Silver - Per Fortnight]	36
First Child	[Fitness - Per Fortnight]	37
First inspection after Certificate of Compliance ceases to be valid (Inspection Program)	[Swimming Pool Inspections]	55
First inspection including Compliance Certificate	[Swimming Pool Inspections]	55
Fitswim Adult – Member	[Casual Entry]	37
Fitswim Adult – Non Member	[Casual Entry]	37
Fitswim Card (10 Sessions – Member)	[Casual Entry]	37
Fitswim Card (10 Sessions – Non Member)	[Casual Entry]	37
Floating Office - Not-for-profit/hour (ATO definition)	[Meeting Rooms (include tea, coffee, water)]	41
Floating Office - Standard rate/hour	[Meeting Rooms (include tea, coffee, water)]	41
Flood Certificate Application Fee	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
Floor area < 500 sq. m. (includes up to 7 inspections including the cost of Occupation Certificate)	[Inspection Packages for Other Commercial and Industrial Developments - New Buildings and Additions]	53
Floor area > 2000 sq. m. (includes up to 11 inspections plus the cost of an Occupation Certificate)	[Inspection Packages for Other Commercial and Industrial Developments - New Buildings and Additions]	53
Floor area 501 – 2000 sq. m. (includes up to 9 inspections including the cost of Occupation Certificate)	[Inspection Packages for Other Commercial and Industrial Developments - New Buildings and Additions]	53
Fluoride	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Food Shops/Vendors	[Inspections and Re-inspections (per hour)]	48
Formal GIPA Application – Processing Charge (Not Personal Information of Applicant – per hour after the first hour)	[Information Management]	47
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Formal GIPA Application Fee	[Information Management]	47
Formal information requests	[Local Environment Plan Amendment]	65
Formal information requests	[Development Control Plan Amendment]	65
Formaldehyde	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Full Rate	[Mobile Preschool - per day]	40
G		
Gallery Retail Stock, Merchandise and Consignment	[Gallery Retail]	11
Garden Organic Waste - Minimum Fee	[Garden Organic Waste]	26
Garden Organic Waste - Per Tonne	[Garden Organic Waste]	26
General Development Code	[State Environmental Planning Policy (Exempt and Complying Development) 2008]	51
GIS / Property Professional – rate per hour	[GIS/Property]	46
GPS set-out for Line Marking - rate per hour	[Playing Fields and Parks]	29
Graffiti removal	[Graffiti Removal]	31
Grazing Application fee	[Temporary Grazing Permit]	16
Group fitness or other commercial classes trainer registration (per annum)	[Playing Fields and Parks]	29
Gym	[Gym]	37
H		
Hairdressers	[Inspections and Re-inspections (per hour)]	48
Hall Hire – per Hour	[Hire]	39
Herbicides/Defoliantes	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Hire of Boardroom – full day	[Visitor Information and Enterprise Centre]	9
Hire of Boardroom – per hour	[Visitor Information and Enterprise Centre]	9
Horse/Cattle (Prior Appointment Required)	[Deceased Animals]	26
Hospitals/Schools/Police Stations – Fee calculated on value of works	[Crown Development Application Fees]	60

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Household quantities of Commingled Recycling (aluminium cans, plastic bottles and containers and glass bottles or jars)	[Community Recycling Centre]	27
Household Quantities of Electronic Waste	[Community Recycling Centre]	27
Household Quantities of Problem Waste Materials (polystyrene, soft plastics, paint (water or oil based), motor and cooling oil, household batteries, LPG gas bottles, fire extinguishers, aerosol cans, mobile phones, fluorescent tubes and globes and smoke detectors	[Community Recycling Centre]	27
Housing Alteration Code	[State Environmental Planning Policy (Exempt and Complying Development) 2008]	51
Hydrotherapy	[Lane Hire]	38
I		
If the application is withdrawn after assessment report has been prepared	[Refund of Fee]	63
If the application is withdrawn before investigations are made	[Refund of Fee]	63
If the application is withdrawn prior to completion of assessment report	[Refund of Fee]	63
If the estimated cost of the development is \$100,000 or more and less than or equal to \$1,000,000	[Fee for Review of Decision to Reject a Development Application]	62
If the estimated cost of the development is less than \$100,000	[Fee for Review of Decision to Reject a Development Application]	62
If the estimated cost of the development is more than \$1,000,000	[Fee for Review of Decision to Reject a Development Application]	62
Impounding and Reclaim Fee	[Animal Management Fees]	50
Impounding and Reclaim Fee – on 2nd or subsequent occasion (regardless of period)	[Animal Management Fees]	50
Impounding Fee – per trolley	[Abandoned Shopping Trolleys]	50
Improvement Notice - Food Act	[Notice and Order Fees]	48
Improvement Notice - In any other case - (Skin Penetration Premises or Public Swimming Pool or Spa) - Public Health Act	[Notice and Order Fees]	48
Improvement Notice - Regulated System (Water Cooling Towers) - Public Health Act	[Notice and Order Fees]	48
In addition to any other fees payable, a fee is payable for designated development	[Designated Development]	59
In the case of development for which an environmental planning instrument or development control plan (except Part 5 Consultation of the Singleton Development Control Plan 2014) requires notice to be given, otherwise than as referred to in (a), (b), or (c) above	[Notification/Advertising]	58
Inclusion Rate	[Mobile Preschool - per day]	40
Incomplete Works Bond	[Bond Agreement Fee]	64
Individual	[1yr Membership]	11
Individual	[3yr Membership]	11
Individual	[Casual Stadium Usage]	39
Individual Numbers (road number seen as one number)	[Rural Addressing]	46
Indoor Pool Hire	[Lane Hire]	38
Information letter including research time – with a minimum charge of \$250.00 plus \$100 per hour	[Administration/Miscellaneous]	56
Inspection & Issue of Dangerous Dog Enclosure Certificate	[Certificate of Compliance (S 58H Companion Animal Act 1998)]	50
Inspection by request (e.g. pre-purchase) - inspection and report	[On-site Sewage Management and Regulation]	57
Inspection Fee (Asset protection inspection, S138, S125, S126 if required)	[Use of Roads/Footpaths]	15
Inspection fees for domestic/residential (total of 3 inspections)	[Domestic/Residential Septic]	56
Inspection fees for installation (total of 3 inspections)	[Domestic/Residential Sewerage]	57
Inspection fees for installation (total of 3 inspections)	[Commercial/Industrial]	57
Inspection fees for installation (up to 3 inspections)	[Commercial/Industrial Premises/Tourist Accommodation (Human Waste)]	56

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Inspection fees for installation (up to 3 inspections)	[Pressure Sewer Systems (Human Waste) - All Development]	56
Inspection fees for installation (up to 4 inspections)	[Commercial/Industrial Premises (Industrial Waste)]	57
Inspection of amended installation	[Commercial/Industrial]	57
Inspection of approved OSSMs operating without ATO	[On-site Sewage Management and Regulation]	57
Inspection of caravan parks and camping grounds for initial issue or renewal approvals	[Other Local Government Act Approvals]	54
Inspection of Systems (s608 of LGA 1993)	[Underground Petroleum Storage Systems (UPSS)]	57
Inspection of Vehicle to Cart Drinking Water - per Hour	[Water Carters Fees]	18
Inspection or re-inspection of caravan parks and camping grounds (Audit)	[Other Local Government Act Approvals]	54
Inspection Package for Boarding House more than 12 Rooms	[Boarding House Inspection Fees]	54
Inspection Package for Boarding House up to 12 Rooms	[Boarding House Inspection Fees]	54
Inspection Package for dwelling additions/alterations (includes up to 7 inspections and the cost of an Occupation Certificate)	[Residential Building Packages for Construction and Complying Development Certificates]	53
Inspection Package for garages, sheds, pools, awnings, patio covers and retaining walls (includes up to 4 inspections and the cost of an Occupation Certificate)	[Residential Building Packages for Construction and Complying Development Certificates]	53
Inspection Package for manufactured homes (includes up to 4 inspections and includes cost of Occupation Certificate) This package excludes cost of re-inspections	[Residential Building Packages for Construction and Complying Development Certificates]	53
Inspection Package for minor industrial/commercial development such as shop fit-outs (includes up to 3 inspections and the cost of Occupation Certificate)	[Commercial and Industrial Building Inspection Packages]	53
Inspection Package for new dwellings (includes up to 7 inspections and the cost of an Occupation Certificate)	[Residential Building Packages for Construction and Complying Development Certificates]	53
Install fuel heating appliance (Sec 68 LGA) - 2 inspections and Completion Certificate	[Other Local Government Act Approvals]	54
Install or operate amusement devices at shows etc. (Sec 68 LGA)	[Other Local Government Act Approvals]	54
Install or operate amusement devices within premises (Sec 68 LGA)	[Other Local Government Act Approvals]	54
Installation and De-Installation Services	[Other Services]	13
Installation by Council (Includes all components)	[Rural Addressing]	46
Inter Library Loan Service Fee	[Singleton Library]	42
Interment	[Public Cemeteries]	29
Internal Review	[Information Management]	47
Interview Room - Not-for-profit/hour (ATO definition)	[Meeting Rooms (include tea, coffee, water)]	42
Interview Room - Standard rate/hour	[Meeting Rooms (include tea, coffee, water)]	42
Involving the opening of a public road \$665 + \$65.00 per additional lot created by the subdivision	[Development Application for Subdivision]	59
Iron	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Issue of commercial/industrial Compliance Certificate	[Compliance Certificates]	52
Issue of Occupation Certificate	[Change of Use - No work]	59
Issue of residential Compliance Certificate	[Compliance Certificates]	52
Issue Permit	[Heavy Vehicle Access Administration]	16
Issued pursuant to Schedule 5 Part 12 EP&A Act 1979	[Compliance Cost Notices]	56
J		
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Kinder tots	[School PE]	39
Kindergym - Fortnightly	[Gymnastics]	39
Kitchen access	[Meeting Rooms (include tea, coffee, water)]	41
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L		
Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	[Private Works]	19
Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	[Council Works]	19
Labour - Network Delivery Team - Outside Business Hours - per Hour/per Operator	[Private Works]	19
Labour - Network Operator - Outside Business Hours - per Hour/per Operator	[Council Works]	19
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	[Private Works]	19
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	[Council Works]	19
Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	[Private Works]	20
Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	[Council Works]	19
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	[Private Works]	19
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	[Council Works]	19
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	[Private Works]	19
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	[Council Works]	19
Laminating – A4	[Library Services]	42
Lane Hire – Groups	[Lane Hire]	38
Large – Above 50 FTE	[Food Businesses]	49
Late Collection Fee Cost (per 5 minutes after closing time)	[Childrens Services]	40
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Lawn Section – Other	[Public Cemeteries]	29
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Lead	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Lead Acid Batteries	[Scrap Metal]	26
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Levels - Fortnightly	[Gymnastics]	39
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Lithium	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
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Lodgement and recording of private Occupation Certificate	[Occupation Certificates]	52
Lodgement of Private Certifier Subdivision Work Certificate	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	64
Lost Barcode – each	[Singleton Library]	42
Lost Membership Cards per replacement	[Singleton Library]	42
Lost or Damaged Material – each item replacement cost, plus processing fee	[Singleton Library]	42
Lost/Damaged DVD or CD case/slick	[Singleton Library]	42
Lot Charge – Monumental – Adult	[Public Cemeteries]	29
Lot Charge – Monumental – Child	[Public Cemeteries]	29

Fee Name	Parent Name	Page
M		
Manganese	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Market Stalls or similar (per stall)	[Events on Council Owned and Managed Land]	31
Market Stalls or similar requiring powered sites (per stall)	[Events on Council Owned and Managed Land]	31
Materials Used	[Workshop Room Hire]	10
Mattresses - Each	[Mattresses]	27
Medium – 6 – 50 FTE	[Food Businesses]	49
Meeting Room - Not-for-profit/hour (ATO definition)	[Meeting Rooms (include tea, coffee, water)]	42
Meeting Room - Not-for-profit/hour (ATO definition)	[Meeting Rooms (include tea, coffee, water)]	41
Meeting Room - Standard rate/hour	[Meeting Rooms (include tea, coffee, water)]	42
Meeting Room - Standard rate/hour	[Meeting Rooms (include tea, coffee, water)]	41
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Events		
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Mercaptans	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Mercury	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Methylene Blue Active Substances (MBAS)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Micro chipping of dog/cat	[Animal Management Fees]	50
Miscellaneous (includes mortuaries, bed and breakfast accommodation)	[Inspections and Re-inspections (per hour)]	48
Mixed Waste - Commercial Quantities (Over 500 tonnes Per Annum - Agreement to be entered into with Council at commencement of financial year) - Per Tonne	[Mixed Waste]	25
Mixed Waste - Minimum Fee	[Mixed Waste]	25
Mixed waste - Per Tonne	[Mixed Waste]	25
Modification of Consent – \$1,000,001-\$10,000,000	[Modification of Consent]	61
Modification of Consent – \$250,001-\$500,000	[Modification of Consent]	61
Modification of Consent – \$5,001-\$250,000	[Modification of Consent]	61
Modification of Consent – \$500,001-\$1,000,000	[Modification of Consent]	61
Modification of Consent – Up to \$5,000	[Modification of Consent]	61
Molybdenum	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Mon - Fri (per hour)	[Cleaning (min 2 hours)]	34
Mon/Fri - 4:30pm - 8:30am	[AV/LX Tech Support (min 3 hrs)]	33
Mon/Fri - 4:30pm - 8:30am	[Cleaning (min 3 hrs)]	33
Mon/Fri - 8:30am - 4:30pm	[Cleaning (min 3 hrs)]	33
Mon/Fri - 8:30am - 4:30pm	[AV/LX Tech Support (min 3 hrs)]	33
Monday to Friday	[Community Venue Hire]	10
Monday to Friday	[Corporate or Private Venue Hire]	10
More than \$10,000,000	[Modification of Consent]	61
More than \$10,000,000 – fee plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated costs exceeds \$10,000,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
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Motorbike or Passenger Tyre	[Tyres - On Rim]	27
N		
Native Animals	[Deceased Animals]	26
New Book Sales	[Library Sales]	42
Nickel	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
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Non-Members (per person) + Bond – Comp/Social	[Broke Sports Centre]	34
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Not involving the opening of a public road, \$330 + \$53.00 per additional lot created by the subdivision	[Development Application for Subdivision]	59
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Notification of a skin penetration premises	[Public Health Act Notification]	48

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Notification of development in accordance with the Community Participation Plan (No Advertising) (per application)	[Notification/Advertising]	58
Notification of water cooling system	[Public Health Act Notification]	48
Nursery Room	[Long Day Care - per day]	40
O		
OHSC	[School PE]	39
Oil and Grease (Total O and G)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
On Deemed Refusal	[Refund of Fees for Subdivision Works Certificates or Refusal]	64
Organoarsenic Compounds	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
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Outdoor Pool Hire	[Lane Hire]	38
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Oversize Service - Existing Tapping - 25mm - Each	[Water Service Connections]	17
Oversize Service - Greater than 50mm	[Water Service Connections]	17
Oversize Service – Tap and Connection - 25mm - Each	[Water Service Connections]	17
Oversize Service – Tap and Connection - 32mm - Each	[Water Service Connections]	17
Oversize Service – Tap and Connection - 40mm - Each	[Water Service Connections]	17
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P		
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Packdown/Clean Up	[Meeting Rooms (include tea, coffee, water)]	41
Paper and Cardboard	[Community Recycling Centre]	27
Paper statement copy, per copy	[Childrens Services]	40
Periodic inspections and re-inspections	[On-site Sewage Management and Regulation]	57
Permit for Tree Removal	[Permit for Tree Removal]	59
Permit Late Fee	[Annual Permit Fees]	49
Personal training 10 pack/1hr	[Personal Training/Boot Camps]	37
Personal training 10 pack/30 mins	[Personal Training/Boot Camps]	37
Personal training 1hr	[Personal Training/Boot Camps]	37
Pesticides General (excludes organochlorines and organophosphates)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Petroleum Hydrocarbons (non-flammable)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Phenolic Compounds (non-chlorinated)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Phosphorous (Total P)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Photocopies, Fax, printing (completed by individual) per A3 page	[Singleton Library]	42
Photocopies, Fax, printing (completed by individual) per A4 page	[Singleton Library]	42
Photocopies, printing per A3 page	[Singleton Youth Venue]	41
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Physical Commencement Advice	[Other Fees and Charges]	63
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Planning Certificate - Section 10.7 (2&5) per lot	[Other Fees and Charges]	63
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Planning report (s3.36 of EP&A Act 1979)	[Local Environment Plan Amendment]	65
Plant and Equipment - Bobcat - per Hour	[Private Works]	20
Plant and Equipment - Bobcat - per Hour	[Council Works]	19
Plant and Equipment - CCTV - per Hour	[Council Works]	19
Plant and Equipment - CCTV Camera - per Hour	[Private Works]	20
Plant and Equipment - Excavator / Backhoe - per Hour	[Private Works]	20

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Fee Name	Parent Name	Page
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Plant and Equipment - Excavator / Backhoe - per Hour	[Council Works]	19
Plant and Equipment - Jetter - per Hour	[Private Works]	20
Plant and Equipment - Jetter - per Hour	[Council Works]	19
Plant and Equipment - Non Destructive Digger - per Hour	[Private Works]	20
Plant and Equipment - Non Destructive Digger - per Hour	[Council Works]	19
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Pool Party – per person (minimum 12)	[Birthday Party]	37
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Post approval assessment of additional documentation	[Provision of Professional Building Services and any related inspections]	52
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Post-exhibition Councillor briefing session	[Local Environment Plan Amendment]	65
Post-exhibition review of submissions	[Local Environment Plan Amendment]	65
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Powered site/night (Up to 2 Adults)	[Non-Peak Periods (May - August)]	31
Powered site/night extra adult (18+)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Powered site/night extra adult (18+)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
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Powered site/night extra child (0-3 years)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Powered site/night extra child (0-3 years)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
Powered site/night extra child (0-3 years)	[Non-Peak Periods (May - August)]	31
Powered site/night extra child (4-17 years)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Powered site/night extra child (4-17 years)	[Non-Peak Periods (May - August)]	31
Powered site/night seniors (up to 2 adults)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Powered site/night seniors (up to 2 adults)	[Non-Peak Periods (May - August)]	31
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Pre-Exhibition Council Meeting Report(s)	[Development Control Plan Amendment]	65
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Private Lesson – One Child per 30 Minutes	[Learn to Swim - Private Lesson]	36
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Provision of Professional Building Services and any related inspections	[Provision of Professional Building Services and any related inspections]	52
Provision of registration information or registration of pool on behalf of owner	[Swimming Pool Inspections]	55
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Public Meeting	[Development Control Plan Amendment]	65
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Rehearsals (per hour)	[Auditorium Hire (includes Foyer)]	32
Re-inspection - minimum fee applies	[Inspections and Re-inspections (per hour)]	48
Re-inspection fee	[Building Information Certificate Fees for Residential Development]	54
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Re-inspection of Dangerous Dog Enclosure	[Certificate of Compliance (S 58H Companion Animal Act 1998)]	50
Re-inspection resulting from the first inspection	[Swimming Pool Inspections]	55
Re-instatement of Damaged Service - 20 to 25mm - Outside Business Hours - per Meter	[Water Service Connections]	17
Re-instatement of Damaged Service - 20mm and 25mm Meters - During Business Hours - per Meter	[Water Service Connections]	17
Re-instatement of Damaged Service - Other Sizes - During or Outside Business Hours - per Meter	[Water Service Connections]	17
Re-instatement of Damaged Services - Hydrant and Valves Lids and Surrounds - per Item	[Water Service Connections]	17
Reissue of Caravan Park Approval	[Other Local Government Act Approvals]	54
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Research by Library Staff per hour (minimum fee with additional time pro rata in 1/2 hour. blocks)	[Library Services]	42
Reservations per item (Home Library/Book Clubs exempt)	[Singleton Library]	42
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Retaining Walls	[Other Structures]	51
Reticulation Main - All Sizes	[Water Mains]	22
Review of DCP amendment request	[Development Control Plan Amendment]	65
Review of Determination – \$1,000,001-\$10,000,000	[(c) In the case of a request with respect to any other DA, as set out in the table below.]	62
Review of Determination – \$250,001-\$500,000	[(c) In the case of a request with respect to any other DA, as set out in the table below.]	62
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Review of Determination – \$500,001-\$1,000,000	[(c) In the case of a request with respect to any other DA, as set out in the table below.]	62
Review of Determination – More than \$10,00,001	[(c) In the case of a request with respect to any other DA, as set out in the table below.]	62
Review of Determination – up to \$5,000	[(c) In the case of a request with respect to any other DA, as set out in the table below.]	62
Review of Determination of S.4.55 application	[Review of Determination of S.4.55 application]	62
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Roads Act Applications – opening of Public Road	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	64
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Roads Act Applications Inspections – opening of Public Road – per inspection	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	64
Roads Act Applications Inspections (relating to development approvals) – per Inspection	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	64
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S		
s306 - Notice of Requirement - Major - per Stage / per Development	[Water Management Act Compliance]	20
s306 - Notice of Requirement - Minor - per Development	[Water Management Act Compliance]	20
s306 - Notice of Requirements - Moderate - per Stage / per Development	[Water Management Act Compliance]	20
s307 - Additional Inspection or Re-Inspection of Works - per Inspection	[Water Management Act Compliance]	21
s307 - Certificate of Compliance - Major - per Stage / per Development	[Water Management Act Compliance]	21
s307 - Certificate of Compliance - Minor - Class 1 and 10 Buildings - per Development	[Water Management Act Compliance]	20
s307 - Certificate of Compliance - Moderate - per Stage / per Development	[Water Management Act Compliance]	20
S		
S68 Approval/Renewal/Information Part F(7) of LGA use of a standing vehicle or any article for the purpose of selling any article in a public place	[Other Local Government Act Approvals]	54
SACC Initiated Touring Exhibition Fees	[Other Services]	13
Sale of animal	[Animal Management Fees]	50
Sale of Historic Photograph Digital Images	[Library Sales]	42
Sale of unclaimed vehicle (by Tender)	[Abandoned Vehicles]	50
Saturday	[AV/LX Tech Support (min 3 hrs)]	33
Saturday	[Cleaning (min 3 hrs)]	33
Saturday	[Corporate or Private Venue Hire]	10
Saturday	[Community Venue Hire]	10
Saturday (per hour)	[Cleaning (min 2 hours)]	34
Scanning - Library	[Library Services]	42
Scanning development and building applications submitted in hard copy (per application)	[Administration fees]	58
School Carnivals – per child	[Lane Hire]	38
School Casual Swim	[School]	38
School in/outreach fitness programs 1-25 participants	[School]	38
School in/outreach fitness programs more than 25 participants (per person)	[School]	38
School LTS/Lifesaving	[School]	38
School PE	[School PE]	39
School PE with instructor provided	[School PE]	39
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Search of records and/or correspondence in relation to rates enquiries (per hour)	[Finance]	45
Second Child	[Bronze - Per Fortnight]	37
Second Child	[Gold - Per Fortnight]	36
Second Child	[Silver - Per Fortnight]	36
Second Child	[Fitness - Per Fortnight]	37
Second Hand Book Sales	[Library Sales]	42
Section 125 Application & Agreement Fee	[Use of Roads/Footpaths]	15
Section 128 & Section 133 - Installation of a Public Gate and or Grid, Application & Agreement Fee	[Use of Roads/Footpaths]	15
Section 138 Application & Agreement Fee - Blasting Notification - >10 blasting per application per year	[Use of Roads/Footpaths]	15
Section 138 Application & Agreement Fee - Blasting Notification - 1 to 5 blasting per application per year	[Use of Roads/Footpaths]	15
Section 138 Application & Agreement Fee - Blasting Notification - 5 to 10 blasting per application per year	[Use of Roads/Footpaths]	15
Section 138 Application & Agreement Fee - Commercial/Industrial	[Use of Roads/Footpaths]	15
Section 138 Application & Agreement Fee - Residential/Community	[Use of Roads/Footpaths]	15
Section 4.55(1) – Minor error, misdescription or miscalculation	[Modification of Consent]	60
Section 4.55(1A) or Section 4.55AA(1) – Minimal Environmental Impact \$645 or 50% of the fee for the original DA, whichever is the lesser	[Modification of Consent]	60
Section 4.55(2) or Section 4.55AA(1) – Not of minimal environmental impact	[Modification of Consent]	61
Section 68 Approvals - Other than On-Site Sewerage Management Systems	[Final Inspection Certificates]	52
Security	[Additional Services]	14
Security Bond	[Community Venue Hire]	10
Security Bond	[Workshop Room Hire]	10
Security Bond	[Corporate or Private Venue Hire]	10
Selenium	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Self Installation (All components)	[Rural Addressing]	46
Senior Competition (per team, per game)	[Sports Competition]	39
SEPP 2008 - Complying Development - Subdivision Code	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
Service Location - Privately Owned - per hour	[Sewer Junction Installation]	19
Service of notice/administration charge	[Abandoned Vehicles]	50
Sewer – Bridgman Ridge, Hunter Green and Gowrie Gates - New and Proposed Residential - per ET	[Section 64 (Headworks) Charges]	21
Sewer - Maison Dieu - Rural Residential and Industrial - New and Existing - per ET	[Section 64 (Headworks) Charges]	21
Sewer – Singleton Town, Singleton Heights, Hunterview, Pinnacle - New and Existing - per ET	[Section 64 (Headworks) Charges]	21
Sewer Connection - New or Relocation - By Council - 0 to 1.5m Deep - Each	[Sewer Junction Installation]	19
Sewer Connection - New or Relocation - By Council - 1.5 to 3.0m Deep - Each	[Sewer Junction Installation]	19
Sewer Connection - New or Relocation - By Council - Over 3.0m Deep - Each	[Sewer Junction Installation]	19
Sewer Disconnection - By Council - Each	[Sewer Junction Installation]	19
Sewer Junction - Inspection Fees - New or Relocation by Licensed Plumber - per Site	[Sewer Junction Installation]	19
Sewer Main	[Sewer Main]	22
Sewer Main Connection (New mains and main extensions - subdivision works)	[Sewer Main]	22
Sewer Rising Main	[Sewer Main]	22
Sheep/Goat	[Deceased Animals]	25
Silver	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Single Membership	[Broke Sports Centre]	34
Single Pump – Supply and Installation - Each	[Pressure Sewer Systems]	20
Singleton Army Camp - Sewer Access Charge - Annual	[Bulk Water and Sewer Services]	18

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Singleton Army Camp - Sewer Usage Charge - per kL	[Bulk Water and Sewer Services]	18
Singleton Army Camp - Water Access Charge - Annual	[Bulk Water and Sewer Services]	18
Singleton Army Camp - Water Usage Charge - per kL	[Bulk Water and Sewer Services]	18
Singleton Gym & Swim Centre - Joining Fee one off	[Singleton Gym & Swim Centre]	36
Site Remediation	[Additional Services]	14
Site visit/inspection	[Filming]	14
Skin Penetration Premises	[Inspections and Re-inspections (per hour)]	48
Small – 5 or less FTE	[Food Businesses]	49
Snacks and refreshments	[Singleton Youth Venue]	41
Souvenirs and Merchandise	[Visitor Information and Enterprise Centre]	9
Spa Sauna	[Casual Entry]	37
Special Water Meter Reading	[Telephone & Customer enquires by third parties]	45
Specialist Studies/Peer Review	[Local Environment Plan Amendment]	65
Specialist Studies/Peer Review	[Development Control Plan Amendment]	65
Specialist study or peer review	[Commercial/Industrial Premises/Tourist Accommodation (Human Waste)]	56
Specialist study or peer review	[Commercial/Industrial Premises (Industrial Waste)]	57
Spectator	[Casual Entry]	36
Sports Fields Hire – per hour (Teams from Outside LGA)	[Playing Fields and Parks]	29
Sports improvement fund contribution (per registered player, per season) – Voluntary	[Singleton Sports Council]	35
Squash Competition – per Hour	[Hire]	39
Squash Hire – per Hour	[Hire]	39
Standard Service – Existing Tapping - 20mm - Each	[Water Service Connections]	17
Standard Service - Tap and Connection - 20mm - Each	[Water Service Connections]	17
Standard Truck Tyre	[Tyres - Off Rim]	27
Standard Truck Tyre	[Tyres - On Rim]	27
Statement of Available Pressure - per Site	[Water Performance Testing]	18
Statement of Available Pressure - Traffic Control Required - per Site	[Water Performance Testing]	18
Storage of impounded vehicle (per week)	[Abandoned Vehicles]	50
Strata \$330.00 + \$65.00 per additional lot created by the subdivision	[Development Application for Subdivision]	59
Structure	[Annual Structure Charge]	15
Subpoena to produce documents	[Information Management]	47
Subsequent inspections after Certificate of Compliance ceases to be valid (Inspection Program)	[Swimming Pool Inspections]	55
Sulphate (SO4)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Sulphide	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Sulphite	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	23
Summary of Rate Account	[Telephone & Customer enquires by third parties]	45
Sunday	[Corporate or Private Venue Hire]	10
Sunday	[Community Venue Hire]	10
Sunday/Public Holiday	[Cleaning (min 2 hours)]	34
Sunday/Public Holiday	[Cleaning (min 3 hrs)]	34
Sunday/Public Holiday	[AV/LX Tech Support (min 3 hrs)]	33
Super Single Truck Tyre	[Tyres - Off Rim]	27
Super Single Truck Tyre	[Tyres - On Rim]	27
Supervision after working hours	[Filming]	14
Supervision After Working Hours - Fee for Service	[Meeting Rooms (include tea, coffee, water)]	43
Supervision After Working Hours - Fee for Service	[Meeting Rooms (include tea, coffee, water)]	41
Supervision during working hours 8:30am – 4:30pm	[Filming]	14
Supply and Installation - Anti Tampering Nut & Barrel - 20mm and 25mm - per Meter	[Water Service Connections]	17
Supply and Installation - Lockable Ball Valve - 20mm - per Meter	[Water Service Connections]	17
Supply and Installation - Lockable Ball Valve - 25mm - per Meter	[Water Service Connections]	17
Supply and Installation - Meter - Existing Meter Frame - 20mm and 25mm - per Meter	[Water Service Connections]	17

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Fee Name	Parent Name	Page
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Supply and Installation - Meter - Existing Meter Frame - Other Sizes - per Meter	[Water Service Connections]	17
Supply of Post (replacement)	[Rural Addressing]	46
Surrender of cats	[Animal Management Fees]	50
Surrender of dogs	[Animal Management Fees]	50
Suspended Solids (SS)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
Sustenance/day – dogs and cats	[Animal Management Fees]	49
Swim Membership – Adult – Fortnightly	[Aquatic Memberships]	38
Swim Membership – Concession – Fortnightly	[Aquatic Memberships]	38
Swim Membership – Family – Fortnightly	[Aquatic Memberships]	38
Swim Membership - Family Add on	[Aquatic Memberships]	38
Swimming Pools	[Other Structures]	51
T		
Taking and discharging of a bond and agreement for incomplete subdivision	[Bond Agreement Fee]	64
Technical advice provided post approval	[Other Fees and Charges]	63
Technical Services - Water and Sewer Development Engineer - per Hour	[Council Works]	19
Teen Gym - Fortnightly (11-15 years, 3-5pm weekdays)	[Health Club Membership]	38
Telecommunication Towers	[State Environmental Planning Policy (Infrastructure) 2007]	51
Temporary Residential Occupation	[Other Local Government Act Approvals]	54
Temporary Structures and Amusement Devices 1-3	[Events on Council Owned and Managed Land]	31
Temporary Structures and Amusement Devices 4-6	[Events on Council Owned and Managed Land]	31
The maximum fee payable for the advice on the general terms of approval for each approval body (excluding Mine Subsidence Board)	[Fee for Integrated Development and Development that Requires Concurrence]	60
Thiosulphate	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
Third Child	[Bronze - Per Fortnight]	37
Third Child	[Gold - Per Fortnight]	36
Third Child	[Silver - Per Fortnight]	37
Third Child	[Fitness - Per Fortnight]	37
Ticketed & LABrary Programs	[Library Services]	42
Ticketed Events	[Ticketed Events]	12
Ticketed programs/activities	[Singleton Youth Venue]	41
Tin	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
Toddlers Room	[Long Day Care - per day]	40
Total Dissolved Solids (TDS)	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
Tractor Tyre Extra Large (greater than 2 metres)	[Tyres - Tractor and Earthmoving Tyres]	28
Tractor Tyre Large (1 to 2 metres)	[Tyres - Tractor and Earthmoving Tyres]	28
Tractor Tyre Small (Less than 1 metre)	[Tyres - Tractor and Earthmoving Tyres]	28
Traffic Control - Associated with Water and Sewer Works	[Water Service Connections]	18
Traffic Management for Events – for each temporary road closure	[Events on Council Owned and Managed Land]	31
Training Room - Not-for-profit/hour (As per Tax Office definition)	[Meeting Rooms (include tea, coffee, water)]	42
Training Room - Standard rate/hour	[Meeting Rooms (include tea, coffee, water)]	42
Tree removal for driveway/development application	[Tree Removal]	31
Trunk Mains – All Sizes	[Water Mains]	22
Tunnel/Conveyor	[Annual Structure Charge]	15
U		
Under 100 sqm	[Class 1 Buildings]	51
Under 100 sqm	[Class 10 Buildings]	51
Under 300 sqm	[Class 2 - 9 Buildings]	51
Undesexed Cat (not desexed by 4 months of age)	[Annual Permit Fees]	49
Unit Rate/Lineal metre – For Private Access Road – Rural (minimum fee \$360)	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63

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Fee Name	Parent Name	Page
U [continued]		
Unit Rate/Lineal metre – For Public Road – Rural (minimum fee \$360)	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
Unit Rate/Lineal metre – For Public Road – Urban (minimum fee \$360)	[Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)]	63
Unpowered Camp site/night (Up to 2 Adults)	[Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)]	30
Unpowered Camp site/night (Up to 2 Adults)	[Non-Peak Periods (May - August)]	31
Unpowered Camp site/night (Up to 2 Adults)	[Peak Periods (Nov - Feb, School Holidays, Long Weekends, Fishing Competitions and Major Events)]	30
Untreated Wood and Timber Waste - Per Tonne (includes clean timber and timber pallets)	[Wood and Timber Waste]	26
Up to \$5,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
Uranium	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
Urgency fee for section 10.7 Certificate	[Other Fees and Charges]	63
V		
Vacation Care – per day	[Out of School Hours Care (OOSH)]	40
Variation Fee	[Use of Roads/Footpaths]	15
VIC Pop up Shop - Daily Charge	[Visitor Information and Enterprise Centre]	9
Virgin Excavated Natural Material (VENM) - Per Tonne (Quantities over 300 Tonnes With Certificate)	[Virgin/Excavated Natural Material]	26
Virgin Excavated Natural Material (VENM) Per Tonne (With Certificate)	[Virgin/Excavated Natural Material]	26
Volley Ball – per Hour	[Hire]	39
W		
Waitlist fee	[Childrens Services]	40
Waste Management	[Additional Services]	14
Water	[Additional Services]	14
Water – Bridgman Ridge, Hunter Green and Gowrie	[Section 64 (Headworks) Charges]	21
Gates - New and Proposed Residential - per ET		
Water – Broke, Jerrys Plains and Mount Thorley - New and Existing - per ET	[Section 64 (Headworks) Charges]	21
Water – Maison Dieu - Rural Residential and Industrial - New and Existing - per ET	[Section 64 (Headworks) Charges]	21
Water – Rural Residential Zoned Areas - The Retreat - per ET	[Section 64 (Headworks) Charges]	21
Water – Rural Zoned Areas - per ET	[Section 64 (Headworks) Charges]	21
Water – Singleton Town, Singleton Heights, Hunteview, Pinnacle - New and Existing - per ET	[Section 64 (Headworks) Charges]	21
Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Major - per Application / per Asset Class	[Technical Services - Water and Sewer Servicing]	22
Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Minor - per Application / per Asset Class	[Technical Services - Water and Sewer Servicing]	21
Water and Sewer - Development Engineer - Engineering Plan and Design Assessment - Moderate - per Application / per Asset Class	[Technical Services - Water and Sewer Servicing]	22
Water Disconnection - per Meter	[Water Service Connections]	17
Water Main Connection (New mains and main extensions - subdivision works) - Greater than DN150	[Water Mains]	22
Water Main Connection (New mains and main extensions - subdivision works) - Mains Up to DN150	[Water Mains]	22
Water Main Shutdown (Subdivision Connection Works) - Greater than DN150	[Water Mains]	22
Water Main Shutdown (Subdivision connection works) - Up to DN150	[Water Mains]	22
Water Meter Accuracy Test - 20 and 25mm Service - Each	[Water Performance Testing]	18
Water Meter Accuracy Test - Other Sizes	[Water Performance Testing]	18

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Fee Name	Parent Name	Page
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W [continued]

Water Meter Relocation - Greater than 500mm from existing location - per Meter	[Water Service Connections]	17
Water Meter Relocation - Up to 500mm from existing location - per Meter	[Water Service Connections]	17
Water Usage Charge - per kL	[Water Carters Fees]	18
Weighbridge Docket - Per Ticket (For Vehicle Registration)	[Sales]	28
Where an advertisement is placed in the paper – amount in addition to normal fee	[Advertising Levy]	60
Where the concurrence of the Director of the Department of Planning is required (e.g. in accordance with clause 4.6 SLEP 2013) – fee plus DA fee applicable	[Fee for Integrated Development and Development that Requires Concurrence]	60
White goods (refrigerators, freezers and air conditioners) - Each	[Scrap Metal]	26
White goods (refrigerators, freezers, air conditioners with certificate of degassing)	[Scrap Metal]	26
WIFI Access	[Entry Fees]	29
Wood and Timber - Minimum Fee	[Wood and Timber Waste]	26
Workshop Room Hire - Per Hour	[Community Venue Hire]	10
Workshops (unless funded by 3rd party contributions)	[Other Services]	13
Written advice on exempt and complying development	[Other Fees and Charges]	63

Z

Zinc	[Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg]	24
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Other

\$1,000,001 – \$10,000,000 – fee plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
\$250,001 – \$500,000 – fee plus additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
\$5,001 – \$50,000 – maximum fee plus additional \$3.00 for each \$1,000 (or part of \$1,000) of the estimated cost	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
\$50,001 – \$250,000 – fee plus additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
\$500,001 – \$1,000,000 – fee plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000	[Development involving the erection of a building, the carrying out of a work or the demolition of a work or building, and having a cost within the range specified in the table below]	58
(a) Designated Development (per application)	[Notification/Advertising]	58
(b) Advertised Development (per application)	[Notification/Advertising]	58
(c) Prohibited Development (per application)	[Notification/Advertising]	58

Collated feedback – IPR Documents Public Exhibition 2022

Document	Feedback Summary	Council Response
Community Strategic Plan	Largely unspecific and does not provide specific strategic direction	<p>CSP is developed and structured in accordance with the NSW's Government Integrated Planning and Reporting (IP&R) Guidelines and Handbook 2021.</p> <p>The CSP articulates the community's vision and aspirations and provides a clear direction and outcomes and provides linkage to other key Council Strategies.</p> <p>Council provides the specific direction to support the CSP through its:</p> <ul style="list-style-type: none"> o 4-year Delivery Program o 1-year Operating Plan and budget o Resourcing Strategy
	Ignores two key issues for the LGA economically and socially, namely flood risk and management, and climate change	Noted, these matters are picked up in actions relevant to each of the business unit areas.
	<p>Range of new objectives proposed for inclusion under CSP Pillars</p> <p>Our people</p> <ul style="list-style-type: none"> • Support local employment of local people with skills appropriate for the 21st Century <p>Our places</p> <ul style="list-style-type: none"> • Quality facilities and infrastructure • Improve transport accessibility that is not car dependent • Make carbon neutral development happen • New England Highway bypass of Singleton in a flood free location that supports future development and environmental improvement for the town • Effective rail links to Newcastle and Sydney, and a linked bus and cycling network to promote active and accessible transport options • Promote Singleton as an accessible and affordable alternative location to metropolitan living <p>Our environment</p> <ul style="list-style-type: none"> • Prevent impacts from natural hazards (especially bushfires, storms and flooding) through effective land use planning and management • Effectively rehabilitate and reuse coal mining land • Actively control weeds and other biosecurity risks which will be enhanced as a result of climate change • Establish clear ecologically sustainable development criteria that are locally appropriate to guide Singleton Council operations and community decision-making • Reduce resource consumption and waste <p>Our economy</p> <ul style="list-style-type: none"> • Attracting investment and creating new jobs that are relevant to the knowledge economy • Facilitating investment and jobs that support carbon neutrality and adapt to climate change challenges • Developing a coherent brand identity for Singleton, especially for tourism • Supporting sustainable agricultural development <p>Our leadership</p>	<p>In May 2021, Singleton Council commenced seven (7) months of consultation to gather and understand the community's needs, desire and aspirations for the future for the development of its Community Strategic Plan 2022-2032</p> <p>Our consultation resulted in over 2000 interactions through the below engagements:</p> <ul style="list-style-type: none"> • Online community engagement surveys receiving 904 responses • Engagement roadshow • Three (3) community workshops • Dotmocracy and vision boards • Social media engagement and Facebook submissions • Under 18's art and creative competition <p>Four workshops were held with Councillors to ensure the feedback and Councillor aspirations were aligned for the preceding 10 years of the plan, especially in respect to the key objectives and strategies agreed under each pillar.</p> <p>In addition to the consultation indicated above, the public exhibition period being sought provides an additional opportunity for engagement and consultation with the community.</p> <p>The draft Singleton Community Strategic Plan 2022-2032 provides a solid framework for clear connectivity and alignment between the desires of the community and the prioritisation of Council activities, outputs and programming.</p> <p>The proposed objectives are addressed through a large range of actions detailed in Councils Operational Plan and other strategic documents and work that is currently underway. Council will ensure the proposed objectives are retained and referred to as required as part of the annual review and development of the CSP and IPR supporting documents.</p>

	<ul style="list-style-type: none"> • A Council that actively engages with the community in a meaningful way • A Council that supports community advocacy and broad community leadership representing the area's demographic and social diversity, especially youth and Aboriginal 	
Delivery Program	Why is the Workforce Plan not mentioned in the Our People Section	<p>This section is focussed externally on the citizens of Singleton and not internally on Council.</p> <p>Our Leadership Pillar in particular 5.2 <i>People who are capable of meeting the challenges of the future</i> and its associated actions detail Councils 4-Year deliverables and 1- year actions, which include Councils Workforce Plan 2022-2026.</p>
	Pages 42 – 52 Our places. The plan should recognise that mitigation of carbon emissions must be an overriding consideration in the provision of infrastructure and land use, and form part all operational plan actions.	<p>The CSP identifies, on page 24, the focus of Council's adopted Sustainability Strategy. This includes commitment to Goal 7 (Affordable and Clean Energy) of the United Nations Sustainable Development Goals.</p> <p>The Sustainability Strategy, adopted by Council in July 2020, includes an objective to <i>work with the community to reduce greenhouse gas emissions</i>.</p> <p>Council has resolved to do this through a range of deliverables:</p> <ol style="list-style-type: none"> 1. Council will lead by example through clean energy practices 2. Increased take up of renewable energy sources for businesses and households 3. More efficient use of energy by Council, households and businesses 4. Encourage sustainable design 5. Promote affordable and clean energy <p>To support these deliverables, the Operational Plan has identified a range of actions in 2022/2023 including completion of liveability assessments, urban greening strategy, investigation into net zero emissions, climate change adaptation plan and risk assessment, mechanism for monitoring emissions and energy usage across the LGA and programs to promote energy efficiency and renewable energy consumption and reduction to the community.</p> <p>The 2017-2021 State of the Environment Report provided an analysis of the actions taken to date towards these key deliverables.</p>
	Page 46 Action 2.2.3.1 – It is important not just to investigate electric car charging facilities in the LGA, but to implement this. For example, the plan should facilitate an application for \$20 million in electric vehicle charging grants to drive regional tourism. Up to 3500 electric vehicle (EV) chargers will be rolled out across regional NSW, with the NSW Government offering \$20 million in grants to establish Australia's largest destination charging network. The co-funded grants, ranging from \$2000 to \$40,000 per site for EV chargers across regional NSW are expected to boost tourism and are part of a \$171 million investment in EV charging over the next four years. More information on eligible destinations able to apply for grants here. Electric vehicle destination charging grants Energy Saver — save energy and money NSW Government	<p>Council has identified that the key limiting factor to the installation of EV charging stations relates to the planning controls, for which there is an identified gap. Action 2.2.3.1 <i>Investigate installation, and remove barriers for, electric car charging facilities provided in Singleton LGA</i>.</p> <p>The Electric vehicle destination charging grants are designed for businesses that meet certain criteria as an eligible destination. Council is investigating the opportunities available to itself and destinations across the LGA through the development of the Destination Management Plan (Action 4.3.1.1 in the 2022/2023 Operational Plan).</p>
	Pages 54 – 60 Our environment. The proposed actions in relation to weeds and biodiversity are welcome. The wording of operation plan actions 3.2.1.1 and 3.2.2.1 should be changed to not only 'investigate requirements' and 'establish mechanism' but	The actions identified in 2022/2023 form part of a forward plan of action for the implementation of Council's adopted Sustainability Strategy. Actions to be undertaken in future operational plans include promoting opportunities and

	to take action to both mitigate and reduce carbon emissions immediately and to track this.	benefits of sourcing renewable energy and endorsing and implementing emission reduction actions consistent with NSW government objectives.
	Action 3.6.3.2 Complete and implement new floodplain risk management study and plan – more is needed than this	Noted.
	Pages 70 – 80 Our leadership. Much more effective community engagement is needed by Council. The operation plan actions need to recognise this more effectively	Noted. Council is currently developing its Council in the Community Concept that will address this point.
	<p>Ensure the value of shade for UV radiation protection and other co-benefits are fully recognised and acknowledge that there is currently a lack of quality shade in public spaces. This may have already been raised in the community engagement you undertook to develop the plan.</p> <p>Recognise that quality shade is an asset that is critical to ensuring the health, comfort and well-being of your community.</p> <p>The commitment to plan and budget properly in advance for built and natural shade in public spaces including playgrounds, parks, recreation and sporting facilities, active travel networks and town centres.</p>	<p>Council currently as part of all master planning documents investigates the inclusion of shade where possible to reduce the impacts of UV radiation.</p> <p>Council staff are currently developing a Playground Shade Policy to ensure shade is an essential part of playground design and construction. Council staff will also be developing a Parks and Play Strategy in 2022/23 and an Urban Beautification Strategy (Urban Greening & Tree Strategy) in 2023/24, which will include shade as an integral part of our public spaces.</p>
Workforce Plan – Our People Strategy 2022-26	Page 28 Workforce location. The employee location status and headcount data is incorrectly shown in the pie chart (wrong colours). The low proportion of locally resident employees (especially in professional positions) represents an important issue affecting Singleton Council's effectiveness, community engagement and the ability to respond to unexpected events such as floods or other disasters. It also reduces the ability to achieve the Council's sustainability objectives as it directly affects carbon emissions as a result of transport. There should be clear policy and incentives to increase the number and proportion of locally resident employees.	The data is incorrectly shown and will be amended. At the time of writing the majority Council's employees reside within the Singleton and Hunter region with 43% of our people within the Singleton LGA, and 55% live in the broader Hunter region. Only 2% of our workforce resides outside the Hunter region.
	Page 29 Employee length of service. The employee length of service is incorrectly represented on the pie chart, and the information in the text is not comparable with the pie chart. This results in misrepresentation of the data. It appears that Singleton Council has an unacceptably high level of staff turnover that impacts on services and effectiveness. Measures to understand the reasons for this, and to address are key to the workforce plan.	<p>The data is incorrectly shown and will be amended. At the time of writing over 60% of employees have been with the organisation for between 0-4 years.</p> <p>At the time of writing, Council's 12% turnover is well below the industry benchmark of 14% and also that of the national average of 15%. Council analyses turnover data in real time via exit surveys, monthly reporting and quarterly analysis.</p>
	Page 48 Action Plan, actions 2.2.2 and 2.2.3 are welcome and appropriate. However, performance measures are needed such as the creation of 2 graduate and 2 apprentice/trainee positions per year	Once established, Council will continue to have rolling positions (FTE) available to support graduate, apprentice and training positions. Having the right mix of employment types across Council is crucial to delivering services to the community. Setting targets of increased established positions per year would increase staffing numbers and in turn cost to the community. In addition, it is important to ensure structured frameworks and supervision for graduate, apprentice and training positions. This will be carefully balanced for each role to ensure our people are set up for success.
Fees & Charges - Rates	<p>Objection to land rate increase - My belief is that this increase will put further strain on the ratepayers and as a Business the Council needs to operate within the means and budget according and reduce wasting of Council funds.</p> <p>I hope this is taken into consideration when the objections are regarded. Hoping for a favourable response.</p>	Council is very conscious of the current cost of living pressures on the community. The decision to apply a rates increase of 2.0% was only made after extensively discussing the matter. 2.0% is less than half of the latest CPI inflation figure. To achieve this, Council is making efficiency gains. However, a rates increase lower than the 2.0% would mean cutting essential services to the community.

	<p>Objection to water rate increase - My belief is that this increase will put further strain on the ratepayers and as a water supply the council should be encouraging less usage by education rather than hitting the ratepayer that is trying to keep their properties in a good/well looked after condition.</p> <p>I hope this is taken into consideration when the objections are regarded.</p> <p>Hoping for a favourable response</p>	<p>Council is very conscious of the current cost of living pressures on the community. The decision to apply a water rate increase of 2.5% was only made after extensively discussing the matter. 2.5% is less than half of the latest CPI inflation figure. To achieve this, Council is making efficiency gains. However, an increase lower than the 2.5% would not adequately fund operational, asset renewal and new/upgraded asset costs. It should be noted the cost to operate and maintain the water system is somewhat independent of the volume of water used. For example, an existing watermain in a street costs the same to maintain and renew regardless of how much water flows through it.</p> <p>Council will continue to review the charges on an annual basis to ensure costs remain affordable for customers but also are sufficient to maintain and replace aging infrastructure within the water network.</p> <p>The point on education is noted and Council will continue to educate users on efficient water use.</p> <p>In accordance with Department of Planning and Environment – Water's Best Practice Guidelines, which Council follows, the water rates should account for at least 75% of a person's bill, as usage-based pricing sends strong pricing signals to encourage efficient water usage.</p> <p>Therefore, as water usage decreases with increased efficiency, but the cost to operate and maintain the existing system stays fairly constant, it is necessary to increase the Water Rate (\$ per kilolitre) to ensure there is adequate base level funds available to keep the system operating. Also, as standards increase the cost to operate the system increases.</p> <p>Council regularly reviews its revenue (including usage rates) and funds against the cost to operate the system and adjusts the rates accordingly. This review uses a risk-based approach to balance the cost to our customers against our ability to operate the system into the future.</p>
	<p>Proposed rate increase - We are led to believe Singleton Council is proposing yet another rate increase.</p> <p>Surely Council owes it to the ratepayers to justify this....publicly justify! How is this even on the agenda when this Council is to undergo an election within months? Please respond to this question.</p> <p>We are relatively new to the area, relocating from an inner-city Brisbane suburb 4 ½ years ago. City rates were less than what we pay here with services more progressive and friendlier for the ratepayer!</p> <p>Despite ratepayers objecting to this ludicrous proposal, popular opinion indicates Council will ignore them as they so arrogantly have in the past!</p>	<p>Council released its planning documents (Community Strategic Plan, Operational Plan and Resourcing Strategy, which contain the budgets) in April to the public for public submissions, after making decisions on the draft documents in an open Council meeting (19 April 2022).</p> <p>Council is very conscious of the current cost of living pressures on the community. The decision to apply a rates increase of 2.0% was only made after extensively discussing the matter. 2.0% is less than half of the latest CPI inflation figure. To achieve this, Council is making efficiency gains. However, rates increase lower than the 2.0% would mean cutting essential services to the community.</p> <p>Comparing rates between Singleton and Brisbane is difficult. Singleton rates notices include water and sewer and Singleton has a very large road network to maintain (largely paid for by rates). Further the individual land value relative to the average land value of the area is the biggest driver in an individual's property rates.</p>
	<p>Objection to proposed land rate increase - I would like to object to the proposed rate rise for Singleton. I am a sole parent of a child with disability and due to her complex needs I am limited in the hours I can work.</p>	<p>Council is very conscious of the current cost of living pressures on the community. The decision to apply rates increase of 2.0% was only made after extensively discussing the matter. 2.0% is less than half of the latest CPI</p>

	<p>Any rate rise, no matter how small, would be detrimental to my family.</p> <p>I am writing to object to the intended rate rise of 2.5% that is proposed for the upcoming financial year 2022/2023. We are both retirees and live on our Super and savings, and with the cost of living rising on a weekly basis, including groceries and fuel, health insurance and power, it is becoming increasingly harder to be able to continue to find extra funds to cover above the recommended increases in our daily budgets, this would put a huge strain on our finances.</p> <p>In 2015-2016 council approved a special rate variation of 7.3% (5% above the rate peg).</p> <p>2016/2017 another rate variation as approved of 45.1% over four years, Fit For The Future, which was 34.7% above the rate peg plus every year the Cpi increase.</p> <p>Now in 2022/2023 we are looking at another rate hike of 2.5% when the recommended increase is .7%.</p> <p>This is not the right time for an increase in our rates above the recommended increase for the following reasons:</p> <ul style="list-style-type: none"> • no real cost of increases in wages or benefits • Increases in day to day living costs fuel, power, food • Job losses or reduced hours due to Pandemic • Businesses forced to have shorter hours due to the pandemic, another rise would put them under more stress even forcing closing • Increase in the Reserve Bank Interest rates • 2023 Valuer General Land Valuation Due <p>This in our community is not the right time to ask for an extra rate rise to IPART</p>	<p>inflation figure. To achieve this, Council is making efficiency gains. However, rates increase lower than the 2.0% would mean cutting essential services to the community.</p> <p>Council is very conscious of the current cost of living pressures on the community. The decision to apply a rates increase of 2.0% was only made after extensively discussing the matter. 2.0% is less than half of the latest CPI inflation figure. To achieve this, Council is making efficiency gains. However, a rates increase lower than the 2.0% would mean cutting essential services to the community.</p> <p>Previous special rate variations were used and continue to be used to maintain Singleton's infrastructure, particularly roads, bridges and playgrounds.</p> <p>A number of the escalating items referred to in your submission also impact Council, including fuel, power and interest rates.</p> <p>It should be noted the Valuer General Land Valuation does not increase rates revenue to Council.</p>
	<p>I support the Council's application for a 2% rate variation. A 0.7% increase is insufficient to maintain assets and services to an acceptable standard given an inflation rate of around 5%.</p>	<p>Noted.</p>
On Site Sewage Management System	<p>On Site Sewage Management System. My 2021/22 rates notice has a charge of \$72 for an item described as "On Site Sewage Management System". Page 140 of the Draft AOP indicates that the fee will be \$97.00 for 2022/23. I was unable to find a fee /charge on page 57 of the Draft 2022/23 Revenue Policy under the heading "On-site Sewage Management and Regulation". This seems to be a missing charge.</p>	<p>The Site Sewerage Management System omission is noted and has been corrected.</p>
Expenditure on Library Books	<p>Capital expenditure – I consider the \$71,000 proposed for library books (page 102 AOP) to be inadequate for a population of 23,380. That equates to around \$3.04 per capita. An amount of at least a minimum of \$100,000 would be more appropriate.</p>	<p>Your support for increased library book capital expenditure is noted. Council has many areas, including library books, where additional expenditure could be easily added. However, Council has limited funds and with inflation of 5.1% and a rates increase of 2.0%, Council has to make difficult allocation decisions across all its services.</p> <p>Also, Council has access to range library resources, via borrowing from other libraries, has accessibility e-books and services through the Singleton Council library App.</p>

<p>Fees Arts & Culture Centre</p>	<p>I would like to make a submission on the draft Fees and Charges document that is currently on public exhibition.</p> <p>I am concerned about the proposed fees in the absence of a clear business plan or community engagement strategy for the Centre, or a clear proposal for membership benefits, and believe that the fees should not be set until further consultation with the Committee.</p> <p>I, and other community members, have questions as follows:</p> <ol style="list-style-type: none"> 1. How were the venue and room hire fees determined? 2. How was the commission fee determined? A minimum of 40% seems rather high. 3. What other equivalent community galleries were researched in setting these fees? 4. What are the proposed membership benefits that underpin the membership fees? <p>At the moment, there does not seem to be a benefit in becoming a member, other than a 10% discount on some items.</p> <ol style="list-style-type: none"> 5. Is there a policy for Corporate Art Loans, since there is a fee proposed for this item? <p>The Arts and Cultural Committee should be allowed to discuss these issues, and the strategies/policies associated with them, at our next meeting, BEFORE Council adopts these fees. If the timing is too tight, this section could be deferred from the Fees and Charges document until these issues have been dealt with appropriately.</p> <p>Community support for the new Centre will be affected by inappropriate fees and policies, so we must strive hard to start off on a positive and inclusive note.</p> <p>I will also send a copy of this submission to the Arts and Cultural Committee members.</p>	<p>The fees and charges were developed for the 2021/2022 financial year prior to the establishment of the Arts & Culture Advisory Group. The 2021/2022 and subsequent fees and charges for 2022/23 were developed based significant research and the engagement of a specialist consultant in tourism, arts and events.</p> <p>The Arts & Culture Centre does not charge general admission and from time-to-time special exhibitions may incur an admission fee. Council is very aware of the costs associated with ongoing operating this new venue and is exploring all options to make it sustainable for the long term by exploring a range of revenue stream, including membership, sponsorship, retail and philanthropy.</p> <p>Benchmarking across five like galleries was undertaken as part of the development of the proposed fees and charges. Galleries included Maitland, Bathurst, Newcastle, Wagga Wagga and Wollongong.</p> <p>A range of membership benefits have been developed and while not articulated in the fees and charges document, will be contained within a membership section of the of the new website being developed for the Arts + Culture Centre that will be launched in July 2022.</p> <p>The comment is relation to commission is noted and this will be amended to a more reasonable rate and the fees and charges have not included in the 'Community Venue Hire section a discounted rate for workshop room hire. These will be amended following discussion with the Arts & Culture Advisory Group on 31 May. 2022.</p>
	<p>There needs to be a third category for fees & charges viz: Free to Not for Profit + Charity Groups as exists in the Muswellbrook Gallery</p> <p>The above reinforces my belief that for the SACC facility there needs to be a specific SACC fund, that is filled up my contributions from the coal industry – particularly the major, global mining companies, past and present, NOW – while the industry still has a substantive future. This SACC fund should be large enough (millions of dollars) to enable SACC to be self-funded so as to subsidise the facility. It would sit alongside the important initiatives already in planning stage by council</p> <p>Could you please advise what the Community Group thinks about the SACC fees and charges? Fund rules should allow investment in the companies</p>	<p>The fees and charges have not included in the 'Community Venue Hire a discounted rate for workshop room hire and this will be included to ensure a discounted rate of \$20 per hour.</p> <p>Council is looking to obtain Deductable Gift Recipient Status from the ATO. This will then allow Council to engage with industry and business to develop philanthropy income stream. Council will explore opportunities to establish a long term funding reserve.</p>

SINGLETON COUNCIL*Meeting of Singleton Council - 19 April 2021**General Manager's Report (Items Requiring Decision) - GM8/21***8. Singleton Legacy Fund****FILE:** 21/00001/005

Executive Summary

Singleton Council is committed to planning for a prosperous future for our local government area. There is acute awareness that this should not be at the expense of the current community. These are not mutually exclusive endeavours. We need to continue creating community now and put in place the foundations for ongoing sustainable success. The purpose of this report is to provide context and have council endorse in principle the creation of the Singleton Legacy Fund (SLF).

RECOMMENDED that Council:

1. Approve the creation of the Singleton Legacy Fund.
2. Endorse the Mayor, Deputy Mayor and Council's Executive Leadership Team to form the proposed governance panel for the Singleton Legacy Fund.
3. Receives a report within 12 months that outlines the overall governance arrangements for the Singleton Legacy Fund; and
4. Receives a report within 12 months that outlines the management plan for each of the four (4) components of the Singleton Legacy Fund.

Report

Our community has and continues to benefit greatly from mining and mining related economic activity. There is little doubt that what we see now has been largely shaped by mining activities of the past, current and what is being proposed for the future.

Mining benefits need to be recognised. Equally, and in proportion, the impacts also need to be considered. There has and continues to be negative impacts. Issues like amenity, dust, reputation and transport congestion are items that we need to be aware of and proactively manage.

There is ongoing debate locally and across the globe in respect to what the mining industry will look like in the mid to long term. There is significant variation in views across the community. As with any issue, the future is somewhat unknown. But it is safe to assume it will look different to what it does now.

We can control what we do now to help position future generations. This is one part of a very complex issue that is quite clear.

Future generations will need to deal with challenges and grasp opportunities as they materialise. There is no defined roadmap for the journey that we will be on. There will be changes in our economy. This occurs in any community over time. There is sufficient

SINGLETON COUNCIL*Meeting of Singleton Council - 19 April 2021**General Manager's Report (Items Requiring Decision) - GM8/21*

material to suggest that this may be exacerbated in coal mining communities. It is the unknowns and intensity of change that is the primary driver of the SLF.

The SLF is not about under resourcing current community needs. In reality, it is the opposite. We need to ensure we continue to lay the foundations now. The needs of the current community and future communities are not mutually exclusive. This approach however does mean being diligent in terms of allocation between the "here and now" versus the strategic needs of the future.

There is a level of probability that current and planned mining operations will create issues, challenges and opportunities for future generations. It is incumbent on the current generation to ensure that a portion of incomes that are available now are reserved to help address future challenges and embrace opportunities as they arise. To not do so would be negligent. This planned approach creates intergenerational equity.

Community Strategic Plan

This report relates to the following strategies contained in the Community Strategic Plan:

Our Leadership

5.6 To lead, govern and regulate in an ethical, equitable and transparent way.

Delivery Program/Operational Plan

Adoption of the recommendation will meet the following outcomes of Councils' Delivery Program:

5.6.5 The elected Council are informed, engaged and attuned to community needs.

Council Policy/Legislation

The various components of the SLF will be governed by individual management plans. These management plans will be endorsed by the elected Council within 12 months and reviewed bi-annually.

A governance panel consisting of the Mayor, Deputy Mayor and Executive Leadership Team will provide oversight of the program.

Reporting will be undertaken via the Integrated Planning and Reporting process and the Annual Report.

The SLF management process will be consistent with the Community and Economic Development fund and its supporting deed.

The Roads Fund will be managed in a manner that is consistent with the *Roads Act, 1993*.

The Infrastructure Management fund will be managed in a manner that is consistent with the Special Rate Variation (SRV) resolution that was endorsed by council in 2015 and approved by IPART in 2016. It is clear however that lineal spend on assets is not best practice. A large portion of Council assets have a long design life expectancy and for this

SINGLETON COUNCIL*Meeting of Singleton Council - 19 April 2021**General Manager's Report (Items Requiring Decision) - GM8/21*

reason it is important to put away funds now so that future generations can draw down on these reserves when the assets are due for renewal.

All aspects of the SLF will be managed in accordance with the requirements of the *Local Government Act 1993*.

Financial Implications

The intent of the SLF is to help create long term financial viability for the organisation and support future efforts to drive socio-economic prosperity for the Singleton local government area.

The approach will not reduce current service levels nor annual budget allocations. Councils long term financial plan will be developed to support the intent of the SLF and continued operations of the organisation.

Initial planning has indicated that a target in excess of \$40m is achievable by 2025. It is proposed that new targets are set at this point in time. These estimates are based on the following:

Component	Target
Community and Economic Development fund (CEDF)	\$12.3m
Roads Fund (RF)	\$25.0m
Infrastructure Management Fund (IMF)	\$5.0m
Commercial Property fund (CPF)	\$2.0m

The RF will be used to continue to allocate at least \$500,000 per annum to additional road projects as per the Wallaby Scrub Road funding strategy. These are approved by Council through the annual Operational Plan and budget process.

The CEDF will allocate funds in accordance with the CEDF policy and the CEDF deed. These will be approved by Council through the annual Operational Plan and budget process, including quarterly reviews.

The IMF will allocate funds as approved by Council through the asset management planning process, annual Operational Plan and budget process. It is clear that lineal spend on asset management is not best practice. The approach and allocations will be driven by Council's asset management planning process. The reserving of SRV funds in the manner proposed reflects the longer-term approach that is best practice in asset management.

Consultation/Social Implications

The process to get to this point has included many consultation and engagement efforts

The CEDF has been consulted heavily with mining industry, government and the community. The CEDF policy was publicly exhibited and adopted by Council in December 2019.

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Consultation has been completed for the Roads Fund expenditure via the Wallaby Scrub Road funding strategy. Associated programs of work have been included in the past two (2) Operational Plans and is in the version that is currently on public exhibition.

Management of the proposed IMF will be in accordance with the special rate variation that was endorsed by Council in 2015 and approved by IPART in 2016. This process included significant community consultation.

Ongoing consultation will occur via the Integrated Planning and Reporting process.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk that Council does not take a strategic approach to the planning and management of funding streams which may lead to financial sustainability issues for the organisation and community in the long term.	High	Adopt the recommendations	Medium	Yes
There is a risk that Council does not take a strategic approach to the planning and management of funding streams which may lead to a decreased ability to deliver socio economic programs and works in the future and therefore limiting community prosperity.	High	Adopt the recommendations	Medium	Yes
There is a risk Council continues to spend current funding streams on the creation of new assets which will lead significant increases in long term financial liabilities.	High	Adopt the recommendations	Low	Yes
There is a risk that Council reduces spending on services and works in the short term which may lead to poorer community outcomes.	Medium	Adopt the recommendations	Low	Yes
There is a risk that Council will not be seen to be taking action to address economic diversification and social development which may lead to a negative reputation	Medium	Adoption of this policy; Fund targeted actions	Low	Yes

SINGLETON COUNCIL*Meeting of Singleton Council - 19 April 2021**General Manager's Report (Items Requiring Decision) - GM8/21*

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
impact.				
There is a risk that alternate income is not available to fund social and economic programs which may lead to an impact on Council finances.	High	Adoption of this policy; Fund targeted actions	Low	Yes

Options

The following options are available to Council:

1. Adopt the recommendation.
2. Not adopt the recommendation.

Option one is recommended.

Conclusions

Council has a wonderful opportunity to deliver mutually beneficial outcomes to our current community and those that will come after us. The current community deserves the very best in infrastructure and services while at the same time creating a positive legacy for future generations. This is government at its best. Strategic thinking, good governance and discipline are at the heart of this approach. Like any community, Singleton will have its challenges in the future. Creating the SLF will provide significant support to address these challenges and make good on opportunities as they arise.

Attachments

There are no attachments for this report.

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Singleton Legacy Fund Governance Panel
Terms of Reference
Revision 2: 1 April 2022



Terms of Reference Legacy Fund Governance Panel

1. Establishment

The Legacy Fund Governance Panel (LFGP) has an important role in the management of the Singleton Legacy Fund (SLF – the Fund) by providing Council with oversight, monitoring and reporting of the Fund against the adopted management plans for each of the four individual components of:

- Community and Economic Development Fund (CEDF)
- Roads Fund (RF)
- Commercial Property Fund (CPF)
- Infrastructure Management Fund (IMF).

The General Manager will ensure that adequate resources are available to allow for the proper functioning of the LFGP, including provision of administrative support. The LFGP may also, at Council's expense, request the General Manager to obtain such independent expert advice as it reasonably considers necessary for the performance of the LFGP. The General Manager will consider all such requests.

2. Authority

The LFGP has no executive powers, except those expressly provided by the Council. In carrying out its responsibilities, the LFGP must always recognise that primary responsibility for management of Council rests with the Council and the General Manager as defined by the Act.

The Council authorises the LFGP (but not individual members of the LFGP) within the scope of its role and responsibilities, to:

- Obtain any information it needs from any employee or external party (subject to their legal obligations to protect information and subject to the General Manager approving any expenditure).
- Request the attendance of any employee or Councillor at LFGP meetings.

The LFGP has an oversight and assurance role only, and has no administrative, management or delegated financial responsibility functions.

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Singleton Legacy Fund Governance Panel
Terms of Reference
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**3. Functions and Responsibilities**

In carrying out its responsibilities, the LFGP must always recognise that the primary responsibility for management, decision making and operation of the organisation rests with the elected Council and the General Manager in accordance with the Act.

Members of the LFGP must not act in a way that contravenes the Act (which includes compliance with Council's adopted Code of Conduct and Committees Procedure) or any other Act. Members of the LFGP are also required to comply with other relevant policies and procedures of the Council.

The objective of the LFGP is to continuously review, provide oversight and report to Council on the outcomes of the Fund and its components against the respective management plans

Specifically, the LFGP has the responsibilities detailed below:

	Issue	LFGP's role and responsibilities
RISK	Risk management	Providing oversight for: <ul style="list-style-type: none"> • endorsement of the SLF risk register • the successful application of proposed controls and mitigations to manage risks • reporting to Council on the management of risk as applied to the SLF.
	Control framework	Providing oversight on the internal controls implemented by the council to manage specific categories of risk that relate to the SLF. Reviewing Council's compliance framework to determine whether: <ul style="list-style-type: none"> • Council has in place necessary policies and procedures for the SLF and these are periodically reviewed and updated • Council is complying with all necessary legislation, regulations, policies, plans and procedures as applicable to the SLF Reviewing the SLF governance framework, including: <ul style="list-style-type: none"> • advising on the adequacy and robustness of the processes and systems that the Council has put in place to govern the SLF and decision-making • reviewing whether controls over external

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Singleton Legacy Fund Governance Panel
Terms of Reference
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		parties such as contractors and advisors are sound and effective.
IMPROVEMENT	Strategic planning	<p>Advising on the development, implementation and ongoing improvement of individual management plans for the:</p> <ul style="list-style-type: none"> • Community and Economic Development Fund (CEDF) • Roads Fund (RF) • Commercial Property Fund (CPF) • Infrastructure Management Fund (IMF) <p>Advising whether Council is achieving the objectives and goals it set out in the individual management plans for the four (4) components of the SLF.</p>
	Service delivery	<p>Overseeing the deployment and ongoing operation of the SLF.</p> <p>Endorsement of the appropriateness of the allocation of funds from respective pillars in line with adopted reserve management plans.</p>
	Performance data and measurement	Overseeing and reporting to Council on the performance of the SLF and the various components.

4. Referral of Matters

In September and February of each year, the LFGP will provide a performance report to Council.

The minutes of the meetings of the LFGP will be reported as soon as reasonably practical to the next Council meeting.

The LFGP may from time-to-time request specific advice from Council's Property Advisory Panel, which will be managed by the General Manager.

5. Membership

The LFGP will consist of:

5.1. Members (voting)

- The Mayor
- Deputy Mayor
- Council's Executive Leadership Team

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Singleton Legacy Fund Governance Panel
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**5.2. Observers (non-voting)**

- Staff as invited by the General Manager
- Independent experts as invited by the General Manager

Voting at a LFGP meeting is to be by open means (such as by voice or by show of hands).

The Mayor will chair LFGP meetings. In the Mayor's absence, the Deputy Mayor will Chair.

6. Operation

- The LFGP shall comply with Council's adopted Code of Conduct, Committees Procedure and LFGP's Procedure
- The LFGP will meet at least four times per year
- The need for any additional meetings will be decided by the Chair of the LFGP, in consultation with Council's General Manager
- The LFGP is expected to make decisions by consensus but if voting becomes necessary then the details of the vote are to be recorded in the minutes
- Each member of the LFGP shall be entitled to one vote only. In the case of an equal number of votes on any issue the Chair shall have the casting vote
- Between meetings, the Chair may circulate to members by email, specific proposals for adoption by the LFGP. Members shall be given a set time frame – at least five days – in which to reply to indicate their agreement with a particular proposal. Any member's failure to respond within the timeframe given, shall be taken as agreement to the proposal. Any decision made by the LFGP by email is to be noted and minuted at the commencement of the next meeting.

7. Quorum

- A quorum will consist of a majority of LFGP members, including at least one (1) of either the Mayor or Deputy Mayor
- If a quorum is not achieved, the meeting will be rescheduled within two weeks or otherwise held over until the following meeting date.
- Meetings can be held in person, by telephone or by video conference.

8. Conflict of Interest

Councillors, Council staff and members of Council's LFGP must comply with the applicable provisions of Council's Code of Conduct in carrying out their functions as Council officials. It is the personal responsibility of Council officials to comply with the standards in the Code of Conduct and regularly review their personal circumstances.

LFGP members must declare any conflict of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflict of interest will be appropriately managed and minuted.

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Singleton Legacy Fund Governance Panel
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**9. Agendas and Minutes**

- Council will provide secretariat support to the LFGP.
- The Secretariat will ensure the agenda for each meeting and supporting papers are circulated in accordance with the Committees Procedure.
- The draft minutes are to be prepared and circulated to all LFGP members in accordance with the Committees Procedure.
- All meeting records are to be recorded in the relevant Content Manager container in accordance with the Information Management (Recordkeeping) Policy
- Minutes will include an Action List for follow up.
- Minutes will be reported to Council for adoption or for information.

10. Evaluation and Review

The Chair of the LFGP will initiate a review of the performance of the LFGP at least once every two years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair and General Manager), with appropriate input from management and any other relevant stakeholders, as determined by the Chair.

At least once every two years the LFGP will review and approve changes to this LFGP Terms of Reference and provide them to Council for adoption

Version No	Updated	Updated by
1	26 November 2021	General Manager
2	1 April 2022	Director Organisation Community Capacity



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SINGLETON LEGACY FUND

COMMUNITY ECONOMIC DEVELOPMENT FUND| Plan of Management

Document No:	22/21859	Version No:	1
Service Unit:	Organisation Community Capacity		
Author:	Director, Organisation Community Capacity		
Date Created:	1 April 2022		
Last Updated:			
Last Updated by:	Director, Organisation Community Capacity		

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Singleton Legacy Fund

Community Economic Development Fund – Plan of
Management**DRAFT**

Title

Singleton Community Economic Development Fund – Plan of
Management

Overview

Council has established the Singleton Legacy Fund (SLF) to create an overarching financial reserve to assist future generations manage challenges that originate from mining activities. The SLF consists of four (4) components:

- Community Economic Development Fund (CEDF)
- Roads Fund
- Commercial Property Fund
- Infrastructure Management Fund

The purpose of this document is to outline the Plan of Management for the CEDF.

Effective Date

The CEDF Plan of Management becomes effective XXX

1. Purpose

The Community Economic Development Fund (CEDF) was established to proactively secure a positive future for the communities of the Singleton Local Government Area (LGA). The CEDF is funded through the allocation of a portion of Voluntary Planning Agreements (VPAs), the amount contributed to the CEDF is detailed in each VPA.

The CEDF has been established under a formal Deed, with parties to the Deed being Singleton Council and one or more Mining companies. The management and allocation of funding from the CEDF is managed in accordance with the requirements of the Deed.

Council retains the right to allocate funding from VPA contributions¹ by companies that are not affected by the DEED.

¹ Mount Thorley Warkworth.

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Singleton Legacy Fund

Community Economic Development Fund – Plan of
Management**DRAFT**

The CEDF will assist in securing the long-term financial sustainability of Council.

1.1 CEDF Objectives

The objectives of the CEDF are to assist in proactively managing the impacts of mining by using funds to increase economic growth and productivity, foster innovation, support and grow jobs, increase business profitability, improve living standards, reduce social issues and promote health and wellbeing for the communities of the Singleton LGA.

The CEDF was established to address the future needs of the community and a conservative approach regarding any expenditure, will be applied to preserve the longevity of the fund.

2. Legislation and Policy

- *NSW Local Government Act, 1993*
- *Environmental Planning and Assessment Act, 1979*
- NSW Office of Local Government – Integrated Planning & Reporting (IP&R) Framework
- Singleton Council Asset Management Policy
- POL/607.2 Singleton Community Economic Development Fund Policy
- Singleton Community Economic Development Fund Deed (21/31700)
- Long Term Financial Plan

3. Community Strategic Plan

This Plan of Management related to the following strategies contained within the Singleton Community Strategic Plan:

Our Leadership

- 5.6 To lead, govern and regulate in an ethical, equitable and transparent way



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Singleton Legacy Fund

Community Economic Development Fund – Plan of
Management**DRAFT****4. Assigned Accountability**

The following structure has been established to manage the CEDF in accordance with the Deed.

	Joint Management Team	Joint Management Board	Council	Director OCC	SLF Governance Panel
Support the CEDF Joint Management Board.	R	C	C	A	I
Makes recommendations to the CEDF Joint Management Board on suitable applications following a rigorous assessment process.	R	A	I	A	I
Assess funding applications.	R	A	I	A	I
Manage the administration of the fund and performance reporting.	R	A	I	A	I
Make recommendations to Council on funding allocations from the CEDF.	A	R	I	A	I
Reviews and assess performance of the fund in accordance with the Deed.	A	R	I	A	I
Approve the allocation of funding from the CEDF.	I	A	R	A	I
Consider recommendations on the performance of the CEDF	I	I	R	I	A
Report to Council CEDF performance	I	I	A	R	C

R - Responsible for completing the task or step in the process
A - Accountable for ensuring that the task or step in the process is completed
C - Consulted prior to the completion of the task or step in the process
I - Informed of the results once the task or step in the process is completed



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Singleton Legacy Fund

Community Economic Development Fund – Plan of
Management**DRAFT**

5. Source of Income

The CEDF is funded through the allocation of a portion of VPA's, with the amount contributed to the CEDF detailed in each approved VPA.

The allocation of money from the CEDF will be managed equitably across all sources of funds. Each VPA will account for all approved expenditure and income i.e. interest earnings on an annual basis which will be reported to the CEDF Joint Management Board (JMB) and Council.

6. Funding Allocation

The Joint Management Board will make an allocation of funding each year to Council for submissions from community groups and not for profit organisations.

The allocation of funding determined by the Joint Management Board will be cognisant of:

- available funding
- need to ensure longevity of the fund to provide benefit to the community over an extended period
- performance of, and benefit provided to the community through the allocation of funds provided in previous years.

The following schedule will apply to the management of the fund:

Funding Submissions

Open from August to October each year.

Assessment of Submissions

- Joint Management Project Team - November each year
- Joint Management Board - late November/December each year.

Approval of Submissions

Council approval will be sought at the first meeting of Council each calendar year (February).

7. Meeting and Reporting

The Joint Management Board and Joint Management Project Team will each meet no less than three times per year.

The Joint Management Board will provide a report to Council annually as required under the SLF governance arrangements on:



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Singleton Legacy Fund

Community Economic Development Fund – Plan of
Management**DRAFT**

- outcomes achieved
- expenditure of funds
- balance of funds
- key success indicators aligned to Council's Socio-Economic Strategy.

8. Definitions

Governance	Parties
Council	<ul style="list-style-type: none"> • Elected Councillors
SLF Governance Panel	<ul style="list-style-type: none"> • Mayor, Deputy Mayor, Executive Leadership Team
CEDF Joint Management Board	<ul style="list-style-type: none"> • Three Councillors • One senior executive representative from each mining company a party to the Deed • General Manager (ex-officio)
CEDF Joint Management Team	<ul style="list-style-type: none"> • Three Council members • One senior manager representative from each of the mining companies a party to the Deed.

9. Reserve Owner

The Director Organisation Community Capacity is the responsible owner of the CEDF internal reserve.



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SINGLETON LEGACY FUND

Roads Fund | Plan of Management

Document No:	22/21913	Version No:	1
Service Unit:	Infrastructure Services		
Author:	Director Infrastructure & Planning		
Date Created:	1 April 2022		
Last Updated:			
Last Updated by:	Director Infrastructure & Planning		

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DRAFT

Singleton Legacy Fund

Singleton Roads Fund - Plan of Management DRAFT

Title

Singleton Roads Fund (RF) – Plan of Management

Overview

Council has established the Singleton Legacy Fund (SLF) to create an overarching financial reserve to assist future generations manage challenges that originate from mining activities. The SLF consists of four (4) components:

- Community Economic Development Fund (CEDF)
- Roads Fund (RF)
- Commercial Property Fund (CPF)
- Infrastructure Management Fund (IMF).

The purpose of this document is to outline the Plan of Management for the Roads Fund.

Effective Date

The RF Plan of Management becomes effective XXX

1. Purpose

The RF has been established to ensure all proceeds from the closure and sale of public roads will be managed in a manner that is consistent with the *NSW Roads Act, 1993*.

The RF will assist in securing the long-term financial sustainability of Council.

1.1 RF Objective

The objectives of the RF Fund are to:

- Ensure Council uses the proceeds from the sale of public roads in accordance with Section 43 of the *NSW Roads Act, 1993*:
- Support Singleton Council's Legacy Fund



2

DRAFT

Singleton Legacy Fund

Singleton Roads Fund - Plan of Management

DRAFT

- Support Council's long-term financial viability by creating non rates income streams
- Underwrite opportunities to improve the management of council's road related assets.

2. Legislation and Policy

- *NSW Roads Act, 1993*
- NSW Office of Local Government – Integrated Planning & Reporting (IP&R) Framework
- Singleton Council Asset Management Policy
- Long Term Financial Plan
- Wallaby Scrub Road Works Program

3. Community Strategic Plan

This Plan of Management relates to the following strategies contained within the Community Strategic Plan:

Our Places

2.1 Provide safe and well-maintained facilities and infrastructure

Our Leadership

5.6 To lead, govern and regulate in an ethical, equitable and transparent way

4. Assigned Accountability

The following structure has been established to manage the RF in accordance with its objectives.

The RF will be managed in a manner that is consistent with Section 43 of the *NSW Roads Act, 1993*



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Singleton Legacy Fund

Singleton Roads Fund - Plan of Management

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	SLF Governance Panel	Roads Advisory Committee	Infrastructure planning team	Finance team	Director IP	ELT	Council
Approves the allocation of funding from the RF	I	C	C	I	R	C	A
Roads Advisory Committee Considers recommendations from the Infrastructure Planning Team (IPT) for funding allocations from the RF.	I	A	R	C	C	C	I
Reports to Council by way of RAC Minutes with considered recommendations for Council approval	I	C	R	C	A	C	I
Reviews and assesses performance of the fund in accordance with infrastructure needs as detailed in adopted Asset Management Plans (AMP's).	I	I	R	C	A	C	I
Considers recommendations from the IPT on funding allocations from the RF.	I	A	R	C	I	C	I
Reports on annual expenditure on roads that is funded from the RF in Council's Annual Report	I	I	C	R	A	I	I
Reports on Infrastructure Ratios in Council's Annual Financial Statements	I	I	C	R	A	I	I
Reviews and assesses performance of the fund in accordance with the objectives of the RF	I	R	R	C	R	C	A
Consider recommendations on the performance of the RF	A	C	C	C	I	C	R

R - Responsible for completing the task or step in the process**A** - Accountable for ensuring that the task or step in the process is completed**C** - Consulted prior to the completion of the task or step in the process**I** - Informed of the results once the task or step in the process is completed

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Singleton Legacy Fund

Singleton Roads Fund - Plan of Management
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5. Source of Income

The source of income for the RF comes from the closure and sale of public roads and the investment returns received through investment of the funds within the RF reserve.

6. Funding Allocation

Funds from the RF will be allocated in accordance with Annual Works Programs as detailed in Council's Asset Management Plans for Roads and the Wallaby Scrub Road works program.

The intent is to always preserve the capital in real terms, within the reserve and only allocate returns above this towards approved projects.

7. Meeting and Reporting

The Infrastructure Planning Team will meet in the 2nd quarter of each financial year and prepare a report for the Roads Advisory Committee (RAC) on proposed Road Infrastructure projects that require funding from the RF.

The minutes of the RAC will be presented to Council at the following Ordinary Meeting of Council.

The RAC recommendations relating to proposed funding from the RF will form part of the Operational Budget report that is considered by Council each year.

The Director IP will provide a report to Council annually as required under the SLF on:

- outcomes achieved
- expenditure of funds
- balance of funds
- key success indicators for the RF.



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Singleton Legacy Fund

Singleton Roads Fund - Plan of Management
DRAFT

8. Definitions

Governance	Parties
Council	<ul style="list-style-type: none"> Elected Councillors
SLF Governance Panel	<ul style="list-style-type: none"> Mayor, Deputy Mayor, Executive Leadership Team
Roads Advisory Committee	<ul style="list-style-type: none"> Mayor, Two Nominated Councillors
Infrastructure Planning Team	<ul style="list-style-type: none"> Director Infrastructure & Planning, Manager Infrastructure Services, Coordinator Asset Strategy & Planning
Finance Team	<ul style="list-style-type: none"> Director Corporate & Commercial Services, Manager Corporate Services, Financial Controller

9. Reserve Owner

The Director of Infrastructure & Planning, in conjunction with the Manager Infrastructure Services is the responsible owner of RF internal reserve.



6

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**SINGLETON**
COUNCIL**DRAFT**

SINGLETON LEGACY FUND

COMMERCIAL PROPERTY FUND| Plan of Management

Document No:	(CM9 Reference)	Version No:	1
Service Unit:	Corporate Services		
Author:	Director, Corporate & Commercial Services		
Date Created:	1 April 2022		
Last Updated:			
Last Updated by:	Director, Corporate & Commercial Services		

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DRAFT

Singleton Legacy Fund

Commercial Property Fund – Plan of Management

DRAFT

Title

Singleton Commercial Property Fund – Plan of Management

Overview

Council has established the Singleton Legacy Fund (SLF) to create an overarching financial reserve to assist future generations manage challenges that originate from mining activities. The SLF consists of four (4) components:

- Community Economic Development Fund (CEDF)
- Roads Fund
- Commercial Property Fund (CPF)
- Infrastructure Management Fund (IMF).

The purpose of this document is to outline the Plan of Management for the Commercial Property Fund.

Effective Date

The CPF Plan of Management becomes effective XX/XX/X

1. Purpose

The Commercial Property Fund (CPF) has been established to support the Singleton Council Legacy Fund, to ensure Council's long-term financial viability and underwrite opportunities to drive the prosperity of the LGA for future generations

A detailed Commercial Property Policy and Strategy is being developed to provide the foundational governance platform and strategic direction for the development and management of the portfolio.

This strategy will direct Council's investment and focus over the next 5+ years to drive the generation of 'non-rate' income for Council and reduce Council's current reliance on its rate-base income stream.

The CPF will assist in securing the long-term financial sustainability of Council.



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Singleton Legacy Fund

Commercial Property Fund – Plan of Management

DRAFT

1.1 CPF Objectives

The objectives of the CPF Fund are to:

- Support the Singleton Council Legacy Fund
- Support Council's long-term financial viability by creating non rates income streams
- Underwrite opportunities to drive the prosperity of the LGA for future generations
- Grow the fund to a level where distributions can be made to increase levels of service to the community.

2. Legislation and Policy

- *NSW Local Government Act, 1993*
- NSW Office of Local Government – Integrated Planning & Reporting (IP&R) Framework
- Singleton Council Asset Management Policy
- Draft Commercial Property Policy (under development)
- Draft Commercial Property Strategy (under development)
- Long Term Financial Plan

3. Community Strategic Plan

This Plan of Management relates to the following strategies contained within the Community Strategic Plan:

Our Leadership

- 5.6 To lead, govern and regulate in an ethical, equitable and transparent way

4. Assigned Accountability

The following structure has been established to manage the CPF in accordance with the Deed.



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Singleton Legacy Fund

Commercial Property Fund – Plan of Management

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	SLF Governance Panel	Director CCS	ELT	Council	Property Advisory Panel
Provide recommendations from the Property Advisory Panel for funding allocations from the CPF	C	A	C	I	R
Reports to Council recommendations for funding approval	I	R	C	I	A
Approves any allocation of funding from the CPF	I	R	C	A	C
Reviews and assesses performance of the fund in accordance with the objectives of the CPF	I	R	C	A	C
Consider recommendations on the performance of the CPF	R	R	C	A	I
Report to Council CPF performance	A	R	A	I	I

R - Responsible for completing the task or step in the process
A - Accountable for ensuring that the task or step in the process is completed
C - Consulted prior to the completion of the task or step in the process
I - Informed of the results once the task or step in the process is completed

5. Source of Income

Funding will primarily be via Councils Commercial property portfolio. Councils Commercial Property Policy and Strategy provides the basis for how this will operate.

Source of income will be the returns from Council's investments in its:

- Operational Property holdings,



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- Strategic Property Holdings,
 - Economic Property Holdings
 - Income Property Holdings.
- This income maybe in the form of rental, lease, license, or sale income.

6. Funding Allocation

Funding from the CPF will primarily be reinvested into property investment in accordance with the adopted Commercial Property Policy and Strategy.

Surplus available funds may be allocated to projects which fall outside the other funds (CEDDF, Roads Fund and IMF) via Councils Integrated Planning and Reporting process. Before any surplus is considered for allocation, the following should be considered:

- Maintaining the capital base of the fund and
- The future property purchase plans.

7. Meeting and Reporting

The Property Advisory Panel will meet no less than three time per year.

The Property Advisory Panel will provide a report to Council annually as required under the SLF on:

- outcomes achieved
- expenditure of funds
- balance of funds
- key success indicators for the CPF

8. Definitions

Governance	Parties
Council	<ul style="list-style-type: none">• Elected Councillors
SLF Governance Panel	<ul style="list-style-type: none">• Mayor, Deputy Mayor, Executive Leadership Team
Property Advisory Panel	<ul style="list-style-type: none">• Independent external members, Mayor, one Councillor, General Manager, Director Corporate & Commercial Services
Finance Team	<ul style="list-style-type: none">• Director Corporate & Commercial Services, Manager Corporate Services, Financial Controller



Singleton Legacy Fund

Commercial Property Fund – Plan of Management

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9. Reserve Owner

The Director Corporate & Commercial Services is the responsible owner of CPF internal reserve.



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**SINGLETON**
COUNCIL**DRAFT**

SINGLETON LEGACY FUND

Infrastructure Management Fund | Plan of Management

Document No:	22/21945	Version No:	1
Service Unit:	Infrastructure Services		
Author:	Director Infrastructure & Planning		
Date Created:	1 April 2022		
Last Updated:			
Last Updated by:	Director Infrastructure & Planning		

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DRAFT

Singleton Legacy Fund

Singleton Infrastructure Management Fund – Plan of
Management**DRAFT**

Title

Singleton Infrastructure Management Fund (IMF) – Plan of Management

Overview

Council has established the Singleton Legacy Fund (SLF) to create an overarching financial reserve to assist future generations manage challenges that originate from mining activities. The SLF consists of four (4) components:

- Community Economic Development Fund (CEDF)
- Roads Fund (RF)
- Commercial Property Fund (CPF)
- Infrastructure Management Fund (IMF).

The purpose of this document is to outline the Plan of Management for the Infrastructure Management Fund.

Effective Date

The RF Plan of Management becomes effective XXX

1. Purpose

The IMF has been established to ensure the future financial sustainability of Council's asset management processes and programs. The IMF is supported by an Independent Pricing and Regulatory Tribunal (IPART) decision on 17 May 2016 to approve a Special Rate Variation (SRV) for Singleton Council.

The SRV was endorsed on the grounds of it being a mechanism to provide critical funds to tackle Council's identified infrastructure renewal backlog.

The infrastructure works funded by the SRV each year are detailed in Council's Annual Report.

The IMF will assist in securing the long-term financial sustainability of Council.



2

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Singleton Legacy Fund

Singleton Infrastructure Management Fund – Plan of Management

DRAFT**1.1 IMF Objectives**

The objectives of the IMF are to:

- Support the Singleton Council Legacy Fund
- Ensure the future financial sustainability of Council's asset management processes and programs
- Assist in meeting the benchmark infrastructure ratios, as set by the NSW Office of Local Government (OLG)
- Ensure Council recognises asset management expenditure requirements are not linear and reserving funds for future expenditure is good practice

2. Legislation and Policy

- *NSW Local Government Act, 1993*
- NSW Office of Local Government – Integrated Planning & Reporting (IP&R) Framework
- Singleton Council Asset Management Policy
- Draft Commercial Property Policy (under development)
- Draft Commercial Property Strategy (under development)
- Long Term Financial Plan

3. Community Strategic Plan

This Plan of Management relates to the following strategies contained within the Community Strategic Plan:

Our Places

- 2.1 Provide safe and well-maintained facilities and infrastructure

Our Leadership

- 5.6 To lead, govern and regulate in an ethical, equitable and transparent way

4. Assigned Accountability

The following structure has been established to manage the IMF in accordance with its objectives.



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Singleton Legacy Fund

Singleton Infrastructure Management Fund – Plan of Management

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The IMF will be managed in a manner that is consistent with the SRV resolution that was endorsed by Council in 2015 and approved by IPART in 2016.

	SLF Governance panel	Director IP	Infrastructure planning team	Finance Team	Council	ELT
Approves any allocation of funding from the IMF	I	R	C	I	A	C
Considers recommendations from the Infrastructure Planning Team for funding allocations from the IMF	I	A	R	C	I	C
Reports to Council with considered recommendations for Council approval	I	A	R	C	I	C
Reviews and assesses performance of the fund in accordance with infrastructure needs as detailed in adopted Asset Management Plans (AMP's)	I	A	R	C	I	I
Reports on annual capital works expenditure funded from the IMF, by Asset Group in each financial year, in Council's Annual Report.	I	A	C	R	I	I
Reports on Infrastructure Ratios in Council's Annual Financial Statements	I	A	C	R	I	I
Reviews and assesses performance of the fund in accordance with the objectives of the IMF	I	R	C	C	A	C
Consider recommendations on the performance of the IMF	A	C	C	C	I	C
Report to Council the IMF performance	A	R	C	C	I	I

R - Responsible for completing the task or step in the process

A - Accountable for ensuring that the task or step in the process is completed

C - Consulted prior to the completion of the task or step in the process

I - Informed of the results once the task or step in the process is completed



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Singleton Legacy Fund

Singleton Infrastructure Management Fund – Plan of
Management**DRAFT**

5. Source of Income

The SRV that was approved by IPART in 2016 resulted in an increase in Council's annual general income of 39.80% over four years, commencing 2016/2017. This SRV increase remains in Council's general income base permanently.

6. Funding Allocation

Funds from the IMF will be allocated in accordance with Council's annual works programs as detailed in Council's Asset Management Plans for the various infrastructure classes: roads, transportation, drainage, buildings and open space & reserves.

In recognition of good asset management practice, funds will be allocated to ensure expenditure timing is optimised. This will mean that the IMF balance will vary from time to time.

7. Meeting and Reporting

The Infrastructure Planning Team will meet in the 2nd quarter of each financial year and prepare a report for the Director Infrastructure & Planning on proposed Infrastructure projects that require funding from the IMF.

The IMF report will be presented to the Executive Leadership Team for consideration in the 3rd quarter of each financial year prior to the finalisation of the draft Operational Budget for the subsequent financial year.

Recommendations of the Executive Leadership Team with respect to proposed funding from the IMF will form part of the proposed Operational Budget report considered by Council each year.

The Director Infrastructure & Planning will provide a report to Council annually as required under the SLF governance arrangements on:

- outcomes achieved
- expenditure of funds
- balance of funds
- key success indicators for the IMF



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Singleton Legacy Fund

Singleton Infrastructure Management Fund – Plan of
Management**DRAFT****8. Definitions**

Governance	Parties
Council	<ul style="list-style-type: none"> Elected Councillors
SLF Governance Panel	<ul style="list-style-type: none"> Mayor, Deputy Mayor, Executive Leadership Team
Infrastructure Planning Team	<ul style="list-style-type: none"> Director Infrastructure & Planning, Manager Infrastructure Services, Coordinator Asset Strategy & Planning
Finance Team	<ul style="list-style-type: none"> Director Business & Corporate Services, Manager Finance, Financial Controller

9. Reserve Owner

The Director of Infrastructure & Planning, in conjunction with the Manager Infrastructure Services is the responsible owner of IMF internal reserve.



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Howe Park Plan of Management



**Prepared for Singleton Council
by Gondwana Consulting Pty Ltd**

22 April, 2022

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Plan of Management for Howe Park for Singleton Council

CONTROLLED DOCUMENT
"Plan of Management for Howe Park"

Version	Date	Status
V1	19 July 2020	Working draft for review and comment by Council
V2	24 August 2020	Draft (incorporating Council comments) for further review and comment by Council
V3	18 September 2020	Minor corrections and photographs inserted, for Council's approval for exhibition
V4	13 November 2020	Minor amendment to incorporate Native Title advice
V5	17 January 2022	Amended to include Crown Lands' comments and approval for exhibition (Nov '21)
V6	22 April 2022	Final Plan of Management, as amended following public exhibition

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Reviewed by: Andrew Ginns and Alan Ginns

Issued by: Alan Ginns

This **Plan of Management for Howe Park**
for **Singleton Council**
was prepared by



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1. INTRODUCTION – SETTING THE SCENE

1.1 HOWE PARK

Howe Park is one of Singleton's major, and oldest, parks and sporting venues. It is located approximately 1.2 kilometres east/north-east of the Singleton town centre (east of the New England Highway) bounded by Boundary, Queen and Boonal Streets. Howe Park was initially reserved as a public park in 1887.

The site covers a total area of around 17.3 hectares. Much of this area (approximately 13.5 hectares) is Crown land managed by Singleton Council – comprising the oval, Howe Park Tennis Club and courts, and much of the Singleton Golf Course (including the Singleton Golf Club building). The remaining area (approximately 3.8 hectares) is Council-owned “community land” and makes up the northern portion of the Singleton Golf Course.

The Howe Park Oval has a turf wicket, and features a historic timber grandstand. It has been used for cricket matches since the early 1900s and today is the town's premier cricket venue used primarily by Singleton District Cricket Association in summer. In winter the oval is used for football by the Singleton Strikers Football Club. Council has undertaken substantial improvements to the oval and surrounds over the recent past.

Howe Park is Singleton's regional tennis venue. The Howe Park Tennis Club offers 8 grass and 6 synthetic courts (most floodlit) and 2 synthetic junior courts, plus a small club building and ancillary facilities. The courts are used for social and competitive tennis, as well as coaching and school sport, and croquet.

The Singleton Golf Club occupies much of the Park, under an agreement with Council, and manages the 9-hole Singleton Golf Course as well as a clubhouse (which includes a barbeque area, beer garden and children's playground), a Pro Shop, adjacent car park (only part of which is on the Council-managed Crown land), and associated maintenance areas and out-buildings.

Beyond these organised sports Howe Park is used by the local community for casual activities such as walking, informal games, fitness training, dog-walking, socialising and relaxing. The green open space afforded by the Park is also an important visual element which enhances the surrounding residential areas and streetscapes. Howe Park is also part of the Singleton Heritage Walk.

Council now manages Howe Park as guided by an earlier “generic” plan of management, adopted for all of Singleton's sportsgrounds. Recent changes to Crown land legislation in NSW requires Council to prepare a new Plan of Management – as a guiding document for the area's future.



1.2 WHAT IS A PLAN OF MANAGEMENT ?

A plan of management is developed to determine and guide the future management of a public open space asset under Council management – such as a park, sportsground or bushland reserve. It sets out management objectives and performance targets for such “community land” as well as providing management and use directions and actions.

They are important documents, prepared in consultation with the community, and act as an agreement between a Council and the community as to how a place is to be managed and its values protected. Current uses and activities are identified and future uses and activities, including leases and licences, are approved by a plan of management.

Both the *Crown Land Management Act 2016* and the *Local Government Act 1993* include provisions regarding the preparation of plans of management for lands under a Council's management, how a plan of management is to be prepared (including community engagement activities), and what a plan of management must include or address.

From 1 July 2018 the *Crown Land Management Act 2016* requires local councils that are appointed to manage a dedicated or reserved area of Crown land (as is the case for a large part of Howe Park), to manage that land as if it were public land under the *Local Government Act 1993* – including applying the plans of management requirements of this Act.

1.3 WHY COUNCIL HAS PREPARED THIS PLAN OF MANAGEMENT

Howe Park is currently managed under Council's *Plan of Management Singleton Sports Grounds and Riverside Parks*. Council is now undertaking a revision and updating of this earlier plan of management for the following reasons.

The *Crown Land Management Act 2016* requires local councils that are the appointed “Council-manager” for a Crown Reserve – as Singleton Council is for a large portion of Howe Park – to prepare new plans of management for these areas by 30 June 2021. This is required even where there is a previous plan of management already in place. Council must comply with this legislative requirement.

The earlier plan of management is also being updated to enable Council and the community to better manage Howe Park in response to evolving usage pressures and management challenges, changing community attitudes, and to build on past management measures. A new plan of management is also required to allow for the continuation of lease and licencing arrangements for certain facilities or Park areas.

Since adoption of the earlier “generic” plan of management Council has also endorsed and updated a number of versions of its “Community Strategic Plan”, the current version being *Singleton Community Strategic Plan 2017–2027*. This document sets out the community's and Council's aspirations and priorities for at least the next 10 years. It is built around the five “pillars” of people, place, environment, economy and leadership. Management of Howe Park must align with the relevant directions and strategic objectives of the *Singleton Community Strategic Plan 2017–2027* and ensure that the area's use and management remains consistent with the community's expressed values and preferences.

1.4 LAND TO WHICH THIS PLAN APPLIES

This Plan of Management refers to the area described as Howe Park, Singleton, covering a total area of 17.28 hectares.

It covers the following lands, in the Parish of Whittingham in the County of Northumberland – as outlined by the solid red line in Figure 1:

- Lot 7003 DP 93614 – Crown land, originally reserved as “public park” in August 1887 with the additional purpose of “urban services” gazetted in September 2010, and now managed by Singleton Council (Crown Reserve No. 570035), covering 13.48 hectares from Boonal Road in the east to Boundary Road in the west; and
- Lot 2 DP 337895 – community land owned and managed by Singleton Council, covering 3.80 hectares, located south of Queen Street and west of Boonal Street.



Figure 1
Howe Park,
land to which
this Plan
applies
source: Google
Earth (base)

Lot 7003 DP 93614 was reserved as a “Public Park”, under the *Public Parks Act 1884*, on 16 August 1887 (in NSW Government Gazette No. 465, folios 5378-9), after previously being purchased by The Council of the Borough of Singleton for the “purposes of public recreation” in late 1884. The park was originally administered by a group of local citizens appointed as trustees, however on 12 April 1899 The Council of the Borough of Singleton was appointed the trustee of Howe Park (in NSW Government Gazette No. 306, folio 2922). Singleton Council, and its predecessors the Municipality of Singleton and Singleton Shire Council, have been the manager of the parcel since this time.

An additional purpose of “Urban Services” was added to Lot 7003 DP 93614 (Crown Reserve No. 570035) to the original public purpose of “Park”, under Section 121A of the *Crown Lands Act 1989* on 3 September 2010 (in NSW Government Gazette No. 111, folio 4328).

Copies of the relevant Government Gazette notices for the Crown land portion of the Park (Lot 7003 DP 93614) are provided at Appendix A.

Lot 2 DP 337895 was created in 1938 via a resolution passed by the then Shire of Patricks Plains Council (which had previously purchased this block) at its meeting held on 17 February 1938. Ownership of the block passed to the then Singleton Shire Council when established on 1 January 1976 (from amalgamation of Patrick Plains Shire and the then Municipality of Singleton). As the land was held by Council prior to the commencement of the *Local Government Act 1993* local councils were required to identify and classify land as “Operational Land” (within the meaning of Part 2 Chapter 6 of the *Local Government Act 1993*). Lands that were held by a council but not explicitly identified and classified as operational land were classified, by default, as “Community Land”. Singleton Shire Council carried out this classification of operational lands at its meeting of 18 April 1994. Lot 2 DP 337895 was not included in the areas classified by Council as operational lands, and so became community land – as it remains today.

There are no current Native Title Claims or Aboriginal Land Claims affecting the subject lands.

(See Section 2.2 for further details of the Park’s history, and Appendix A for copies of relevant gazette notices.)

1.5 PREPARING THIS PLAN OF MANAGEMENT

The following process has been followed – to the current Draft Plan of Management exhibition stage – to prepare the Howe Park Plan of Management. Figure 2 broadly outlines the plan preparation process overall (with the current Draft Plan exhibition stage shown in red).

- Discussions with Council staff to draw on available in-house expertise and knowledge of the site.
- Collation, review and analysis of background and “directions” documents. Review of the current *Plan of Management Singleton Sports Grounds and Riverside Parks*, and other available data from Council.



Figure 2 The Plan of Management preparation process

- Sourcing and review of other background information regarding the Park and its values, uses, legislative and planning context.
- Detailed on-ground assessments of the Park, undertaken over the course of several site visits – including “use and condition” assessments, and constraints/opportunities analysis.
- Community engagement process, including two on-site “kiosks” and workshop with existing sporting user groups, and analysis of feedback/outcomes (see Section 4.2 and Appendix H).
- Preparation of a preliminary draft Masterplan and Council review workshop.
- Preparation of a Draft Plan of Management, including Draft Masterplan, for Council approval for public exhibition. Amendments following Council consideration and feedback.
- Draft Plan of Management on exhibition for community comment and feedback (as required by *Local Government Act 1993*).

1.6 STRUCTURE OF THIS PLAN OF MANAGEMENT

This Plan of Management has been divided into seven sections as outlined below.

Introduction and Background – Setting the Scene. Describes plans of management; why and how they are prepared; and what land is included in this Plan of Management.

Description of Howe Park. Provides an introduction to Howe Park – its assets and facilities, usage and condition.

Planning and Management Context. Describes the legislative requirements of a Plan of Management and linkages to or alignment with other key planning documents.

Basis for Management. Identifies and evaluates the role of Howe Park, its values, issues and opportunities. This section also identifies the appropriate community land categories to apply to the area, management zones, and also the broad objectives and directions for the Park’s future management.

Permitted Park Purposes, Intensity of Use and Development, and Masterplan. Describes the purposes and uses to be permitted within Howe Park, the intensity of such uses, guidance in considering future possibly unforeseen uses or activities, and the scale and intensity of development within the Park. The Masterplan provides an overview of this Plan’s broad directions and major on-ground actions.

Management Actions. Identifies a management framework and action plan, founded on specific management actions and guidelines or policies, to protect and enhance the Park’s values, enjoyment and efficient management. Priorities or timing, the level of resources required (where relevant), performance targets, and means of assessing achievement are included for each management action/guideline. This section also authorises leases, licences, permits, and other interests in the site in accordance with the *Local Government Act 1993*.

Funding and Implementation. Discusses matters around the funding, timing and implementation of key management actions, as well as a review schedule for the Plan.

1.7 COMPLIANCE WITH LEGISLATIVE REQUIREMENTS

The *Local Government Act 1993* sets out a number of requirements or factors that must be included in, or addressed by, a plan of management for community land. This Plan of Management has been prepared in accordance and compliance with these requirements – as shown in Table 1.

Table 1 Compliance with *Local Government Act 1993* Requirements

<i>Local Government Act 1993</i> Requirement	Relevant Section(s) of this Plan
Description of the condition and uses of the land, and (any) buildings or improvements	Section 2 and Appendix B
Categorisation of community land	Section 4
Core objectives for management of community land	Section 4
Purpose(s) for which the land, and any buildings or improvements, will be permitted to be used	Section 5
Purpose(s) for which any further development of the land will be permitted (whether under lease or licence or otherwise)	Section 5
Description of the scale and intensity of any permitted uses or developments	Section 5
Authorisation of leases, licences or other estates	Section 6
Performance targets	Section 6
Means of assessing the achievement of objectives and performance targets	Section 6

This Plan of Management has also been prepared in recognition of, and to realise, the “principles of Crown land management” as set out in the *Crown Lands Management Act 2016* (the principles of Crown land management are outlined in Section 3.1).

2. DESCRIPTION OF HOWE PARK

2.1 LOCATION AND REGIONAL CONTEXT

Howe Park is a 17.28 hectare park located on the north-eastern margin of the main Singleton township area (as shown in Figure 3). Situated on the margin of the urban area it is surrounded by mainly low density housing to the south, south-east and north; low density housing and school/institutional land uses to the west; and semi-rural land uses with open paddocks to the east. A parcel of land owned by Singleton Golf Club, used as a carpark and open grassed area, abuts the Park in the north-west.

While not the largest area of public open space and sportsground in Singleton, Howe Park is the town's oldest significant public reserve or "recreation ground" that is still situated in its original location. The Park officially dates from 1887 (the Singleton Showground was first established in 1869, but was relocated to its current site in 1910). Reflecting this long history the Park is "home" to the Howe Park Tennis Club and Singleton Golf Club whose activities at the site date from 1910 and 1927 respectively.

Today Singleton is well supplied with district-level sportsgrounds (see Section 3.5.2), with Howe Park being one of four such sportsground sites managed by Council in addition to the regional-level James Cook/Rose Point Park sporting fields complex (see Section 3.6).



Figure 3 Location and Singleton Local Government Area context
source: Google Earth (base)

2.2 BRIEF HISTORY

The following is a brief chronological history of Howe Park, collated from local history records (including an article by Michael Akrill, contemporary newspaper articles, sporting club websites and other sources).

- Pre 1800:** The Singleton area is part of the traditional lands of the Wonnarua (or Wanaruah) Aboriginal people, which also extend throughout the central lowlands of the Hunter Valley. The Wonnarua (Wanaruah) people have occupied this area for over 30,000 years, with traditional knowledge holding that occupation extends back to the early stages of the Dreaming.
- 1817-19:** Early exploratory parties led by Benjamin Singleton, with others, attempted to find an overland route from Sydney to the Hunter Valley and open new areas for colonial settlement.
- 1820:** John Howe (then Chief Constable at Windsor), with Singleton and others, undertook a second expedition to establish a “line of road” overland between Sydney and the Hunter. Reaches the Hunter River around Whittingham on 15 March 1820 (this overland route became known as the “Bulga Track” when officially opened in 1823, and is now the Putty Road).
- 1823:** Howe rewarded with a land grant of 700 acres on the Patricks Plains, east of Singleton, which he named the Redbournberry Estate (after his home village in England).
- 1850s:** Howe family allowed residents of the developing Singleton township to use part of the Redbournberry Estate for picnics, “promenades” and “athletic sports”.
- 1851:** Singleton Cricket Club formed.
- 1880:** Public access to the Redbournberry Estate was withdrawn following a dispute between John Kennedy Howe (John Howe’s son) and The Council of the Borough of Singleton.
- 1881:** The Council of the Borough of Singleton decided the growing town needed a “recreation ground”, alternative locations considered with ensuing discussions/debate.
- 1884:** Howe offered Council 30½ acres (about 12.3 hectares) for purchase at a price of £60/acre, along Boundary Street and eastwards “running back a distance sufficiently far to form a square” for sale (actually located just beyond the then boundaries of the Borough). After government surveys and approval the purchase was completed in December 1884.
- 1885:** The purchased land was named Redbournberry Park.
The then Director of the Botanic Gardens Sydney agreed to Mr J Jones, an overseer at the Botanic Gardens, visiting Singleton to advise on layout of the park. Jones prepared plans for an oval “whose two diameters will be 600 and 450 feet respectively ... and will naturally present itself as suitable for cricket and football contests and other favourite physical pursuits” with a perimeter track for events such as bicycle racing plus an ornamental pond and the planting of many trees (“the park as a whole will be bordered by a double line of trees, the second rank corresponding with the spaces between the trees in the outer row”).
A four-railed wooden fence was erected round the park.
- 1887:** NSW Government Gazette No. 465, dated 16 August 1887, declared the area a “public park” under the *Public Parks Act 1884*, “dedicated for the purpose of public recreation, convenience, health, or enjoyment”, and to be known as “Howe Park” (as shown in Figure 4). The proclamation was dated 11 August 1887. The land totalled “33 acres 1 rood 13½ perches” with Boundary Street (in the Borough of Singleton) as the park’s western boundary.
A grand opening was held on 20 June 1887 to coincide with Queen Victoria’s Diamond Jubilee. A procession of 300 marchers and 600 to 700 spectators, starting at Oddfellows Hall with “regalia-clad members of the various societies” and led by two mounted police with the town fire brigade with its engine and ladder-truck bringing up the rear, eventually reached the park (a distance of over 5 kilometres). During official speeches, the park was renamed Howe Park (renaming of the park had earlier been hotly debated at the Borough Council meeting on 8 June

1887). The formalities were followed by cricket and other entertainments including music by the Town Band and the Salvation Army band as well as “entertainment of the children of the district”. Celebrations were rounded off with the roasting of a bullock (with many of the “local Aborigines” noted to have arrived and dined on the remains of the bullock later in the afternoon).

Singleton Football Club (rugby union) played a team from Newcastle at Howe Park (week after the “grand opening”).

A battalion parade of the 4th Regiment, in review order, planned for Howe Park in early July 1887.

Cricket was the main sport played on the oval and tended to have the most influence over the development of the site.

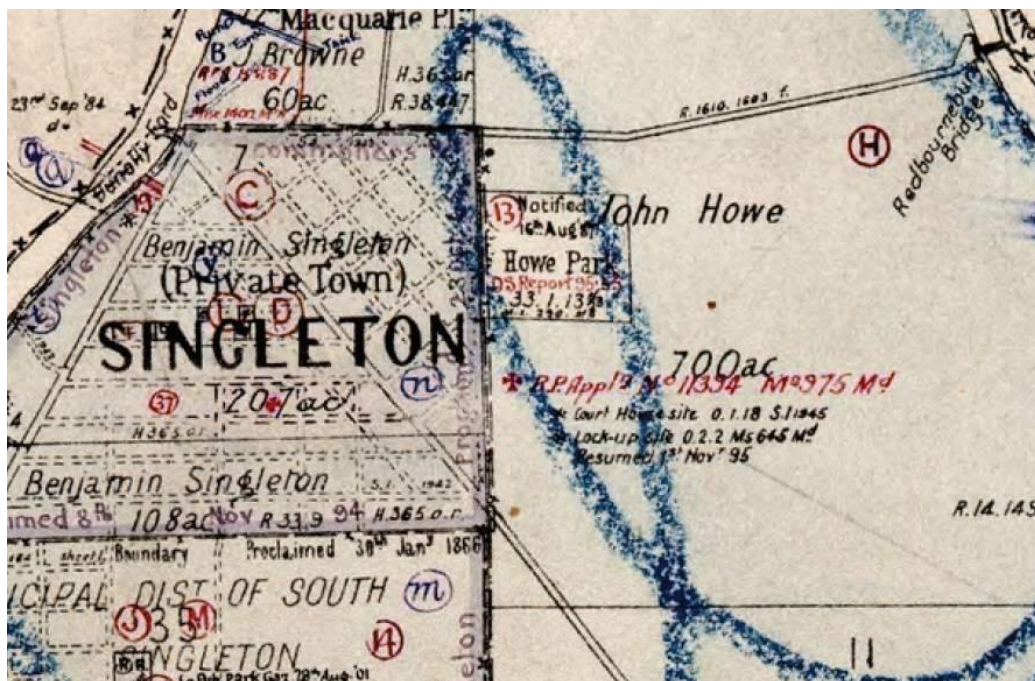


Figure 4 Extract from the 1897 Parish Plan for Whittingham, showing Howe Park (and John Howe's landholding)

Source: NSW Land Registry Services (Historical Lands Records Viewer)

- 1891:** Trustees of Howe Park in place (May 1891), and meeting regarding the area's development and management – works included installation of seats, “grubbing out and removing old gum trees”, “excavating waterhole” – but short of funds and awaiting “arrival of the next grant ... by Parliament for all parks throughout the country”. Trust had made a request to the Minister for Lands for “a grant of £250 for laying out the park and a further sum of £50 for maintenance”. Caretaker in place, a Mr. Richard Moase, who was directed by Trustees to “clean around the trees at once as they were smothered with weeds and grass”. Fencing of park underway. “Grass rights” of Howe Park were leased for “only quiet horses and milk cows” to be grazed. Singleton Football Club requested permission to play on Howe Park, Trustees replied “the Football Club have the same right to Howe Park as any other body seeking recreation”.

- 1893:** A used band pavilion was purchased and thought to be erected on the park's western side (north-east of the present day oval on the golf course depot area).
- 1897:** Report in The Singleton Argus of earth being removed "from the park for the purpose of enlarging the waterhole there" (possibly the site of the existing golf course dam).
- 1899:** Care and management of Howe Park was passed to The Council of the Borough of Singleton as trustee (NSW Government Gazette No. 306, 12 April 1899).
The Cricket Club proposed the erection of a grandstand. The grandstand plans were similar to the building in place today (except the walls were originally not brick, there were two sets of timber steps to the elevated/sloped seating, and the dressing rooms underneath were much smaller than today being separated by a dining room).
- 1900:** The Singleton Cricket Club completes construction of the grandstand (with elevated seating and clubrooms below), having been given exclusive privileges to the site by The Borough Council, and "proposes next season to use the ground for all its matches here".
- 1904:** "By-Laws for the Management of Howe Park, Singleton", under management of The Council of the Borough of Singleton, published in the NSW Government Gazette No. 71 (3 February 1904).
- 1905:** Turf cricket wicket laid and was formally opened – 3 wickets laid in one bed (which was surrounded by dead/dying grass due to the drought). A match "between married and single members of Singleton C.C." celebrated the occasion.



Figure 5 Early cricket match at Howe Park oval, showing original grandstand (left rear) and relocated "used" band pavilion (right rear)

Source: Singleton Council (Heritage Walking Tour website)

- Pre 1908:** Tennis courts built by Singleton Cricket Club on oval in off-season for the sole use of cricket club members, causing agitation for public courts in The Singleton Argus (campaign from 1908 onwards).
- 1910:** Construction of public tennis courts commences, between the grandstand and Boundary Street – effectively the beginning of the Howe Park Tennis Club.
- 1915:** Council approached to accommodate a dismounted camp for C Squadron of the Light Horse on Howe Park, but this did not eventuate.
- 1916-18:** Decline in sporting use generally due to local enlistments for World War I.

- 1920: Erection of a "drinking fountain" in memory of Trooper Ernest Capp a WWI casualty, using funds donated by cricketers and tennis players (now located at the north side of the Tennis Club building).
- 1922: Formation of the Singleton Golf Club.
- 1927: Council approved construction of the golf course and clubhouse, golf course officially opened on 27 March 1927.
- 1929: The NSW cricket team played Singleton – Don Bradman included in the NSW team.
- 1937-38: Tennis courts and surrounds reconstructed, following lobbying of Council by the Tennis Club (following golf course construction), including construction of club building.
- 1938: Lot 2 DP 337895 (northern portion of today's Howe Park) – as shown in Figure 6 – created by the Shire of Patricks Plains Council (Council previously purchased this block).

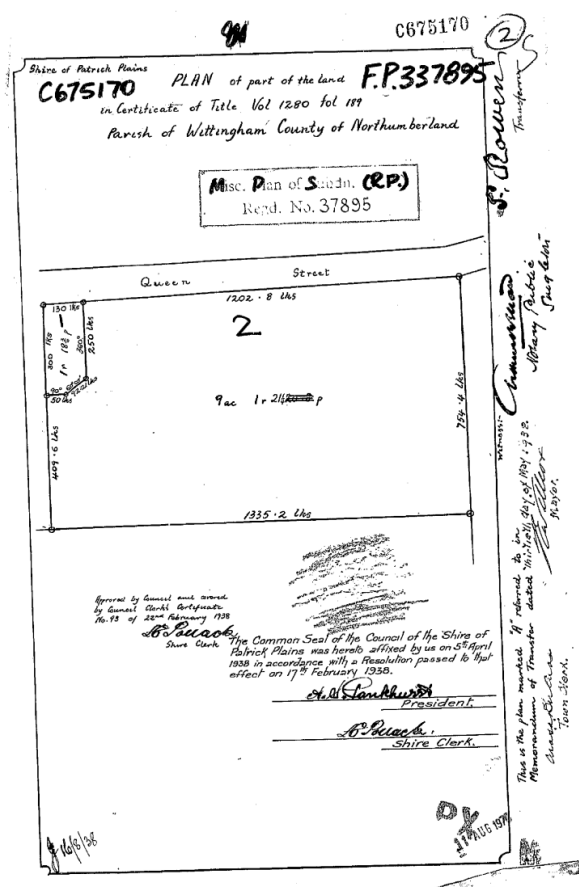


Figure 6
Cadastral plan showing creation of
Lot 2 DP 337895 by the Shire of
Patricks Plains Council in 1938
Source: Singleton Council

- 1939: Tennis Club building opened by the Mayor, on March 4, with exhibition matches staged by famous players of the day (Bromwich, Pails, McGrath and Gilchrist).
- 1946: Start of Easter tennis tournaments.
- 1950: Singleton United Football Club (rugby league) moved to Howe Park, senior and junior rugby league clubs both eventually playing at the Park.
- 1955: Golf Clubhouse relocated to its present site and substantially enlarged (from the earlier small structure, which is now part of the golf course maintenance depot).



Figure 7 Rugby league match between the Commerce “Colts” and Apex “Ants”, believed to be Howe Park oval, in 1966

Source: Singleton Historical Society and Museum Inc. (Singleton Argus Collection)

- 1967:** Rugby union games were once again held at Howe Park.
- 1970s:** The perimeter post and rail fence around oval replaced with a heavy mesh fence. Funded by the Whitlam Government’s Regional Employment Development Scheme.
- 1973-5:** Tennis Club numbers dwindle and courts fall into poor repair.
- 1976:** Singleton Shire Council established from amalgamation of Patrick Plains Shire and the then Municipality of Singleton, and takes over management responsibility for entire area.
- 1976:** Council calls a public meeting to re-establish tennis at Howe Park, courts progressively “revitalised” by local players.
- 1978-9:** 4 tennis courts converted to all weather surfaces.
- 1980s:** Rugby League Club relocated to the Showground amid safety concerns at Howe Park (proximity of the mesh fence to the dead ball area).
Singleton Strikers Soccer Club started using Howe Park.
- 1994:** Lot 2 DP 337895 classified (by default) as community land at Council meeting on 18 April.
- 1990s:** Investigations and planning for golf club/course to relocate to Gowrie, did not eventuate.
- 2009:** Arson attack on the grandstand (lengthy process to repair the building).
- 2019:** “Hot Shots” junior courts constructed as part of tennis complex.
- 2020:** New perimeter fence and irrigation installed at oval

2.3 LANDSCAPE, FLORA, FAUNA AND NATURAL HERITAGE VALUES

2.3.1 Climate

The Singleton region, at present, experiences a warm temperate climate with generally hot summers and cool to mild winters (with occasional severe frosts). Maximum temperatures average around 32 degrees in

January and 18 degrees in July, while average minimum temperatures are 18 degrees and 4-5 degrees for January and July respectively. Rainfall averages around 650-670 millimetres annually, with a slight summer peak. The region's bush fire season generally runs from September through to March.

CSIRO predictions in relation to the impacts of climate change suggest that the Singleton area may have a hotter and drier climate in 2050 – more comparable to today's climate of Moree and Narrabri or Goondiwindi and Chinchilla in Queensland (or also possibly comparable temperatures but with a slightly greater annual rainfall, such as today's Gatton in Queensland). This is according to CSIRO's Climate Analogues projection tool (using "maximum consensus" projections and mid-range emissions scenarios), which predicts a 1.6 degree Celsius rise in temperatures and a 4% drop in rainfall for the Singleton area by 2050 (both values representing the middle range of these predictions).

2.3.2 Landform, Soils and Drainage

Howe Park is a largely level site with a gentle fall west to east and south-east. Earthworks for creation of the golf course and oval have modified the natural topography – through the creation of earth mounds, viewing areas, playing surface levelling or hardening, tees, bunkers and drainage works. The area around the Golf Clubhouse, and along the Park's Queen Street margin in the north, are (just) the highest parts of the Park at 40 metres above sea level.

The Park is situated entirely on deep alluvial soils – loams and sands on river levees and flats adjacent to the present river channel, and red or lateritic podzolic soils on older terraces – which are mapped as the "Hunter Soil Landscape" (as occurs along the floodplains and flood terraces of the Hunter River). These soils are generally deep, are well to rapidly drained, variously loose-surfaced (for sands) or hard-setting (for loams), highly permeable with low or low-moderate water-holding capacity, of low fertility, and low soil salinity. They have a slight to moderate erosion hazard (for sands) or a moderate erosion hazard (for loams).

A small modified drainage line commences just east of Boundary Street in the centre of the Park and flows eastwards in a narrow shallow incised channel lined by grasses, and exotic species, including numerous Willows in the western section. Approximately halfway across the Park, near the centre of the golf course, this drainage line has been excavated and enlarged (possibly around a former natural waterhole – see Section 2.2) to form a small dam. This dam is used as a storage for supplying irrigation water to the golf course and wider Park. The Golf Club also has a licence to draw water from the Hunter River to feed this storage.



Stormwater from Boundary Street, and other surrounding roads, collects at a low point on Boundary Street south of the Golf Clubhouse. At periods of high or intense rainfall stormwater flows east onto and across a sizeable adjacent area of the Park before ultimately being collected by the central drainage line and feeding into the dam. An area north of the Golf Clubhouse, mostly off the Park (on the adjacent block owned by the Singleton Golf Club), is also impacted by stormwater flooding off Boundary Street. Some of these surface flows occasionally extend/continue eastwards into the adjacent Park area.

2.3.3 Natural Heritage Values

Howe Park is a highly modified and managed environment, with no remnants of its original (pre-European settlement) vegetation or habitat surviving today and most native animals displaced.

The golf course is the most vegetated area of the Park. However this is predominantly non-indigenous species – with mown grass fairways and stands of mature trees, a mix of native and introduced species, delineating the fairways. A variety Eucalypts and various She-oaks (*Allocasuarina* or *Casuarina* species) are the most common native trees found across the golf course. Other native trees and larger shrubs – such as Silky Oak (*Grevillea robusta*), Kurrajong (*Brachychiton populneus*), Illawarra Flame Tree (*Brachychiton acerifolius*) and various Bottlebrush (*Callistemon*) species – occur elsewhere in the Park, mainly scattered along the Boundary Street frontage and around the oval. Some of these species, although native, are not endemic to the Singleton area.



The Office of Environment and Heritage's on-line "BioNet Atlas" contains records of native plants and recorded sightings of mammals, birds, reptiles, amphibians, some fish, and some (mainly endangered) invertebrates. These records are drawn together from a number of sources, and include native flora and fauna species listed as threatened (under the *Biodiversity Conservation Act 2016* – and formerly the *Threatened Species Conservation Act 1995*).

The BioNet Atlas does not include any flora records within Howe Park – although Mimosa Bush (*Vachellia farnesiana*), an invasive native shrub, is recorded as occurring just south of the park's border. The only other native flora species BioNet records within 1 kilometre of the park is a Weeping Myall (*Acacia pendula*) tree, as a planted specimen at the rear of the Visitor Information Centre in Townhead Park. This species is of conservation interest, with the Hunter Valley population of this species being part of the Hunter Valley Weeping Myall Woodland in the Sydney Basin Bioregion ecological community which is listed as critically endangered under both state and Commonwealth legislation. The Hunter Valley population of this species is disjunct from other occurrences of this community, and its Singleton occurrence is at the eastern limit of its distribution.

Despite being a managed/modified landscape the Park, particularly the golf course, does provide some habitat for native fauna.

BioNet only shows 3 fauna records within Howe Park – the Yellow-tailed Black Cockatoo (*Calyptorhynchus funereus*), the Red-rumped Parrot (*Psephotus haematonotus*) and an unidentified species of Rosella. A handful of records occur immediately around or adjoining the Park – including several for the Eastern Brown Snake (*Pseudonaja textilis*) and Red-bellied Black Snake (*Pseudechis porphyriacus*) as well as the Eastern Blue-tongue Lizard (*Tiliqua scincoides*), Short-beaked Echidna (*Tachyglossus aculeatus*) and a number of common birds – Noisy Miner (*Manorina melanocephala*), Galah (*Eolophus roseicapillus*), Australian Magpie (*Cracticus tibicen*), Rosella species, Tawny Frogmouth (*Podargus strigoides*), Crested Pigeon (*Ocyphaps lophotes*) and Australian King-Parrot (*Alisterus scapularis*). All these can also be expected to occur within the Park. A range of the micro-bats typically associated with urban and open woodland environments can also be expected to occur within the Park.



None of these native animals are listed as threatened species, under state or Commonwealth, legislation.

Birds are the most abundant and commonly observed vertebrate fauna species within the Park – taking advantage of the scattered mature trees across the golf course and round the oval, open grassed areas, other plantings, the central drainage line and dam. Howe Park, and particularly the golf course (with

mature native trees offering nesting hollows and other resources), is recognised locally as a valuable refuge and nesting area for native birds as well as being a good location for birdwatching.

The on-line database EBird Australia records 33 native bird species from the Singleton town area (although not specifically for Howe Park). The majority are the more common adaptable or “cosmopolitan” species typically found in urban areas and country towns as well as some common “paddock”, riverine/wetland or woodland birds. Almost all of these species could be expected to occur in, and/or make use of, Howe Park. Again none of these are listed as threatened species.

2.3.4 Weeds and Introduced Animals

As a modified/managed landscape the Park is dominated by introduced species – predominantly grasses.

Several mature Willow trees, a priority weed in the Singleton local government area, occur along the western part of the central drainage line. As noted in Section 2.3.3 above, Mimosa Bush (*Vachellia farnesiana*) an invasive native shrub has been recorded in the vicinity of the Park. Exotic garden plantings occur around some buildings.



There are no available records for introduced animal species sighted within the Park. However cats (both feral cats and wandering domestic cats) and foxes can be expected to roam the area. Dogs are also regularly walked at the oval, and at times across the golf course. Common introduced bird species (such as the Common Myna, House Sparrow or European Starling) can be expected to occur on the Park.

2.4 CULTURAL HERITAGE VALUES

2.4.1 Aboriginal Cultural Heritage

The original inhabitants of the Singleton area, including the area now known as Howe Park, were the Wonnarua (or Wanaruah) Aboriginal people. Today the Park is located within the area of the Wanaruah Local Aboriginal Land Council.

The Department of Planning, Industry and Environment’s on-line Aboriginal Heritage Information Management System (AHIMS) lists recorded “Aboriginal sites” throughout New South Wales (including documented Aboriginal objects and places and declared Aboriginal Places).

The AHIMS register does not list any recorded Aboriginal cultural heritage sites within the Park (as at December 2019). However the AHIMS register is far from a complete or comprehensive register, and is focused very much towards tangible Aboriginal sites (where there is remaining physical evidence) with a strong bias towards pre-contact sites and has a dearth of intangible cultural or spiritual sites represented in its listings. The absence of a listing on the register does not necessarily mean that no Aboriginal heritage sites are known, remain or could occur in an area.

No comprehensive survey of the Park has been undertaken, to-date, for Aboriginal cultural heritage sites and features.

2.4.2 European/Historic Heritage

European settlement of the Singleton area dates from the 1820s with community recreational use of the area now known as Howe Park beginning in the 1850s (or possibly earlier) and the Park officially gazetted in 1887 – as described in Section 2.2 above. As a consequence the Park has a long association with organised sport in Singleton – more than 130 years for cricket, nearly 110 years for tennis, over 90 years for golf and around 30 years for soccer.

Several elements within the Park are of “historic interest” or appeal.

The most obvious of these is the oval which presents an attractive heritage character – based largely on the grandstand, which although rebuilt after a fire in 2009 retains its original design and form/function, supported by the low perimeter fence and backdrop of mature trees.

Other features of historic interest are:

- a stone “drinking fountain” erected to the memory WW1 Trooper Ernest Capp, originally located near the grandstand but since relocated to its present position at the north side of the Tennis Club building;
- the Tennis Club building, dating from 1939; and
- a commemorative stone wall, and plaque recognising the 175th anniversary of the arrival of John Howe’s exploration party (located at the oval’s north-western edge).

However the Park, or any items within it, is not listed in any legislatively recognised heritage registers – such as the *NSW State Heritage Register* or the *Singleton Local Environmental Plan 2013* (Schedule 5 Environmental Heritage).



2.5 ACCESS, DEVELOPMENTS AND FACILITIES

2.5.1 Access

Roads, Entries and Carparking

Boundary Street, along the Park’s western edge, is a relatively busy road, providing access between Queen Street and the New England Highway (and is subject to regular truck traffic, providing a “back way” to the Hunter River Bridge avoiding part of the CBD).

Queen Street, along the northern boundary, is also a busy road, providing access to the towns and villages to the east of Singleton. The dead end roads of Cameron and Fitz Streets, are extremely quiet, only servicing those people accessing residential properties in these streets.

The oval is accessed by a sealed entry road (just wider than a single lane) from Boundary Street. Generally this vehicle access is closed by a locked vehicle gate, which is opened on game days to allow

vehicle access by spectators as well as at other times (such as training or other authorised access/use). . There is no dedicated pedestrian access at this entry point, and pedestrians must share the road with vehicles on game-days.

On-site parking is available around the perimeter of the oval on game days (for potentially over 130 cars) allowing spectators to watch the game from parked cars around the oval's perimeter fence. A graveled informal parking, and service vehicle access, area is located in association with the grandstand and other buildings (accommodating around 10 vehicles).

The tennis complex is fully fenced, with a locked entry gate at the club building (if the complex is locked and unattended a contact can be phoned to obtain the code to the lock). There are several other locked gates around the perimeter for both service vehicle and pedestrian access. The east side of that section of Boundary Street past the tennis complex is sign-posted as "No Parking".

The golf course and Clubhouse is serviced by a large sealed carpark that "flows" off Boundary Street with no defined entrance. This is the Park's only dedicated and full-time parking area. It is positioned partly on the Park (accommodating approximately 36 car spaces – in 28 spaces, plus 6 spaces reserved for the Club committee as well as 1 marked disabled bay and 1 courtesy bus space) and partly on the Singleton Golf Club owned block to the north (accommodating approximately 60 cars or more). The Golf Clubhouse and Pro Shop are also serviced by a sealed access road, entering from Boundary Street south of the Club building and continuing past the "front", westside, of the Golf Clubhouse to connect with the main car park. An adjacent, unsealed, vehicle access off Boundary Street provides service vehicle access to the southern side of the Golf Clubhouse and an informal/casual grassed parking area. The golf course maintenance depot is serviced by a gravel driveway located to the north of the depot buildings (informal parking of a community bus frequently occurs in front of the western-most depot building). The remainder of the Boundary Street frontage is unfenced, allowing informal access onto the golf course.

The Queen Street and Boonal Street frontages of the golf course are edged by a post and three strand wire fence which does not exclude informal pedestrian access. A pedestrian gate is located at the southern end of the Boonal Street fence and a vehicle gate is located at the northern end.

A grassed accessway is located between the residential areas to the south and the tennis complex fence. This access is bollarded on its Boundary Street frontage to prohibit vehicles and allow pedestrian access only to the oval.

The adjacent residential areas south of the Park are a mix of fenced and unfenced boundaries. Gates allow uncontrolled residential pedestrian access onto the Park and in some places vehicle access. The boundary at Cameron Street is bollarded with a locked vehicle gate allowing pedestrian access at all times, but limiting vehicle access. The internal service road around the oval



terminates at Cameron Street. The boundary at Fitz Street is unfenced and uncontrolled vehicle access is possible onto the golf course via a dirt driveway. A part-dirt/part-concrete footpath is located on the golf course adjacent to the south-eastern boundary, providing for golf carts and golfers.



Non-timed on-street parking is available:

- along the Park's Boundary Street frontage (other than along the eastern kerb adjacent to the tennis complex);
- in Cameron and Fitz Streets; and
- in Queen Street and Boonal Street, although both are remote from the Park's major facilities.

Paths and All-abilities Access

A concrete footpath is located adjacent to the tennis complex in the Boundary Street road reserve, giving pedestrian access from the residential areas to the south. This path terminates at the entry to the tennis complex. There is no on-street parking in this location. This path also connects to the grassed accessway located south of the tennis complex. There are no pram ramps in the kerb at these entry points to facilitate all-abilities access.

Ramps are provided at the Tennis Club building and Golf Clubhouse (two) to give all-abilities access into these facilities. The ramp at the northern end of the Golf Clubhouse is adjacent to a dedicated disabled parking space, however the western ramp is in poor condition and is unlikely to meet current standards for all-abilities access. There is no all-abilities access to the Pro Shop.

Access to the oval, grandstand and adjacent buildings is via a part sealed and part gravel service road (also not to the required all-abilities access standards).

Access from Cameron Street is via a graveled service road and also not to standard, nor is access from Fitz Street.

Bicycle Routes and Walking Routes

Boundary Street is identified, in the 2016 revision of Council's *Singleton Bike Plan*, as an existing on-road bike route between Queen Street and the New England Highway. As Boundary Street experiences high volumes of traffic and is narrow, the Plan indicates that this arrangement does not encourage cycling. In the proximity of Howe Park, an off-road shared path for cycling is proposed along the western side of Boundary Street.

Howe Park is a point of interest on the *Singleton Heritage Walk*. It is listed at Number 21, between the Roman Catholic Presbytery in Patrick Street (off Boundary Street) and Lonsdale (a residence in Dangar Road). This walking route links the Presbytery via Boundary Street to Howe Park then continues along Cameron Street to Lonsdale in Dangar Road. A route sign is located near the oval's north-western side and in Cameron Street.



Moving Around the Park

Within the surrounds of the oval there is only a gravel service road around the perimeter, which is jointly used by pedestrians and bikes. This road links the entry point at Cameron Street (on the southern Park

boundary) to the main entry in Boundary Street. Both access points are generally closed to vehicles by lockable gates. Pedestrian access is gained to the oval, grandstand and associated buildings via a short service road off the perimeter service road. All buildings in this zone are locally accessed by concrete paving or paths.



Pedestrian access is possible around the entire perimeter of the fenced oval via a grassed area in the south west, the concrete concourse at the grandstand and associated buildings, and the service road to the grandstand area. Generally, walkers and dog walkers use the perimeter service road for access. It is also understood that walkers cross the golf course fairways for thoroughfare as well as exercise.

Access between the golf course and oval precinct is controlled by a chain wire fence with three well-spaced lockable gates (allowing access for golfers to retrieve stray balls, including via golf cart access).



There is no dedicated path or pedestrian access through the golf club/course car park, or from Boundary Street, requiring pedestrians to share the carpark with vehicles. Entry to the golf course for players is via the golf Pro Shop, accessed from the carpark (play commences from the 1st tee which is located adjacent to the Pro Shop and finishes at the 9th/18th hole which is located south-west of the Clubhouse). Dirt and concrete paths located on the course's southern boundary provide access to the adjacent trees for holes 2 and 3 and to greens 1 and 2. A worn track "cross-country", via small bridges across the central drainage line, links the Golf Clubhouse and maintenance depot.

The grassed accessway located south of the tennis complex provides pedestrian and cycle access to the oval. It also gives access to the fenced social area and tennis courts located on the south-eastern side of the tennis complex. A concrete footpath services access at the rear of the tennis courts, south of the grandstand and associated buildings, allowing movement between the main courts and the newer "Hot Shots" mini-courts.

Within the tennis complex, access is gained via the club building (directly from Boundary Street) from which the various courts are accessed via lockable gates.

2.5.2 Developments, Facilities and Park Furniture

Oval and Associated Facilities

The oval, as now configured, provides both a senior cricket oval and a senior football (soccer) field. The oval's grassed surface is irrigated and includes a turf wicket (which falls within the soccer field).

The shortest boundary (to the east) from the centre of the current cricket square is 60 metres (Cricket Australia's recommended standard is 62 to 82 metres – dependent on the level of play).

The existing football (soccer) field is located on the oval's western side and is approximately 100 metres long by 64 metres wide (which is at the lowest end of the range prescribed for senior pitches in Football NSW's guidelines).



Source: NewySports.com



Floodlighting is provided to the football field (from 4 large poles) with 5 smaller poles providing lighting around the eastern half of the oval.

The oval fence has been recently replaced to better meet cricket standards. The eastern half of the fence follows the oval perimeter, while the fence on the western side follows the outline of the football field. A spearpoint for water supply is located in the oval's south-west corner. The gravel service road rings the oval (outside of the perimeter fence) from the mid-south point to the mid-north point of the oval – connecting to the Boundary Street entry road, and to Cameron Street in the south.

The historic grandstand (originally built in 1900) is located on the oval's western side – it offers player changerooms (home and away teams) below the covered elevated seating area above which is accessed by concrete steps with metal railings. Two floodlights and a loud-speaker are fixed to the grandstand roof, and two “wheelie bins” plus stands located at the front of the grandstand along with two unroofed stands of metal bleacher seating. A single-storey, concrete block, addition attached to the grandstand's south side holds a storage room, female toilet and disabled toilet.



Additional buildings in the facilities area west of the oval include:

- a concrete block canteen/storage shed (located north of the grandstand);
- a concrete block building, south of the grandstand, with a male toilet in the north and referee changeroom at its southern end, and bench seating provided on the oval side; and
- two smaller buildings associated with, and accessed from, the tennis complex (see below).



The narrow area between the grandstand and associated buildings and the tennis complex is grassed (but worn in places) and used for miscellaneous storage of equipment.

A seating area is located in the north-west corner of the oval (outside of the oval fence) and includes two unroofed stands of metal bleacher seating, and a sandstone wall (part of the John Howe Memorial) with bench seat along its south side, plus three mature trees and a wheelie bin. A timber seat is also located under a tree near the southern park boundary (east of Cameron Street).

A small metal ticket booth is located north of the water tank and tennis equipment storage shed, on the entry road from Boundary Street. An open bulk material storage bin is located north-east of the ticket booth with landscape materials also stockpiled to the west.

A regulatory sign in the north-west corner of the oval warns of uneven ground, nominates the site as a playing field and prohibits glassware, littering, off-leash dogs and golf.

A chain wire fence, with three lockable gates, separates the oval area from the golf course.



Tennis Complex

The tennis complex consists of 14 full-sized fenced courts (8 grass courts and 6 synthetic hard-surfaced courts), plus a small brick club building with an outdoor social area. The tennis courts are aligned north-south in four rows:

- the two northern rows are banks of 4 grassed courts each, with each row fenced (internal gates provide access between courts);
- the most southern row is a fenced bank of four synthetic courts; and
- the area between the grassed courts and the synthetic courts consists of two synthetic courts located to the east, and the club building and outdoor area (with covered picnic tables and barbeques) in the western half.

The southern and central courts are floodlit.

The complex also includes fenced junior “hot shots” courts, located off the south-east corner of the main area. A rebound wall is located with the junior courts. These courts are linked to the two southern rows of courts by a concrete path, with a fenced outdoor seating area (including child proof fencing and gate) also located along this path immediately north of these junior courts.

Small service buildings/facilities are located along the eastern side of the main array of fenced courts:

- at the northern end is an equipment storage building (with a



- door on the western side of the building, and adjacent gates in the tennis court perimeter fence to allow for direct access), and a large water tank nearby; and
- in the south is a small brick building and an adjacent open bulk storage bin (for sand).

Golf Course, Clubhouse and Associated Facilities

The golf course consists of nine greens and fairways and eleven tees. The additional tees are number 14 which uses fairway and green number 5, and number 10 which uses fairway and green number 1. Each tee is supplied with a timber enclosure for sand and a garbage bin. Despite the drought at the time of inspection the course grass cover is relatively green. The drainage line that crosses the site west to east is dammed in the middle of the 7th fairway to act as a water storage/supply. This dam along with water drawn from the Hunter River (under licence by the Golf Club) is used to irrigate the course. Small bridges or pipes (at least five) are located where fairway accessways cross the central drainage line.



Source: visitnsw.com

The Golf Clubhouse (a timber clad single-storey building on brick footings) includes members' amenities, members' bar, restaurant, and function room as well as a fenced and shaded outdoor social area with a large fenced, floodlit and shaded playground. Large storage bins are located on the south side of the building with service access from the southern access road.



The golf Pro Shop (also a timber clad single-storey building on brick footings) includes a retail section plus entry point to the course for players. An irrigated practice putting green is located between the Pro Shop and the Club building, with golf carts usually parked to the east of this putting green. An old (apparently dis-used) golf driving/practice cage is located north of the Pro Shop.



The golf course maintenance and works depot consists of several buildings:

- the old golf clubhouse (adjacent to Boundary Street) now used for storage;
- an enclosed fuel storage tank;
- two small storage sheds;
- 3 bulk materials open storage bins;
- a large metal shed; and
- what appears to be a derelict sand pit located north of the depot access (with a nearby rain gauge).



Additional storage occurs in the area with stockpiling of soil/spoil beneath the grove of mature trees to the east of the depot as well as haphazard stockpiling of materials, greenwaste, mulch, machinery and rubbish around the depot and along the fence adjacent to the oval (located to the south).

A small stand-alone toilet is located north of fairway 2, near the southern boundary of the golf course.

2.6 PARK LANDSCAPE AND PLANTINGS

The golf course landscape presents a well-treed aspect with broad manicured grassed fairways inter-planted with, predominantly, Australian native species – mainly mature Eucalypts and She-oaks. Closer stands of trees occur along the golf course's fenced boundary with the oval. A grove of these mature trees, located east of the maintenance depot, are suffering due to the soil and other materials stockpiled beneath them. Willows (a weed species) are located on the central drainage line, mainly in the west. Scattered mature trees occur along the Boundary Street frontage between the maintenance depot and Golf Clubhouse. Additional species include Silky Oak, Kurrajong, Bottlebrush plus exotic species. There is a limited amount of planter planting associated with the Golf Clubhouse.



The fenced oval encloses the largest area of open grass in Howe Park. Planting is pushed to the perimeter of the oval zone, where ten mature trees are located. Each are a feature. A Liquidambar is located in the south-west corner, a Silky Oak near the junior tennis courts, a Jacaranda and another exotic species near the Cameron Street entry, a large Camphor Laurel to the east of the Cameron Street entry, a Jacaranda between the service road and the golf course fence in the north-east corner, an Illawarra Flame Tree and two Jacarandas at the north-west seating area and a very large Jacaranda just north of the canteen near the grandstand. The trees in the north-west corner play a significant role in providing much needed shade on game days. The Camphor Laurel shades a lone seat. The other trees south of the oval create a sense of separation between the public oval and the adjacent private residential areas.



Tree planting on the golf course along the dividing fence provides a significant backdrop when looking east from the oval.



The grandstand on the western side of the oval is a significant element in the oval zone, although it is concealed from view from the north by the large Jacaranda tree. It is visible from the west from Boundary Street. The grandstand is a double story building while the associated buildings to either side are single story.

The tennis complex is devoid of any tree planting. A narrow strip of planting is located within the road reserve of Boundary Street, between the concrete footpath and the club building area. The tennis complex is visually dominated by tall chain-wire mesh fencing and floodlight poles. The club building, opened in 1939, is a simple brick building, the square arch at the front entry provides the only adornment to the building. The tennis complex presents a utilitarian scene at odds with the treed landscape of the golf course.

While the Park landscape consists predominantly of open grassed areas, fencing isolates the tennis courts and the oval from other use areas and the nature of golf isolates other users from the golf course.

2.7 VISITOR USE, ACTIVITIES AND ENJOYMENT

Howe Park is well used by the Singleton community for organised sport and recreation, leisure and social activities (principally at the Park's two sports clubs – golf and tennis), independent leisure and recreation activities, and for visual or landscape enhancement uses (both on-site and beyond). The oval and to a lesser degree the tennis complex tend to receive episodic sport and recreation use, while the golf course is subject to less concentrated or intensive but more regular usage.

The oval and associated “support” facilities is principally used for organised sports (both competition and training) and school sport or physical exercise – mostly during daylight hours, but with some evening use (mainly winter training).

Singleton District Cricket Association in summer, the Singleton Strikers Football Club in winter, and Singleton High School year-round (during school terms) are the major users of the oval at present. Spectators at organised sports, especially football (soccer) which tends to draw the greater numbers, either sit in the bleacher seating around the oval, in parked cars around the oval's northern and western perimeter, or in the grandstand. Both football (soccer) and cricket users have been concerned by the competing claims on the oval due to extended playing seasons over recent years.

Walkers, joggers/runners, cyclists and dog walkers (on leash, and unapproved off-leash) also regularly use the service road around the oval – mainly at “quiet” times when matches are not in progress. They occasionally sit and relax on the bleacher seating. The oval itself is less frequently used for casual leisure and recreation – by walkers, dog-walkers and for casual games and play, “kick around”, and independent sporting practice or fitness training when not used for matches or training. This use is mainly by nearby/local residents and at lower levels only (compared to other sporting uses) – most likely due to the oval being inaccessible for casual vehicle access/parking.

The tennis complex is used for competitive and social tennis, as well as coaching and school sport. Access and use of this facility is entirely controlled by, and through, the Howe Park Tennis Club. Club membership is compulsory to play in any competition or to receive coaching – and people using the courts more than once a month are also required to become members.

The Club offers a variety of competitions (seniors A to C grade, junior competitions, beginners, night competitions, and occasional larger “tournaments” at the inter-club and district levels), as well as “ladies tennis” and social tennis. The facility is also used for tennis coaching (at present offered under a contract with The Hunter Tennis Academy) in private/personal, small group, or group lessons for children or school groups and adults. The tennis courts can be accessed/used by the general public through casual court hire and “open court” sessions (hosted by the Club at specified times).



The tennis complex is used heavily on weekends and also on weekdays from before school or work, during the day and afternoon, and into the evening (under floodlights until 9.30pm) although user numbers vary markedly across the day and day-to-day.

Sections of the grass tennis courts are also used by small numbers of croquet players, mainly on weekends (the croquet “club” being part of the larger Howe Park Tennis Club).



The Singleton Golf Course receives regular, but less concentrated, levels of use. Weekends are the busiest period. Similar to the tennis complex, all use of the golf course (for golf and related activities) is entirely controlled by, and through, the Singleton Golf Club.

The Club offers a variety of competition and leisure/recreation events scheduled on most days (variously with set start times or more casual “roll up” starts). At present these are – a veteran’s competition every Monday; shift worker competition every Tuesday; “ladies competition” and shift worker competition every Wednesday; shift worker competition every Thursday; twilight competition every Friday; Saturday competition and a social competition on Sunday; as well as various “novelty” events/competitions. The Club also caters for junior players and visiting club members. Casual access to the course, for both 9 or 18 hole play, is available to members of the general public. All player entry to the golf course is via the Pro Shop, where clubs and golf carts can also be hired. Golfing use of the course is limited to daylight (and twilight) hours.



The Golf Clubhouse is a regularly patronised local social and leisure facility. While chiefly for members and golfers, the Golf Club also offers a social membership level as well as being open to members’ guests and visitors in accordance with licencing regulations. Thursday, Friday and Saturday nights and weekend afternoons are reportedly the busiest times. The Golf Club operates a “courtesy bus” for patrons on Friday and Saturday nights. The Club’s bistro operates Monday to Saturday for lunch and Thursday to Saturday for dinner, as well as offering take-away food (at present). The Clubhouse includes a function room that is available for bookings (and also offers off-site catering). The fenced children’s playground at the rear of the building and nearby barbeque area (which can be hired) are also popular features. In the past the Golf Club has organised New Year’s Eve fireworks in the centre of the golf course, for viewing from the Clubhouse and surrounds.



The golf course fairways receive low levels of use by leisure walkers, joggers/runners, and dog-walkers (and occasionally bird-watchers). This is mostly at “quieter times”, such as late afternoons, when there are few golfers using the course – but has given rise to some safety concerns in the past. Walkers and cyclists (including school children) more frequently cut across the course’s far south-east corner – partly along the path in this area – to move to and from Boonal and Fitz Streets and the oval.

The green open space afforded by the Park, principally the golf course, is “used” and enjoyed as an attractive local backdrop or landscape feature for surrounding streets and residential areas.

2.7.1 Visitor Use Numbers

There are no reliable visitor use statistics for Howe Park.

2.8 CONDITION AND USE OF LAND AND FACILITIES

As part of the preparation of this Plan of Management, the condition of the built infrastructure, land and other facilities within the Park has been assessed (as required by the *Local Government Act 1993*). Types of assets assessed include buildings, car parks, sport infrastructure, footpaths, lighting, park furniture as well as broad assessments of landscaped areas.

A condition assessment of each facility cluster, or main usage areas (and some of the major elements within them) has been determined based on a “Condition Index Rating” ranging from 1 to 5 as follows:

- 1 – A new or near new asset, or an asset in overall excellent condition with only minor decline (normal wear and tear) but causing no serviceability problems;
- 2 – An asset in very good to good condition, but with some early to apparent deterioration that is causing negligible to slight impairment of serviceability;
- 3 – An asset in fair overall condition but with obvious deterioration that is causing some loss of serviceability;
- 4 – An asset in fair to poor overall condition, with obvious to serious deterioration that is starting to limit the asset’s serviceability and generating high maintenance costs; and
- 5 – An asset in very or extremely poor condition, with severe serviceability problems or heavily impacted, very high maintenance costs with the asset at the point of requiring rehabilitation or replacement (and assets that have failed, or would be a risk to remain in service).

A detailed description of the condition (using the above criteria) and use of the Park’s land buildings and facilities, is provided in Appendix B.

2.8.1 Utilities/Services

A number of utilities or services (some not operated by Singleton Council) occur within the Park. The following are known.

Water

- A distribution water main is aligned east-west near the southern Park boundary, from Boonal Street to Boundary Street. From this main a branch water line services the centre of the oval, and an additional line services the golf course. A fire main services the grandstand from the main line.
- A distribution water main is aligned north-south on the east side of Boundary Street in the road reserve adjacent to the tennis complex. A branch line runs east-west between the two northern rows of tennis courts. An additional line runs north-south to service the golf course maintenance depot.
- A branch water line services the Golf Clubhouse from a distribution water main running north-south on the east side of Boundary Street (in the road reserve).
- A distribution water main is aligned north-south on the west side of Boonal Street in the road reserve adjacent to the golf course boundary.

Sewer

- The Golf Clubhouse is serviced by a sewer gravity main located in the Boundary Street road reserve (west side with a branch line crossing to the eastern side to the Club building).
- The golf maintenance depot, the tennis complex and oval grandstand are serviced by a gravity main located in the Boundary Street road reserve (west side with 2 branch lines crossing to the east).

Electricity (other than overhead power supply)

- An underground electricity conduit (Ausgrid) runs east-west just inside the southern Park boundary, from Boonal Street to Boundary Street, with conduits connecting to Cameron Street and Fitz Street.

Telecommunications

- Underground telecommunications cables (NBN) service the Golf Clubhouse, golf maintenance depot, and the tennis complex from Boundary Street.
- An underground telecommunications cable runs along the Park's far south-western Boundary Street margin before turning north to terminate at the facilities buildings south of the grandstand.

2.9 LEASES AND LICENCES

The Singleton Golf Club previously held a long-term lease over the Singleton Golf Course, including the Golf Clubhouse and surrounding area/facilities. This lease expired in March 2020, but contained a 3 year transition period. The Golf Club as at present operating on the basis of a rolling monthly lease during this transition period, pending Council negotiating a new lease agreement or other arrangement regarding the golf course and associated assets/facilities.

Sporting clubs or organisations using the Park's oval and associated buildings now do so on the basis of annual (rather than seasonal) licences issued by Council. These bookings are arranged via the Singleton Sports Council – as established and managed by Council to assist it in the provision, maintenance and use of sporting and recreation facilities. Licences are issued, and conditioned, as guided by Council's current *Sportsgrounds Usage Guide* (2020). Both the Singleton District Cricket Association and the Singleton Strikers Football Club hold annual licences for use of the oval and some of the adjacent buildings.

Schools are also issued seasonal licences or once-off permits for casual or regular usage of the oval at certain timeslots throughout the school year. Other occasional group or larger users of the oval and its buildings are also issued once-off licences or permits. This includes major one-off sporting events, such as regional or State competitions and school sports carnivals, which are also subject to separate permits or licences. Again all such seasonal, short-term or once-off bookings are processed as consistent with Council's current *Sportsgrounds Usage Guide* (2020).

The Howe Park Tennis Club now occupies and operates the tennis complex under an annual licence from Council. This is despite their exclusive use/control of this facility and the complex's level of development.

Council also requires licences or permits for personal trainer and fitness camps/coaching, commercial dog-walkers, mobile food/drink vending, or other small-scale commercial activities at Howe Park (and within Council's parks and reserves in general).

2.10 MAINTENANCE AND MANAGEMENT

The Park's three distinct activity and facilities areas – the oval and associated buildings, the tennis complex, and the golf course and club building – are managed as separate entities with little co-ordination between each/all.

Maintenance and management of these areas/facilities is shared between Council and those sporting clubs or other groups approved to occupy and use these areas – as guided by the respective lease or licence agreements and Council's current *Sportsgrounds Usage Guide* (2020). The *Sportsgrounds Usage Guide* is very clear and prescriptive as to the division of certain roles and responsibilities between Council and approved users, for both non-exclusive licences and exclusive use licences – as attached in Appendix C.

Maintenance of the oval precinct is undertaken both by Council staff and approved sporting user groups. As a district-level facility the management regime for maintenance includes mowing the oval weekly by Council in summer when cricket is being played (maintained at 50 millimetre grass height) as well as additional mowing by the Singleton District Cricket Association to achieve a shorter grass height when required for scheduled matches. The Cricket Association at present employs a curator to prepare the ground in the one or two months leading up to the cricket season. The oval is mown monthly by Council in winter as required. It is expected that recently installed irrigation will alter the frequency of mowing (this new watering system is controlled by Council staff via a mobile 'phone app).



The tennis complex is entirely managed by the Howe Park Tennis Club. The Club employs a full-time Curator as well as holding regular member “working bees”.

The golf course, Golf Clubhouse, and related facilities are entirely managed by the Singleton Golf Club. The Club employs a full-time green-keeper, working out of a maintenance depot and storage/stockpile area at present located north-west of the oval, and also runs regular member “working bees”.

Also see Appendix B for a description of the overall condition of the Park's land, buildings and facilities.

3. PLANNING AND MANAGEMENT CONTEXT

This section provides an overview of relevant legislation, planning framework and existing Singleton Council plans, strategies and policies. The context of Howe Park within the surrounding network of parks, reserves and open space is also summarised, along with current and likely future planning pressures. This Plan of Management has been developed in consideration of these factors and framework.

3.1 LEGISLATIVE REQUIREMENTS

Planning, management and use of Howe Park (and Singleton's parks and reserves generally) must be consistent with, and is framed by, a range of Commonwealth and State legislation. The most relevant of these are summarised below.

3.1.1 Commonwealth Legislation

Commonwealth Native Title Act 1993

This Act recognises the traditional ownership and interest in land and waters that indigenous Australians hold according to their traditions, laws and customs. It describes the process for the recognition of native title rights – including mechanisms for Aboriginal and Torres Strait Islander People to establish the existence of native title, lodge native title claims, determine and validate the extinguishment of native title, and dealing with land and waters where native title persists.

The *NSW Crown Land Management Act 2016* requires that on Crown land (including where managed by a local council – such as the larger, southern, portion of Howe Park) native title rights/interests must be addressed (unless native title has been surrendered, extinguished or legally determined to no longer exist). Any dealings in land or water by a Crown land manager that affect (impair or extinguish) native title are classified as “future acts” and must comply with the Act. Examples of a “future act”, on Crown land, might include the granting of freehold title, or a lease or licence, or the construction of public works. The Native Title Act sets out procedures to follow before such “future acts” can be validly carried out.

3.1.2 State Legislation

National Parks and Wildlife Act 1974

The National Parks and Wildlife Act 1974 (*NPW Act*) establishes the National Parks and Wildlife Service and provides it with responsibility for the management of national parks and other conservation reserves, native flora and fauna protection, the protection of Aboriginal sites/resources, and administration of the *Biodiversity Conservation Act 2016*.

Of most relevance to Howe Park, the *NPW Act* is the principal legislation governing the protection and management of Aboriginal heritage in the State. The Act defines an Aboriginal Object as “any deposit, object or material evidence (not being a handicraft made for sale) relating to the Aboriginal habitation of

the area that comprises New South Wales, being habitation before or concurrent with (or both) the occupation of that area by persons of non-Aboriginal extraction, and includes Aboriginal remains”.

All Aboriginal objects, including sites with physical evidence, are protected under the Act regardless of their size or level of significance or land tenure (with the exception of Commonwealth Lands). The Act makes it an offence to damage, deface, destroy, disturb or collect any Aboriginal object or evidence or site without the approval of the Director (with some exceptions). The Act also provides for the reservation and gazettal of lands as an Aboriginal Area, or the declaration and gazettal of lands as a Protected Archaeological Area.

Local Government Act 1993 and Local Government (General) Regulation 2005

The *Local Government Act 1993* is the primary legislation governing the management of community land by local councils, including the preparation and operation of plans of management. As such, it applies directly to the northern portion of Howe Park that is owned and managed by Singleton Council (Lot 2 DP 337895).

As explained below, under the new *Crown Land Management Act 2016* the park planning and certain other provisions of the *Local Government Act 1993* now also formally apply to dedicated or reserved Crown lands that are managed by a local council (a “council manager”) – such as the large southern part of Howe Park – in the same manner as they do for council owned and managed community lands.

The Act requires that a plan of management be prepared for community land. It also requires that areas of community land be categorised in accordance with the Act’s nominated categories of Natural Area (further categorised as Bushland, Wetland, Escarpment, Watercourse or Foreshore, or a category otherwise prescribed by the legislation or regulations), Sportsground, Park, Area of Cultural Significance, or General Community Use. The Act then sets out “core management objectives” for each of these categories, as a broad guide to management.

The *Local Government (General) Regulation 2005* provides guidelines and criteria to assist in the categorisation of community land, the preparation and adoption of plans of management and other management matters such as the issuing of leases, licences and short term/causal permits on community land.

Civil Liability Act 2002

The Civil Liability Act 2002 reformed the common law principles governing negligence liability and, significantly for recreation activities, introduced the requirement for a greater degree of probability in determining whether there is a foreseeable risk of harm to which a reasonable person would have responded. The Act has a broad scope, applying to any claim for harm resulting from negligence (whether the claim is brought in tort, contract, under statute, or otherwise) and covers personal injury as well as property damage and economic loss.

The Act provides for a general “assumption of risk” (sections 5F to 5I) across many areas, including recreational activities, whereby there is no duty of care (such as on the part of a site or land manager) to warn another person of a risk that is “obvious” unless the person requested information about the risk (or specific other circumstances, such as if there is a risk of death or injury from professional services).

An “obvious risk” is a risk that that would have been obvious to a reasonable person in the same circumstances (as the injured party) or are “risks that are patent or a matter of common knowledge” (section 5F). Risks can be obvious even though there is a low probability of their occurrence, and they can also be obvious even though they are not prominent, conspicuous or physically observable. People,

such as recreational participants, are presumed to be aware of an obvious risk – unless they can prove, “on the balance of probabilities”, that they were not aware of it. A person does not need to be aware of the precise risk, but merely the type or kind of risk – the Act places the onus on the injured party.

The Act also addresses “inherent risks”, or the “risk of something occurring that cannot be avoided by the exercise of reasonable care and skill”, with the provision that “a person is not liable in negligence for harm suffered by another person as a result of the materialisation of an inherent risk” but that this does not remove the duty to warn people (such as recreational participants) of a risk (section 5I).

Division 5 of the Act specifically addresses “Recreational Activities” with section 5K defining a “recreational activity” in broad terms to include “(a) any sport (whether or not the sport is an organised activity), and (b) any pursuit or activity engaged in for enjoyment, relaxation or leisure, and (c) any pursuit or activity engaged in at a place (such as a beach, park or other public open space) where people ordinarily engage in sport or in any pursuit or activity for enjoyment, relaxation or leisure”.

In addition to the Act’s “obvious risk” provisions, there is no duty of care owed to a person engaging in a recreational activity if they have been warned of the risk (such as a site manager’s warning(s) to visitors or recreational participants). Such warnings can be oral or in writing, and do not need to be specific but can be a general warning (“so long as the risk warning warns of the general nature of the particular risk”), and there is no requirement to establish “receipt or understanding” of a warning. However the Act prescribes several qualifications around such warnings – including:

- for incapable persons, the risk warning has to be given either to an accompanying person or a parent of the incapable person;
- the warning must be given prior to engagement in a recreational activity; and
- the fact of a risk warning does not, of itself, mean that the risk is not an inherent or obvious risk or that a duty of care is owed in relation to the risk.

The Act also defines a “dangerous recreational activity” as a “recreational activity that involves a significant risk of physical harm”. Section 5L(1) of the Act excludes liability for negligence by a defendant (such as a park manager) for harm suffered by a person (plaintiff) “as a result of the occurrence of what was an obvious risk of a dangerous recreational activity engaged in by the plaintiff”. This applies whether or not a person was aware of the risk (section 5L(2)).

Local Land Services Act 2013

This Act addresses land, water, natural resources and biosecurity management aiming to, among other objectives, ensure the proper management of natural resources (including catchments, soils, water, weeds and noxious/pest animals) in the social, economic and environmental interests of the State, consistent with the principles of ecologically sustainable development.

Local Land Services are responsible for co-ordinating Regional Weed Committees and Regional Pest Animal Committees in each Local Land Services region. These committees are made up of local control authorities, public and private landholders, and community members. The Singleton Local Government Area is part of the Hunter Local Land Services (also see Section 3.2.1)

Biosecurity Act 2015

The *Biosecurity Act 2015* came into force in 2017 (replacing the former noxious weeds legislation and numerous other pieces of legislation). It is intended to provide an up-dated and more integrated framework for protecting the State from the threat of weeds, pests, diseases and other contaminants. Broadly the Act aims to manage biosecurity risks from animal and plant pests and diseases, weeds and contaminants by:

- preventing their entry into NSW;
- quickly finding, containing and eradicating any new entries; and
- effectively minimising the impacts of those pests, diseases, weeds and contaminants that cannot be eradicated through rigorous management arrangements.

The Act establishes a “general biosecurity duty” to ensure responsibility for biosecurity risk is shared among government, industry and the community. It creates a range of tools and powers that may be used to support risk-based management and allow for increased efficiency and effectiveness in pests, weed and disease control/management. The Department of Primary Industries (which oversees the Act’s operation and implementation) has responsibility for the administration of priority weed control and control of vertebrate pests. However the Act is chiefly implemented and enforced by Local Control Authorities, such as local councils, who have specific responsibilities for the regulation of weeds (with co-ordination of weed and pest control efforts also aided by Local Land Services).

Under the Act invasive weeds are known as “priority weeds” of differing classes (or as a “biosecurity matter”), which are considered a “priority” in terms of eradication or control in NSW. As for species previously labelled noxious or environmental weeds, priority weeds are plants that have the potential to pose a biosecurity risk to human health, the economy, the environment or have other social/cultural impacts. Some “regional” priority weeds occur within Howe Park (see Section 2.3.4).

The management of vertebrate pests is also an element of a local council’s overall land management responsibility. Under the Act councils have certain legislative requirements to control declared vertebrate pests on community land.

Crown Land Management Act 2016, Crown Land Management Regulation 2018 and Principles of Crown Land Management

The *Crown Lands Act 1989* (and some associated legislation) was repealed on 1 July 2018 and has now been replaced by the *Crown Land Management Act 2016* (*CLM Act*). The new *CLM Act* improves the governance of Crown land, including Crown reserves (as is part of Howe Park), and more closely aligns the planning and management of Council-managed Crown reserves with the management of community lands under the *Local Government Act 1993* as well as providing for strengthening community involvement.

Managers of Crown reserves under the previous legislation are automatically appointed as Crown land managers under the new *CLM Act*, and will continue to have management responsibility for these reserves. The new *CLM Act* authorises a local council that has management responsibility for an area of dedicated or reserved Crown land (a “council manager”) – as Singleton Council does for the larger, southern, portion of Howe Park (Lot 7003 DP 93614) – to manage that land as if it were and in accordance with the public land provisions of the *Local Government Act 1993*.

Further, with some specific exceptions, section 3.22 of the *CLM Act* requires that a council manager of a Crown reserve “must manage the land as if it were community land under the *Local Government Act 1993*” and has “for that purpose all the functions that a local council has under that Act in relation to community land (including in relation to the leasing and licensing of community land)”. The *CLM Act* provides that any existing lease, licence or permit issued under the previous legislation will continue for their agreed term. However from 1 July 2018 all new leases, licences and permits are to be issued under the new legislation.

Sections 3.22 and 3.23 of the *CLM Act* also stress that the provisions for councils to manage Crown reserves as if they were “community land” specifically apply in the case of “land that is a public reserve (as defined in the *Local Government Act 1993*)” – which includes public parks and Crown reserves

dedicated or reserved for public recreation where a council has been appointed as manager of the reserve trust (as is the case of Howe Park) – and in this situation a council “must manage the land as a public reserve under that Act” (the *Local Government Act 1993*).

Section 3.23 of the CLM Act requires a council manager of an area of reserved Crown land to:

- categorise the land, using the community land categories under section 36 of the *Local Government Act 1993* (as discussed above); and
- prepare and adopt a plan of management for the reserved Crown land in accordance with the plan of management provisions of the *Local Government Act 1993* (Division 2 of Part 2 of Chapter 6 of the Act).

The CLM Act provides a transition period of 3 years (from commencement) for councils to have prepared and adopted plans of management for the reserved Crown land under their management. This includes preparing and adopting new, replacement, plans for Crown reserves having a plan of management under the former Crown lands legislation – as is the case for Howe Park, which now falls under Council’s adopted *Plan of Management - Singleton Sports Grounds and Riverside Parks* (see Section 3.5.3).

The overall result of these legislative changes is that Singleton Council must prepare this plan of management, and manage Howe Park, in accordance with the community land provisions of the *Local Government Act 1993* – including in relation to categorisation of the land; the preparation of plans of management; and leases, licences and permits.

Section 3.15 of the new CLM Act also allows the Minister to make, and publish, Crown land management rules “for or with respect to the management of dedicated or reserved Crown land by Crown land managers”.

The new *Crown Land Management Regulation 2018* supports the new *Crown Land Management Act 2016*. The Regulation is a statutory document that prescribes principles and rules relating to the use and management of Crown land in NSW.

Similar to the former legislation, the new CLM Act also sets out the “principles of Crown land management” (in section 1.4) – as:

- (a) that environmental protection principles be observed in relation to the management and administration of Crown land, and
- (b) that the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible, and
- (c) that public use and enjoyment of appropriate Crown land be encouraged, and
- (d) that, where appropriate, multiple use of Crown land be encouraged, and
- (e) that, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity, and
- (f) that Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

3.1.3 Other State and Commonwealth Legislation

A range of other State and Commonwealth legislation may have implications (to varying degrees) for the Park’s planning, development, management and use.

The more likely of these are listed below (in chronological order).

Commonwealth

- Commonwealth *Disability Discrimination Act 1992* – promotes the rights of people with disabilities and provides protection against discrimination based on defined disabilities (including access to public places and facilities, such as open space and parks).
- Commonwealth *Telecommunications Act 1997* – regulates the activities of major participants in the telecommunications industry and enables licensed “carriers” to install a limited range of facilities (most commonly “low-impact facilities”) without seeking State or Territory planning approval.
- Commonwealth *Environmental Protection and Biodiversity Conservation Act 1999* – provides for protection and management of nationally and internationally significant flora, fauna, ecological communities and heritage places (including the identification and listing of nationally threatened native species and ecological communities).

State

- *Soil Conservation Act 1938* – addresses the mitigation of erosion and conservation of soil resources.
- *Heritage Act 1977* – to conserve the State’s heritage being those places, buildings, works, relics, moveable objects, and precincts, of State or local heritage significance.
- *Environmental Planning and Assessment Act 1979* – the primary piece of land use and planning legislation in New South Wales which allows for the creation of a range of environmental planning instruments (at various levels of government) and sets requirements for assessment and approval of activity or development proposals.
- *Protection of the Environment Operations Act 1997* – addresses environmental offences, air quality, water quality, pollution control and noise control.
- *Fire Brigades Act 1989* and *Rural Fires Act 1997* – these address fire and bushfire safety issues, risk reduction and management (including local council responsibility for the construction and maintenance of fire trails on public lands they manage).
- *Companion Animals Act, 1998* – requires environmental initiatives by councils to promote responsible animal ownership, provides for owners’ to have effective control of dogs and cats in public places, prohibits dogs within 10 metres of a playground and food preparation/consumption areas and some recreation areas, and provides for the declaration of Wildlife Protection Areas.
- *Water Management Act 2000* – to provide for the sustainable and integrated management of water sources, including guidelines to protect and enhance the quality of water in rivers (such as the Hunter River).
- *Smoke-free Environment Act 2000* and *Smoke-free Environment Regulation 2016* – prescribes controls regarding smoking tobacco (prohibited within 10 metres of a playground or a spectator area for/while watching an organised sporting event).
- *Disability Inclusion Act 2014* – provides for the provision of services for, and inclusion of, people with a disability.
- *Biodiversity Conservation Act 2016* – only applies to the terrestrial environment and aims to ensure a balanced approach to land management and biodiversity conservation. It provides for the protection of threatened species and threatened ecological communities by the identification and listing of threatened species (Schedule 1), threatened ecological communities (Schedule 2), key threatening processes (Schedule 4), protected animals (Schedule 5) and protected plants (Schedule 6). The Act includes a regulatory framework and method for assessing, managing and offsetting the biodiversity impacts of proposed developments (under an expanded Biodiversity Offsets Scheme) and creates a private land conservation framework (with three tiers of voluntary agreements on private land).

3.2 STATE-LEVEL AND REGIONAL PLANNING DOCUMENTS

3.2.1 State and Regional Level Strategies and Plans

One state-level policy document and three regional-level strategies or plans, for the wider Hunter Valley region, contain planning and management directions or actions relevant (to varying degrees) for Howe Park.

The main directions or implications for the Park contained in these four documents are summarised in Table 2, and these documents discussed in more detail in Appendix D.

Table 2 Key Planning and Management Directions or Implications – State and Regional Level Strategies and Plans

Plan / Strategy / Document	Key Directions or Implications for Howe Park
<i>NSW Draft Greener Places Policy (2017)</i>	<p>Components of the policy's "green infrastructure framework" (intended to guide the design, planning and delivery of green infrastructure across the state) most applicable to Howe Park are:</p> <ul style="list-style-type: none"> • parks and open space – to deliver green infrastructure for people; • connectivity – creating an interconnected network of open spaces; • urban tree canopy – to deliver green infrastructure for climate change adaptation and resilience; • bushland and waterways – to deliver green infrastructure for habitat and ecological health; and • multi-functionality – delivering multiple ecosystem services simultaneously.
<i>Hunter Regional Plan 2036 (2016)</i>	<p>Relevant (high order) directions, and actions are:</p> <ul style="list-style-type: none"> • Direction 18 to "enhance access to recreational facilities and connect open spaces" includes the following actions: <ul style="list-style-type: none"> ▪ to facilitate more recreational walking and cycling paths (Action 18.1); ▪ to deliver open space areas for community enjoyment (Action 18.2); and ▪ to assist councils to develop open space and recreation strategies that identify a range of accessible open space and recreation opportunities; integrate open space, active transport and recreation networks; and improve public access (Action 18.4). • Direction 14 to protect and connect natural areas, including biodiversity corridors such as vegetated riparian strips. • Direction 19 to identify and protect cultural heritage (both Aboriginal cultural heritage and historic heritage). <p>Other applicable actions include:</p> <ul style="list-style-type: none"> • Action 10.3 to increase biosecurity measures to counter the weeds and pests. • Action 16.1 to improve resilience to flood hazards.

Plan / Strategy / Document	Key Directions or Implications for Howe Park
<i>Hunter Local Strategic Plan (Hunter Local Land Services) 2016-2021 (2016)</i>	Relevant priorities and actions for Hunter Local Land Services' customer services, partnerships and investments include: <ul style="list-style-type: none"> • support and collaborate with land managers to manage weeds and pest animals; • improving the condition of rivers and wetlands; • maintaining or improving native vegetation and improving native vegetation connectivity; • provide best practice native vegetation management advice; • support land managers to achieve priority Landcare outcomes; and • improving flood preparedness.
<i>Upper Hunter Strategic Regional Land Use Plan (2012)</i>	<ul style="list-style-type: none"> • Projected population and economic growth will increase demand "for social infrastructure such as ... community and recreational facilities" and any existing deficiencies in these services are "likely to be compounded". • Promotes the potential for targeted biodiversity off-setting to "deliver regional conservation gains".

3.2.2 State Environmental Planning Policies

The following State Environmental Planning Policies (SEPPs) are relevant (to varying degrees) to Howe Park.

State Environmental Planning Policy (Infrastructure) 2007

This SEPP assists local governments and the communities they support by simplifying the process for providing essential infrastructure and enabling greater flexibility in the location, development and upkeep of infrastructure and service facilities. It includes specific planning provisions and development controls for a range of infrastructure works or facilities – including parks and other public reserves. The following clauses are of particular relevance for parks and other public reserves, such as Howe Park.

Clause 66 allows for certain construction or maintenance works to be undertaken as "exempt development" (subject to certain conditions and compliances set out in Clause 20) in parks and other public reserves – including Crown land (under a Crown land manager).

These include (among others) – gates, vehicle barriers, ticket machines or park entry booths, sporting facilities (including goal posts, sight screens and fences – providing visual impacts on surrounding land uses are minimal), routine maintenance of playing fields and other infrastructure (including roads providing access to or within those playing fields), park furniture items (seats, picnic tables, barbecues, bins, shelters or shade structures), play equipment (including soft-fall surfaces), bicycle parking or storage facilities, walking tracks (including boardwalks), ramps and stairs, handrails and barriers, and landscaping and landscape maintenance,. Such exempt development must involve "no greater disturbance of native vegetation than necessary" and "not result in an increase in stormwater run-off or erosion".

Additionally Clause 65 of the SEPP permits specified works to be undertaken on community land or Crown land (under a Crown land manager) without consent "if the development is for the purposes of implementing a plan of management adopted for the land". These "without consent works" include

(among others) – recreation areas and outdoor recreation facilities (excluding grandstands), visitor/user amenities (such as toilets, change rooms, food preparation and related facilities), lighting (with controls around light spill), roads, single storey car parks, pedestrian pathways, bridges, viewing platforms, cycleways, information boards and other information facilities, landscaping and irrigation, environmental management works, and maintenance depots.

Clauses 128 and 129 of the SEPP refer to waterway (and foreshore) management activities. A local council (as a deemed public authority), does not require development consent to undertake certain waterway activities (including construction, maintenance, environmental and emergency works) such as – riparian corridor management, bank management and stabilisation, erosion control, revegetation activities, weed management, aquatic habitat rehabilitation, in-stream works to maintain/restore environmental flows (for ecological purposes), the provision of access ways, and environmental management works.

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

This SEPP specifies exempt and complying development, and has State-wide application. Exempt development may be carried out without the need for development consent under the *Environmental Planning and Assessment Act 1979*. Such development is not exempt from any approval, licence, permit or authority that is required under any other Act and adjoining owners' property rights and the common law still apply.

3.3 LOCAL PLANNING CONTROLS

3.3.1 Local Strategic Planning Statement (draft in preparation)

In accordance with a State-wide direction from the (then) NSW Department of Planning and Environment, Singleton Council is preparing a *Draft Singleton Local Strategic Planning Statement 2040 (Draft LSPS)*.

The *Draft LSPS* is to be a high-level plan that brings together state and regional objectives for land use planning (notably the *Hunter Regional Plan 2036*) and Council's own community planning activities (notably the *Singleton Community Strategic Plan 2017-2027*) into a single directions document.

The *Draft Singleton LSPS 2040* will be a 20 year plan, which sets the scene for how the Singleton Local Government Area will grow and develop over time. It will also guide updates and amendments to Council's Local Environmental Plan(s), Development Control Plan(s) and Local Contributions Plan(s). It will also assist in the prioritisation of strategic planning projects.

When adopted the *Singleton LSPS 2040* will override, and replace, the *Singleton Land Use Strategy 2008*, and will be an enforceable planning document under Part 3 of the *Environmental Planning and Assessment Act 1979*.

3.3.2 Singleton Local Environmental Plan 2013

A plan of management's provisions must be consistent with the land uses and developments permissible for an area under a local environmental plan and other planning regulations.

The *Singleton Local Environmental Plan (SLEP) 2013* is Council's key local land use planning document. It is shaped in accordance with the relevant standard environmental planning instrument under section 33A of the *Environmental Planning and Assessment Act 1979*.

The *SLEP* sets out Council's planning and land use objectives, as well as permitted and prohibited developments and uses as well as other controls, for all parts of the local government area. It designates land use zones, development objectives and permissible uses for every parcel of land (other than in deferred areas) within the Singleton Council area.

Under the *SLEP 2013* all of Howe Park is zoned RE2 (Private Recreation) – as shown on Figure 8.

The objectives of the RE2 Private Recreation Zone are:

- to enable land to be used for private open space or recreational purposes;
- to provide a range of recreational settings and activities and compatible land uses; and
- to protect and enhance the natural environment for recreational purposes.

Table 3 shows the land uses that are permitted with or without Council consent, and prohibited, within the RE2 Private Recreation Zone.

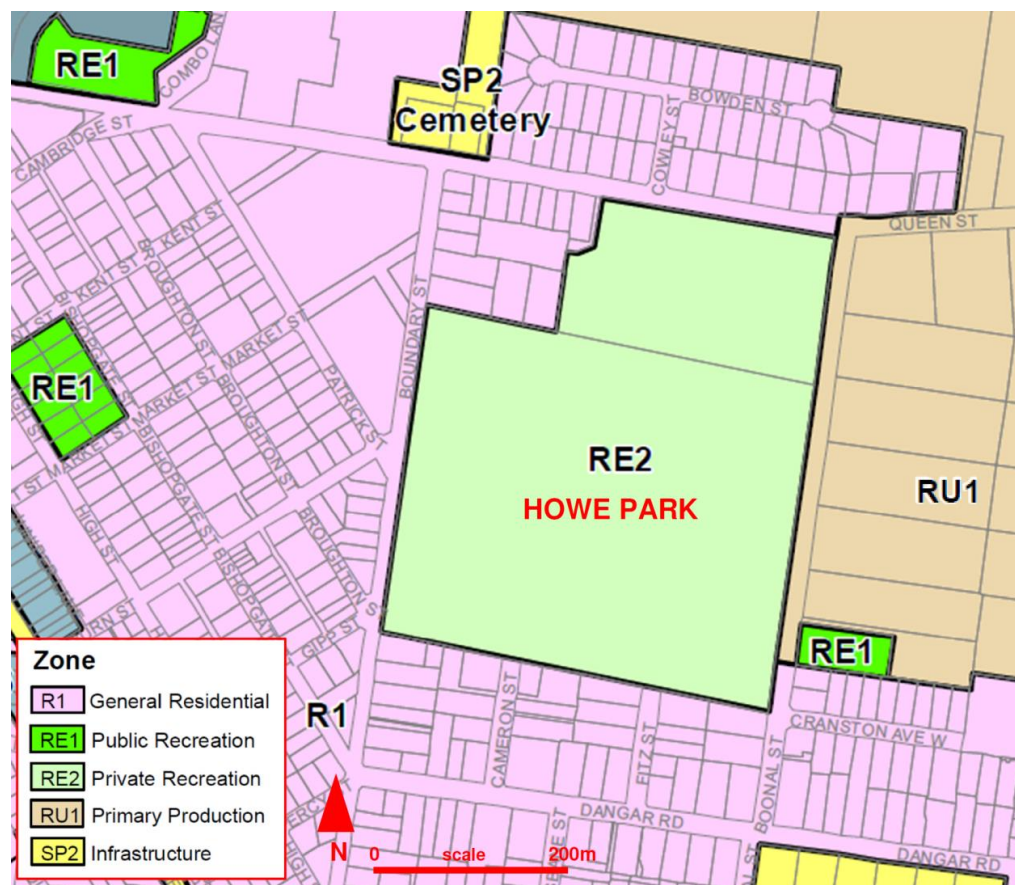


Figure 8 Zoning plan (extract from the Singleton Local Environmental Plan 2013)

Table 3 Permitted and Prohibited Land Uses – RE2 Private Recreation Zone

Permitted without consent (item 2)	Permitted with consent (item 3)	Prohibited (item 4)
RE2 Private Recreation Zone		
Nil	Community facilities; Environmental facilities; Environmental protection works; Flood mitigation works; Information and education facilities; Kiosks; Markets; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Registered clubs; Roads; Signage; Water recreation structures; Water supply systems	Any development not specified in item 2 or 3
Relevant definitions: <ul style="list-style-type: none"> ▪ <i>Recreation area</i> means a place used for outdoor recreation that is normally open to the public, and includes: <ul style="list-style-type: none"> (a) a children's playground, or (b) an area used for community sporting activities, or (c) a public park, reserve or garden or the like, and any ancillary buildings, but does not include a recreation facility (indoor), recreation facility (major) or recreation facility (outdoor). ▪ <i>Recreation facility (outdoor)</i> means a building or place (other than a recreation area) used predominantly for outdoor recreation, whether or not operated for the purposes of gain, including a golf course, golf driving range, mini-golf centre, tennis court, paint-ball centre, lawn bowling green, outdoor swimming pool, equestrian centre, skate board ramp, go-kart track, rifle range, water-ski centre or any other building or place of a like character used for outdoor recreation (including any ancillary buildings), but does not include an entertainment facility or a recreation facility (major). ▪ <i>Registered club</i> means a club that holds a club licence under the <i>Liquor Act 2007</i>. 		

In addition to its RE2 Zoning all of Howe Park is:

- mapped as a “flood planning area” (as is the majority of the Singleton township) on the *SLEP's* Flood Planning Map (Sheet FLD - 015A); and
- subject to certain minimum floor height restrictions (for residential accommodation and tourist or visitor accommodation) as shown on the *SLEP's* Floor Height Restriction Map (Sheet FHR - 015A).

Identification as a flood planning area imposes additional development consent requirements under the *SLEP* – under Clause 7.2 Flood Planning (of Part 7 Additional Local Provisions).

Clause 7.2(3) of the *SLEP* requires that development consent must not be granted to development on land within a flood planning areas *unless the consent authority is satisfied that the development:*

- is compatible with the flood hazard of the land, and*
- will not significantly adversely affect flood behaviour resulting in detrimental increases in the potential flood affectation of other development or properties, and*
- incorporates appropriate measures to manage risk to life from flood, and*
- will not significantly adversely affect the environment or cause avoidable erosion, siltation, destruction of riparian vegetation or a reduction in the stability of river banks or watercourses, and*
- is not likely to result in unsustainable social and economic costs to the community as a consequence of flooding.*

Other than the above, the Park is not identified or mapped in relation to other “additional local provisions” of the *SLEP* – including the *SLEP's* Heritage Map. The Park, or any items within it, is not listed in the *SLEP's* Schedule 5 Environmental Heritage.

3.3.3 Singleton Development Control Plan 2014

The *Singleton Development Control Plan 2014 (SDCP)* is a more detailed planning document that sets out standards and controls in relation to both development generally (for individual buildings to master-planned sites and subdivisions) as well as for specific types of activity or development.

The sections of the *SDCP* most applicable to Howe Park are:

- “2.4 Stormwater drainage system” regarding the volume, quality and management of stormwater generated as a result of development;
- “2.16 Environmental outcomes” regarding the clearing or pruning of trees and vegetation as part of the development approval process, and the retention of trees and vegetation which positively contribute to the amenity and character of local areas;
- “2.17 Vegetation Management” which applies to lands zoned RE2 Private Recreation (and RE1 Public Recreation, among others) and places restrictions and approval requirements around vegetation clearing and management.
- “2.18 Landscaping” which aims to deliver high quality landscaping design in the construction of a car parking area, outdoor area or building that is visible from a road or public place;
- “2.19 Heritage conservation” which applies to development on land that is, or is within the vicinity of (as is the case for Howe Park), a heritage item or heritage conservation area and aims to ensure that the impacts of development on the heritage significance of heritage items and heritage conservation areas is adequately considered;
- “2.23 Building appearance” to ensure that building design does not detract from the visual amenity of a locality;
- “2.25 Accessible design” to ensure that development includes suitable access and egress arrangements for persons with a disability;
- “2.27 Minimum number of car parking spaces” which aims to ensure that car parking for developments is provided on-site (reducing the demand for on-street parking) and applies to, among other land uses, entertainment and recreation facilities;
- “2.28 Design of car parking areas (etc.)” to ensure that car parking areas are suitably designed and have minimal visual impacts on the streetscape;
- “2.31 Outdoor dining areas” applying to outdoor dining areas in a public place or visible from any public place or public reserve;
- “2.34 Views and visual impact” requiring Council to consider any significant adverse impacts on the visual quality of the locality, landscape or streetscape when assessing a development application; and
- “4.2 Events and festivals” which sets out the factors Council should consider before granting consent in respect to an event or festival.

3.4 SINGLETON COUNCIL STRATEGIES, PLANS AND POLICIES

3.4.1 Singleton Council Strategies, Plans and Reports

Several existing Council strategies, plans or reports provide planning and management directions applicable, to varying degrees, to Howe Park – some provide broad principles or directions, and others include more specific recommendations.

The main directions or implications for the Park included in these strategies, plans or reports are summarised in Table 4, and these documents discussed in more detail in Appendix E.

Table 4 Key Planning and Management Directions or Implications – Singleton Council Strategies, Plans or Reports

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
<i>Singleton Community Strategic Plan 2017-2027 (2017)</i>	<p>Applicable strategies include the following:</p> <ul style="list-style-type: none"> • 1.1 Provide services and facilities that meet the needs of our community at different stages of life; • 1.2 Provide social, recreational and cultural services which educate, inspire and entertain; • 1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles; • 2.1 Provide safe and well maintained facilities and infrastructure; • 3.1 Collaborate to enhance, protect and improve our environment; • 4.6 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2027; • 5.1 Council's service delivery is aligned with our community's needs and delivered the best way possible; and • 5.7 Infrastructure, services, facilities and Council are managed in a financially sustainable way.
<i>Singleton Delivery Program 2017-2021 (2017)</i>	<p>Relevant deliverables or outcomes (against a respective <i>Strategy</i>) include the following.</p> <p><i>1.1 Provide services and facilities that meet the needs of our community at different stages of life:</i></p> <ul style="list-style-type: none"> • 1.1.2 Deliver or facilitate the delivery of all priority actions from Council's Community Development Strategies including actions relation to youth, ageing, disability and inclusion, cultural, social, recreational and leisure aspects and Aboriginal engagement. <p><i>1.2 Provide social, recreational and cultural services which educate, inspire and entertain:</i></p> <ul style="list-style-type: none"> • 1.2.1 Integrate Council's Cultural, Social and Recreational Development Strategies. <p><i>1.3 Promote, facilitate and provide services for public health, healthy living and lifestyles:</i></p> <ul style="list-style-type: none"> • 1.3.3. Address healthy living and lifestyles as part of Council's Community Development Strategies. <p><i>2.1 Provide safe and well maintained facilities and infrastructure:</i></p> <ul style="list-style-type: none"> • 2.1.2 Complete updated condition and risk assessments on critical assets as identified in Asset Management Plans; • 2.1.5 Implement the Singleton Open Space and Recreational Needs Strategy; • 2.1.6 Maintain Singleton's open spaces in line with the Service Level Agreements; • 2.1.12 Perform regular infrastructure inspections for safety and maintenance: and • 2.1.14 Plan, program and deliver Capital Works Program for each of the asset classes. <p><i>3.1 Collaborate to enhance, protect and improve our environment:</i></p> <ul style="list-style-type: none"> • 3.1.3 Support community organisations to obtain funding for environmental projects. <p><i>4.6 Seek funding to provide infrastructure, programs, services or events</i></p>

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
	<p><i>which value add to the delivery of the objectives of Singleton 2027:</i></p> <ul style="list-style-type: none"> • 4.6.2 Drive the attraction of external funding for Council priority projects. <p><i>5.1 Council's service delivery is aligned with our community's needs and delivered the best way possible;</i></p> <ul style="list-style-type: none"> • 5.1.7 Demonstrate delivery of services aligned to community needs.
Singleton Operational Plan 2020-2021 (2020)	<p>Relevant actions include:</p> <ul style="list-style-type: none"> • 2.1.2.1 Conduct condition assessments on all critical ... open space ... assets; • 2.1.6.1 Develop and implement levels of service for open spaces and reserves; • 2.1.6.2 Maintain open spaces and reserves to agreed levels of service; • 2.1.11.1 Maintain Council facilities to a safe, presentable and functional condition; • 2.1.12.1 and 2.1.12.2 Conduct routine inspection on Council facilities and infrastructure for identification of maintenance needs; • 2.1.14.2 Deliver Capital Works Program for open space, reserves and building projects 2019/2020; and • 2.2.1.4 Develop a Weeds Management Strategy that considers a risk-based approach to restricting the spread of priority weeds and pests from public (including roadside verges) and private land to neighbouring properties and natural areas. <p>Items in the 2020-2021 Operational Plan's "Open Space and Reserves" Capital Works Projects 2020/21 applying to Howe Park are listed in Section 3.5.</p>
Singleton Operational Plan 2019-2020 (2019)	<p>Relevant actions include:</p> <ul style="list-style-type: none"> • 2.1.2.1 Conduct condition assessments on all critical ... open space ... assets; • 2.1.2.2 Complete core asset and risk management plans for all ... open space ... assets; • 2.1.6.1 Consult with community to establish levels of service for open spaces and reserves; • 2.1.6.2 Maintain open spaces and reserves to agreed levels of service; • 2.1.11.1 Maintain Council facilities to a safe, presentable and functional condition; • 2.1.12.1 and 2.1.12.2 Conduct routine inspection on Council facilities and infrastructure for identification of maintenance needs; and • 2.1.14.2 Deliver Capital Works Program for open space, reserves and building projects 2019/2020. <p>Items in the 2019-2020 Operational Plan's "Open Space and Reserves" Capital Works Projects 2019/20 applying to Howe Park are listed in Section 3.5.</p>
Asset Management Strategy 2017-2021 (2017)	<p>Relevant "Strategy Objectives" include:</p> <ul style="list-style-type: none"> • 1.3 Continue to review and update Asset Management Plans, to maintain their currency and validity; • 2.3 Review the completeness and accuracy of the data for all major infrastructure classes;

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
	<ul style="list-style-type: none"> • 5.1 Identifying Level of Service through consultation with the community; • 5.3 Developing Service Level Agreements; • 5.4 Developing Maintenance Management Framework; and • 6.1 Develop Core Risk Management Plans for all major asset classes. <p>Average condition ratings (at time of preparation) by assets class were:</p> <ul style="list-style-type: none"> • Open Spaces and Reserves assets – average condition was rated as 2 (on a scale of 1-5) = “good”, described as “slight defects and deterioration but no significant impact on the performance, user comfort and safety”; and • Buildings assets – average condition rating of 3 (on a scale of 1-5) = “moderate”, described as “minor defects, beginning to affect the appearance, user comfort and safety”.
<i>Child Friendly Strategy 2016-2021 (2016)</i>	<ul style="list-style-type: none"> • Recommendation: When reviewing bike paths and walking trails, Singleton Council incorporate child friendly principles including possible extension of bike paths and walking trails across Singleton to connect child friendly spaces. • Cited frequent requests from families “for more fenced areas, better maintained community parks and for shade shelters over play equipment”.
<i>Singleton Community – Environmental Sustainability Strategy and Action Plan (2016)</i>	<p>Relevant actions include:</p> <ul style="list-style-type: none"> • 1.1.4 Develop a Tree Management Policy to provide integrated guidelines for tree removal, planting and preservation (medium priority); • 1.2.5 Provide and promote public infrastructure to support the use of bikes (e.g. bicycle racks and lock-up facilities) and mobility scooters (e.g. pram ramps) on public and private land respectively (medium priority); • 1.3.1 When reviewing Plans of Management for open space, identify and prioritise riparian areas requiring regeneration and rehabilitation to ... improve conditions and connectivity of riverine vegetation and habitat with the broader landscape (medium priority); • 1.4.2 A phone app, with appropriate on ground signage, is developed for the heritage walk in the Singleton CBD (high priority); • 1.4.4 Identify and plan a heritage trail across the LGA (with the involvement of a community group) which encompasses significant and appropriate Aboriginal and European historical locations, and develop and produce interpretive materials for each site for signage and on-line access (high priority); • 2.1.3 Increase the availability of drink stations across the LGA (medium priority); • 2.3.2 Complete a review and update of the Singleton Council Stormwater Management Plan to identify and maximise opportunities for the capture and re-use of stormwater (high priority); • 4.1.2 Apply waste-wise event management principles in conditions of use for events organised by Council and at Council venues (medium priority); • 6.1.2 Council to undertake a review of its asset base and level of service requirements in light of projected changes in climate and associated impacts (low priority); and

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
	<ul style="list-style-type: none"> 7.2.5 Promote and support environment and Landcare based groups to foster sustainable land management practices (low priority).
<i>Singleton Bike Plan Revision</i> (2016)	<p>Recommends:</p> <ul style="list-style-type: none"> provision of secure parking and other end of trip facilities for cyclists; provision, at appropriate locations, of infrastructure adjacent to cycleway routes (such as benches, access to tap water, and bike racks/lockers); and an audit of existing end of use facilities ... to confirm the need and adequacy of existing facilities and identify areas of improvement. <p>Routes proposed in the vicinity of Howe Park (none are identified within the Park itself) included:</p> <ul style="list-style-type: none"> Boundary Street (Queen Street to New England Highway) – off-road shared pathway (and small section of on-road cycleway in far south) along west side of Boundary Street, past western side of Park; and Queen Street (Combo Lane to Glendon Road) – off-road shared pathway along south side of Queen Street, along the Park's northern margin.
<i>Singleton Youth Strategy 2015-2019</i> (2015)	<ul style="list-style-type: none"> The most popular activities for the 12-24 years age group were playing sports and "hanging with friends". Improvement options suggested by survey respondents included "More things to do, opportunities and resources", "Better BMX park and skate park" and "Sporting Centre, Football Stadium, more sporting opportunities" Recommended implementing relevant actions of the <i>Singleton Bike Plan</i>.
<i>Singleton Lifestyle Plan for Older People</i> (2015)	<p>Relevant actions include the following.</p> <ul style="list-style-type: none"> Extend the network of pathways, walking trails and cycling tracks linked to the wider network of open space in Singleton to cater for the popularity of walking as a recreational activity for all age groups, including older people. Develop parks and gardens with interest and destination points that will attract and appeal to older people (such as public art, heritage items, landscaped gardens, seating, shading, water features, outdoor fitness areas). Through planning policies, ensure public spaces, neighbourhood and town centres are designed to maximise safe, convenient and accessible use by all sections of the community, including older people. Explore incorporation of seating, shade, resting places and "Stop & Drop Zones" in the design of public spaces and facilities within the Singleton LGA.
<i>Singleton Community Safety Strategy 2015-2020</i> (2015)	Identify opportunities for landscaping, maintenance and design improvements to improve natural surveillance, appearance and perception of the neighbourhoods.
<i>Multicultural Action Plan</i> (2014)	Action identified to develop, implement and promote specific recreation programmes and events that are relevant to and involve local CALD communities (e.g. soccer competition days, market stalls, art and music activities).

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
<i>Hunter Valley Visitor Economy Destination Management Plan (2014)</i>	<p>Applicable strategic priorities and actions include:</p> <ul style="list-style-type: none"> • Strategic Priority 1 – Grow destination appeal and Hunter Valley brand awareness with key actions, including building and promoting second-tier experiences and activities on themes of golf, sport and nature (soft adventure); • Strategic Priority 4 – Develop the Hunter Valley’s destination products and experiences focusing on, amongst other aspects, experiences in nature (e.g. walking, cycling, golf and other sports); and • Strategic Priority 5 – Develop co-ordinated visitor economy planning and place making, including expansion of public facilities (e.g. parks and toilets/conveniences). <p>“Part B – Strategic Actions” of the Plan lists Howe Park as suitable for “leveraging” off those visitors attracted to experiences in the Wine and Food, Heritage and Culture/The Arts themes (or to participate in product development to further strengthen these themes). Recommendations for early or immediate development more generally include building golf and sports tourism.</p>
<i>Open Space and Recreation Needs Study (2013)</i>	See Section 3.5 for a detailed discussion.
<i>Disability Access Plan 2020 (2013)</i>	<p>Relevant strategies and actions include:</p> <ul style="list-style-type: none"> • enhancing social and recreational opportunities for people with a disability; and • providing information in multiple formats to meet varying requirements of people in the community.
<i>Singleton Waste Strategy 2013-2033 (2013)</i>	<p>Relevant actions include:</p> <ul style="list-style-type: none"> • improve recycling recovery through increased awareness/education programs; • continue to support and promote litter reduction initiatives such as through on-site signage during park and reserve upgrades or maintenance; and • apply waste-wise event management principles as required for events organised at Council venues.
<i>Singleton Bush Fire Risk Management Plan (2011)</i>	<ul style="list-style-type: none"> • Provides context for fire services, Council, and other landholders in carrying out bushfire hazard reduction and control activities. • Does not include any recommendations, or include any specific information or directions, regarding Howe Park.
<i>Singleton Land Use Strategy 2008 (2008)</i>	<ul style="list-style-type: none"> • Open space (both active and passive open space) needs are currently well catered for in Singleton. Key issue “is the quality of the open space and maintenance costs”. • Recreational facilities are reasonably well catered for in Singleton. • Relevant “key urban planning issues” (as applicable to Howe Park) include “providing and maintaining urban infrastructure” and “providing for social infrastructure and urban amenity”. • Projected or anticipated changes, trends or pressures for the next 15 years which should be taken into account include continuing population growth, with further ageing of population. • Consideration needs to be given to protection of biodiversity values on

Plan / Strategy / Document	Key Directions, Implications or Applicability for Howe Park
	Council open space land (need for adequate size, shape and connectivity) – principally applies to new development areas.
<i>Plan of Management - Singleton Sports Grounds and Riverside Parks</i> (undated)	See Section 3.5 for a detailed discussion.

3.4.2 Singleton Council Policies

The following Singleton Council policies are relevant, to varying degrees, to the planning and management of Howe Park:

- *Advertising at Sporting Grounds Policy* (2020 revision);
- *Asset Management Policy* (2017);
- *Environmental Management Policy* (2019);
- *Environmental Noise Policy* (2018);
- *Enforcement and Compliance Policy* (2018); and
- *Lease/Licence of Council Land and Buildings to Community Groups Policy* (2017).

Council's *Sportsground Usage Guide* is also a relevant guidance and process document.

3.5 PREVIOUS AND CURRENT PLANNING FOR HOWE PARK

Four existing Council plans or studies already include directions for the future planning, management, development and use of Howe Park that warrant recognition by this Plan of Management.

3.5.1 Singleton Operational Plan 2020-2021 (2020) and Singleton Operational Plan 2019-2020 (2019)

The annual Capital Works Programmes in each of the current or recent Council Operational Plans include several items directly targeted to, or potentially including, Howe Park.

Items from the 2020-2021 Capital Works Programme are:

- installation of six aluminum bench seats at Howe Park;
- electrical sporting lights – recommendation for compliance check; and
- major turf renovations on various sports fields.

Items from the 2019-2020 Capital Works Programme were:

- Howe Park – irrigation, fencing and seating upgrade (completed or underway as at early 2020);
- investigation of sporting lights for electrical compliancy – at (among others) Howe Park Tennis and Howe Park Cricket; and
- major turf renovations on various sportsfields – core, top-dress, reseed and fertilise grounds to improve vigour and growth in the playing fields.

3.5.2 Singleton Council Open Space and Recreation Needs Study (2013)

This 2013 Study (an update of the previous similar study from 2002) analysed issues around the provision and adequacy of open space, recreation and sports facilities and identified a schedule for the future provision of these assets across the local government area. The aim being to “create an accessible and integrated network of spaces and places that provides a diverse range of sport and recreation opportunities for the community” and deliver “interesting spaces that are activated and encourage physical activity, creativity and social connections”.

In 2013 the Singleton local government area was assessed as having approximately 413 hectares of Council-managed open space, across a range of open space types and hierarchies. The Study’s mapping and inventory of this open space separately identified “Howe Park” (comprising the oval and tennis facility only) as a “district level” sport facility (3.1733 hectares in area) and “Howe Park (Golf)” (the golf course section of the wider park) as a “specialised” open space facility (14.1956 hectares in area).

The Study summarised the information and viewpoints/inputs gleaned from consultation with the Park’s current (then) sporting users – Howe Park Tennis Club, Singleton Strikers Soccer Club and Singleton Districts Cricket Association (but not the Singleton Golf Club). This variously included their activities/uses, use arrangements, membership and participation levels and trends, site and facility management efforts/inputs, identified issues, and perceived needs or opportunities. It identified the exclusive use agreements and leases applying to the Park’s sporting user groups, and acknowledged that senior soccer had requested an additional field at Howe Park.

The Study noted that Singleton (in 2013) had “a reasonable supply of land (overall) for sportsgrounds and courts, with the network typically supporting the existing sporting clubs and codes” and the “provision of supporting facilities including amenities, lighting, storage and clubhouses is generally adequate”. It specifically cited that “the tennis facility” at Howe Park was “in good condition with sufficient courts for the current level of use” and the golf course “grounds appear to be in good condition” (in 2013). However the Study also identified that a number of upgrades were required “due to the age and inadequacy of some facilities”. These included the following shortcomings or issues specified at Howe Park:

- the soccer fields and cricket oval require an upgrade to re-locate the wicket off the soccer field;
- soccer require additional field space with scope to build a second field; and
- issues with supporting infrastructure, including lighting and changerooms.

The Study conducted a gap analysis in terms of the existing and projected supply of local and district level open space areas (specifically recreation and sportsgrounds/courts) in the wider Singleton town area – using accepted provision standards and population forecasts. This identified that “the network is under-supplied in all open space types with the exception of district sportsgrounds and courts”. A shortfall in the provision of local and district level recreation parks was identified for 2011 (of around 2 hectares in each category) with this shortfall predicted to increase out to 2031 (when a 4-5 hectare shortfall is forecast). A similar shortfall was recognised for 2011, and predicted for 2031, for local level sportsgrounds/courts. However Singleton was assessed as being very well supplied with district level sportsgrounds/courts in 2011 (a surplus of nearly 25 hectares) with only minor changes in this over-supply situation over time (with a surplus of 24, 23 and 21 hectares predicted for 2021, 2026 and 2031 respectively) for district level sportsgrounds/courts.

To assist in formulating its recommendations the Study also considered Singleton’s social profile, population projections, a predicted aging of the population (i.e. persons over 65 years of age across the 25 years to 2038, despite Singleton having a younger population profile than state and national averages), health, and activity/exercise levels. Trends in open space and recreation were also

considered – the broad trends being “a move away from traditional organised sport toward physical activity and non-organised (social) sport” for adults, and decreases in physical activity (although with no real change in formal sport participation) and increases in the amount of indoor recreation activities among children.

The Study included a community survey (a random household survey) into residents' opinions regarding the area's open space, recreation and sports facilities. When asked what “they like about the sport and recreation opportunities” responses most relevant for Howe Park included – the parks are reasonably well maintained by Council (21% of responses, equal second highest) and “the large variety of sports offered and the sporting fields/ovals” (7%, equal fifth response overall). What “the community don't like” were identified as – the lack of footpaths and cycleways especially loops or connecting paths through town (the most frequent response at 37%), insufficient dog off-leash areas (11%, equal second highest response) and not enough opportunities for teenagers e.g. basketball courts, skate/BMX facilities (5%, equal sixth).

Respondents were very satisfied with the number of parks available to the community (87.5%) and with sporting fields and ovals generally (82%), as well as being satisfied with the level of maintenance and cleanliness of Singleton's parks (65%). Respondents were not satisfied in relation to the provision of shade and with walking paths/trails (each with a 41% dissatisfaction rate). When asked what changes, new facilities or programmes they would like to see to improve sport and recreation in Singleton respondents identified “more shade” and “more amenities” as their highest priorities (20% each) as well as more pathways (9% equal fifth preference) and more dog off-leash areas (6% and sixth priority). Participants in a separate community meeting also generally agreed that “sport is well catered for in Singleton – there is a strong culture and the clubs are well looked after by Council and the mines (funding)”.

The Study's “Implementation Plan” recommended four specific actions in relation to Howe Park, as set out in Table 5 below (from the Study's *Table 3.1 Implementation plan* and *Table 32. Prioritisation of facility specific improvements*).

Table 5 Specific Actions for Howe Park, from the Singleton Council Open Space and Recreation Needs Study (2013)

Reference	Action	Rationale	Priority	Overall (LGA-wide) ranking
3.2.20	Upgrade soccer field lighting	To meet current standards, to allow night games and increased use of second field (as per club's development plan)	High	8
3.2.21	Development of a new soccer clubhouse	To address issues with the current size and condition and provide storage and club room (as per club's development plan)	Medium	20
3.2.22	Re-alignment of the cricket wicket and development of a second soccer field	To reduce player contact with the wicket and to provide additional field capacity and opportunity for juniors to co-locate (as per club's development plan)	Medium	23
3.2.23	Installation of cricket sight screens	To provide improved player conditions	Medium	31

The Study also proposed – as a high priority – a “green web” within the Singleton town centre and surrounding urban area. This proposes linking open space nodes (accommodating structured sport, active and passive recreation activities within traditional park areas) by extending open space connectivity and increasing passive recreational activity (and amenity outside of parks) via existing and future pathways or other corridors and linkages developed with additional planting and signage. Such a “green web” is envisaged as increasing Singleton’s open space and recreation opportunities by maximising park values and enabling active living/physical activity (through walking and cycling), improved amenity and increased livability. Howe Park is identified as a major element on the eastern side of this “green web”.

“Activation” of Singleton’s open space network – via the delivery of interesting programmes and activities aimed at increasing use and awareness of the network and participation in physical activity – was also recommended.

3.5.3 Plan of Management Singleton Sports Grounds and Riverside Parks (undated)

The *Plan of Management Singleton Sports Grounds and Riverside Parks* (undated) is a generic plan for the local government area’s major sportsgrounds (including the large riverside reserves within the Singleton township). These parks and reserves are mainly Council-owned community lands, but also include some areas of Crown Reserve – such as at Howe Park (including Singleton Golf Course). As such the plan was prepared to satisfy the requirements of both the *Local Government Act (1993)* and the (then) *Crown Lands Act 1989*.

It is the plan of management that guides Council’s current management of Howe Park.

The plan noted that the (then) provision of sportsgrounds in the Singleton local government area “can be considered more than adequate”. It acknowledged that the “major function of sports ground parks is to provide sporting venues for the people of the Singleton LGA”. However it also recognised that “the parks also have a function for non-structured active recreation and passive recreation” and are also “significant due to the green open space they provide and the associated trees”. The plan identified multiple management objectives in relation to sportsgrounds (as well as the core objectives for community land categorised as “Sportsground” under Section 36F of the Local Government Act 1993).

Issues the plan identified around the use and management of sportsgrounds included:

- conflict of use between different sporting bodies, as well as between sporting bodies and members of the public;
- the overlapping of sports between different seasons – seen as an occasional cause of conflict between codes;
- use by the “general public” (such as “golfers practicing”) sometimes clashing with sporting groups;
- differential charging of fees (field based sports did not pay, while swimming and basketball did);
- the over-use of some parks (especially those with floodlights);
- inadequate parking facilities “at a number of venues” (with Howe Park cited as an example), with vehicles often parking on fields or park surrounds due to a lack of formal parking space or to view sport from within cars resulting in compacted soils, damaged turf and degraded park conditions;
- diversity of use, and the need to “allow and facilitate as many uses as possible that are sustainable and meet the objectives and strategies of the plan”;
- leases and licences (citing the Council lease to Singleton Golf Club for part of Howe Park); and
- advertising at sportsgrounds.

The plan outlined a set of management policies for sportsgrounds, the most relevant of which for Howe Park were:

- undertake planning for future sportsgrounds with community input and as guided by park masterplans;
- a list of the types of structures that may be erected, and the uses that may be undertaken, with or without development consent;
- installation of automatic irrigation at all high use fields;
- identification of user responsibilities;
- control of vehicle access and parking;
- the leasing/licensing of sport and community facilities on an annual basis; and
- limits/controls on exclusive use.

The plan listed the “Active Recreation Facilities” offered by each sportsground, noting (in Appendix 1) that Howe Park contained one cricket turf wicket (summer), one soccer field (winter), and six synthetic tennis courts. Park maintenance standards for sportsgrounds were prescribed as varying “with the level of use and the location of the park”. Howe Park Oval was classified by the Plan as a “playing field” for maintenance purposes, with the applicable maintenance standards (“P - Playing Field”) described as:

- mow weekly in a good growing season when being used, fertilise annually, aerated annually;
- treated for broadleaf weeds annually;
- at a minimum will have some irrigation outlets, may have automatic irrigation.
- may be top-dressed to correct surface irregularities if required; and
- cricket wickets maintained by users.

The plan authorised the leasing of the “Singleton Golf Course site at Howe Park” and noted that the Department of Lands has consented to continuation of the lease arrangements to 30 June 2010. It also noted the (then) possibility of the golf club/course moving from Howe Park to “its site at Gowrie”. Should this occur the plan flagged the possibility for “development of the existing golf course for other open spaces uses including sports facilities”. However the plan also identified the northern (Council-owned) lot at Howe Park, part of the golf course, as one of three “under-utilised land assets” regarding which Council had resolved (in 2006, Minute 102/06) to consider for eventual disposal – via reclassification, rezoning as 2(A) Residential, and sale.

Once adopted, this Plan of Management will replace this earlier generic *Plan of Management Singleton Sports Grounds and Riverside Parks* in regards to providing the directions and actions for Howe Park’s future management, development and use.

3.6 OPEN SPACE AND RECREATION CONTEXT

In terms of the classification or hierarchy of sportsgrounds (and other parks, reserves and open space) in the Singleton local government area, Howe Park is classed as:

- a “district” sport facility – in relation to the oval and tennis complex; and
- a “specialised” facility – in relation to the Singleton Golf Course.

Within the Singleton township, including Singleton Heights, there are three other district-level sportsgrounds (Allan Bull Reserve, Alroy Park and Civic Park) and one regional-level sportsground complex (James Cook/Rose Point Park) as well as one local sportsground (Victoria Square). Singleton Rugby Park, Pirtek Park (also called Resco Park or Dunolly Park), Singleton High School and Singleton

Showground also have sports fields or ovals – but are subject to restricted or controlled access/use. Table 6 summarises the facilities offered at these district-level, regional-level and other venues.

Table 6 District-level, Regional-level and Other Sportsground Venues in Singleton Township (and Distance from Howe Park)

Sportsground / Park	Location	Facilities
Within 500m of Howe Park		
Victoria Square	High St, Singleton	Junior cricket field with synthetic wicket; backed seats (<5); picnic table; bin; mown grass with perimeter trees; M / F toilet and bubbler
Between 500m and 1km from Howe Park		
Civic Park	Dr Maffey Dr, Singleton	Large sealed car park with sealed access road; playing fields 2x; floodlighting; cricket wicket (?); perimeter trees; playground with covered picnic table; covered picnic tables (<5); covered electric BBQ 2x; stone picnic table 1x; display steam engine with interpretation sign; backed seat (<5); bins (<5); includes Clive Bourke OBE recreation area; M / F / disabled toilets (includes storage area and canteen plus covered picnic area); water tap and bubbler; emergency helicopter landing zone
Singleton High School (restricted access)	York St, Singleton	Fenced facility; league / soccer fields 2x (cricket ?); volley ball courts 3x
Between 1km and 1.5km from Howe Park		
Albion Park	Bathurst St, Singleton	Mown grass with perimeter mature trees; cricket pitch (junior field ?), covered picnic tables (<5); building (Embroiders Guild NSW) with fenced area and swing set; community garden with storage shed; (past tennis courts now removed)
James Cook Park and Rose Point Park	Ryan Ave and Rose Point Rd, Singleton	Sports ovals 5x; 2x ovals floodlit; cricket, AFL and rugby league; shared path along road frontages: <ul style="list-style-type: none"> in northern half (off Ryan Ave) – cricket nets 2x; long seats 4x; large sealed car park; locked building (change rooms 2x, canteen, storage, toilets M / F / disabled); covered picnic table (<5); small storage shed; conifer garden; bins (<5); small junior playground; swings 2x; second building for storage; mown grass to north with picnic table; levee bank on road frontage; in southern half (off Rose Point Rd) – at intersection of Rose Point Rd and Ryan Ave a large feature sundial with garden, paving, seat, sign and bins; large sealed parking area off Rose Point Rd; lockable gate; to east of car park floodlit netball hard courts 12x; seats (>20); netball building (canteen, storage, officials); bins (<5); cricket nets 2x; electric BBQ / picnic shelter 2x, large picnic tables; floodlit AFL oval (with baseball/softball nets 2x; long seats 2x; building [for cricket, AFL, baseball/softball, storage, umpires, canteen, change rooms, meeting]; bins (>5); parking on Rose Point Rd; cricket nets 2x; large lockable cage; storage building

Sportsground / Park	Location	Facilities
		(with sheltered seating and picnic table); to west of car park large fenced playground (flying fox, liberty swing, items 5x); picnic tables (>5); seats and platforms (>5); bubbler; bins (<5); gardens; pathways; trees in mown grass; covered electric BBQs 2x; group picnic tables 2x; all-access unisex toilets 2x
Singleton Showground (restricted access)	Bathurst St, Singleton	Large fenced oval / ring; floodlit; bench seating around oval; heritage grandstand; multiple sheds / buildings / pavilions; yards and loading ramps; security fence with multiple entry booths / gates; stables and livestock sheds; large open grassed area used for RV and caravan camping; heritage bandstand rotunda; M / F toilet and shower block; M / F toilet blocks 2x; M / F shower block; Rural Museum (machinery)
Singleton Rugby Park (restricted access)	Howe St, Singleton	Developed site; fenced rugby union field; floodlighting 5x; covered / grandstand seating 2x; club building / change rooms / canteen; M / F toilets; scoreboard; water tank; covered playground; storage sheds 2x; shipping storage containers 2x; sealed car park and access road
Between 1.5km and 2km from Howe Park		
"Pirtek Park" (Resco Park or Dunolly Park) (restricted access)	Dunolly Rd, Dunolly	Large sealed car park areas; sealed access road; fenced main rugby league field; viewing mounds; floodlights; clubhouse and change rooms; container storage; water tank; unfenced field; floodlights; picnic tables 2x; security fence and lockable gate (open for games)
Between 2km and 2.5km from Howe Park		
Allan Bull Reserve	Bridgman Rd, Huntview	Rugby union fields 2x; floodlights 4x; large sealed car park; building (changerooms 2x; toilets (M / F / disabled) for Singleton Junior Rugby Union; canteen; storage; medium sized covered junior playground; swings 2x; large balance item; small skate park; bubbler; bins (>5); backed seats (<5); picnic tables (<5); covered electric BBQ 2x; perimeter trees; grouped trees in picnic play area; off leash dog area with waste bags; shared path from small sealed car park at north end; drainage swale on eastern and northern edges (mown grass with Willow trees)
Between 2.5km and 3km from Howe Park		
Alroy Park	Blaxland Ave, Singleton Heights	Large grassed open space; several fields (including cricket); large sealed car park; playgroup building and fenced area; covered junior playground; climbing playground; backed seats (<5); picnic tables; bins 5x; athletics venue (long jump 2x, throwing rings 2x, throw cage 1x); Singleton Strikers Club Rooms with covered area and seats (>5) (storage and clubrooms and canteen); changerooms / toilets / storage / canteen (second building); cricket nets 2x; floodlights; angled on road parking; perimeter trees (groups)

Notwithstanding the above hierarchy (in Table 6), Howe Park's oval is seen and used as Singleton's "premier" ground for both cricket and football (soccer).

This is despite cricket being concentrated at James Cook/Rose Point Park, and Alroy Park being the main venue for football (soccer) matches within the town. This "premier" ground status may be function of the historic associations these codes have with the oval, the ability to "secure" the oval and operate ticketed or controlled entry, the concentration of facilities offered at the oval, the historic grandstand and oval's heritage character, or spectator vehicle access and parking being available around much of the oval – or a combination of these factors.

The tennis complex at Howe Park is by far the town's largest collection of tennis courts – offering 8 grass courts, 6 synthetic surfaced courts, and 2 junior synthetic surfaced courts. Despite being managed by the Howe Park Tennis Club the courts are also available to the general public, through casual court hire and "open court" sessions. As such they can be considered a district-level, and potentially regional-level, sport and recreation asset. Other tennis courts in the town area occur at the Singleton Heights Sports Centre (2 sealed and floodlit courts available for hire) and at the Country Tennis Club in Edinburgh Avenue (5 grass courts, unlit, for member's use only).

Singleton Golf Course is the only golf course in the town, and the only club/community based golf course within a 45 kilometre radius of Singleton. The nearest club/community based golf course is the Muswellbrook RSL and Golf Club (18 holes) at Muswellbrook. Three resort style 18-hole golf courses are located in the Rothbury-Pokolbin area east/south-east of Singleton. Singleton Golf Course (as separate from the Golf Club/Clubhouse) is a regional-level sport and recreation asset.

Howe Park, principally the oval area, also functions as a place for casual or independent leisure and recreation uses. Elsewhere in Singleton, within an approximate 3 kilometre radius of Howe Park, there are 28 other parks, reserves or open spaces (Council-managed and other) that might also serve this passive/casual use function – to greater or lesser degree. Very many of these parks and reserves offer a greater variety of settings and facilities (such as picnic areas, barbeques, playgrounds, gardens, bicycle paths, etc.) than are now available at Howe Park. These 28 other parks and reserves (in addition to the 10 sportsground venues described in Table 6 – are listed and summarised in Appendix F.

3.7 LOCAL DEMOGRAPHIC PROFILE AND POPULATION FORECASTS

As at the 2016 Census the population of the Singleton "Significant Urban Area" (SUA) was 16,089 people, roughly evenly split between males and females.

The Singleton SUA is made up of the Singleton township and surrounding areas (comprising the following localities [or Census Statistical Area Level 1 areas] – Singleton, Whittingham, Redbournberry, Fern Gully, Hunterview, Singleton Heights, Dunolly, Darlington, part of Rixs Creek, McDougalls Hill, part of Mason Dieu, Gowrie, Wylies Flat, Hambledon Hill, and Glenridding). The Singleton SUA encompasses an area that extends variously 4 to 10 kilometres around Howe Park.

In 2016 the Singleton SUA's population had a median age of 35 years (younger than the NSW average of 38 years), with the area residents occupying 6,531 private dwellings with an average of 2.6 people per household. The population skews notably younger than the State averages – with 28.9% of the population, or 4,688 people, in the "school age or younger" age bracket (0 to 19 years) compared to 24.5% for NSW, and fewer people in the older "empty nesters, retirees and seniors/elderly" age bracket of 60 years and over (2,707 people or 16.9%, compared to 21.8% for NSW). The two largest single age

cohorts are 5 to 9 years with 1,213 people and 15 to 19 years with 1,204 people – both representing 7.5% of the Singleton SUA's population.

A total of 2,319 people fall in the “independence, tertiary education or young workforce” age bracket of 20 to 29 years (14.3% of the population), and a further 2,107 people are in the “young parents and homebuilders” age range of 30 to 39 years (13.1%). The total “working age” population (30 to 64 years) represents 44.6% of the overall population, or 7,188 people.

Notable features of the area's population (in 2016, Australian Bureau of Statistics data) included:

- a dominance of family households (72.8% of all households, matching the NSW average), with slightly more couple or one-parent families with children than the NSW average (64.2% compared to 61.7%) with an average of 1.9 children per family, and fewer couples without children households;
- a community that is very ethnically and culturally homogeneous, with a low degree of cultural or linguistic diversity – with over 85% of people being born in Australia (over 74% having both parents born in Australia) and 90% of people only speaking English at home;
- 999 residents who identify as Aboriginal or Torres Strait Islander peoples, with an average age of 22 years;
- fewer residents with post-secondary education than the NSW average (42.3% compared to 47.1%) and markedly fewer with tertiary qualifications (17.3% to 32.2%);
- 50.5% of residents actively participating in the workforce;
- of those people who are employed, markedly more were “technicians and trades workers” or “machinery operators and drivers” than the NSW average (35.3% compared to the State average of 18.8%, and with 23.5% of workers employed in coal mining);
- very comparable figures for home ownership (home owners, mortgagees or renters) as found across the rest of NSW on average; and
- a median weekly household income of \$1,629 (higher than the NSW average of \$1,486).

The population of the Singleton SUA is largely unchanged (in numerical terms) over recent years, with a decrease of only 46 people since the 2011 Census, when the area had a resident population of 16,135 people.

The Department of Planning, Industry and Environment's 2019 population projections for the overall Singleton Local Government Area indicate that the region's population is also estimated to remain stable between out to 2041 – changing by only 200 people between 2016 and 2041, from 23,600 to 23,400. Natural change is estimated to offset the movement of people away from Singleton, but with an aging trend also likely with the number of people aged 65 and over estimated to increase from 2,850 people in 2016 to 5,100 by 2041.

3.8 CURRENT AND FUTURE DEMANDS

The above demographic data indicate that Singleton township and surrounding areas have a considerable number of residents in the age groups/ranges who typically exert greater demand and usage pressures on open space, sport and recreation assets. In total more than 9,100 people, or over 56% of the Singleton Significant Urban Area's total population fall into these “school age or younger”, “independence, tertiary education or young workforce” or “young parents and homebuilders” age brackets.

However in terms of sportsground assets – as most applicable to Howe Park – Council's 2013 *Open Space and Recreation Needs Study* concluded that Singleton was adequately to reasonably well

supplied for sportsgrounds, courts and supporting facilities generally (see Section 3.5.2). In particular it concluded that, in relation to district sportsgrounds and courts, in 2013 there existed an over-supply of 25 hectares for this level of sports facility (based on then accepted metrics around supply per 1,000 people) and that this over-supply in district sportsgrounds and courts would likely continue through to 2031. Therefore, in simple supply and demand terms, there is unlikely to be greater demand pressures on Howe Park oval, and tennis courts, simply due to regional under-supply and excess demand issues.

The *Open Space and Recreation Needs Study* also noted a decline in participation in organised sport in favour of non-organised (social) sport and physical activity – particularly among adults. This, combined with Singleton's predicted aging population, may negate some of the usage pressures that may otherwise arise from the area's younger population profile.

Regardless of these wider factors influencing the demand for and use of district level sports facilities, there are a number of factors that may also play a role in shaping the future use of Howe Park specifically.

As the town's recognised "premier" oval for cricket and football (soccer) it is very probable that Howe Park will continue to be the preferred location for these sports regardless of the supply/availability of other grounds, and so will be subject to on-going usage pressures (particularly at season change-over times). As the premier ground for cricket and football, Howe Park oval and associated facilities may also be subject to on-going calls for upgrading – to meet the standards specified for higher levels of competition by the state or regional governing bodies of these sports. Some of these pressures on Howe Park oval may be relieved should the Singleton Strikers Soccer Club ultimately secure a new, consolidated, "home" for football in Singleton.

As the major, and most publicly accessible, array of tennis courts in Singleton it can be expected that the usage pressures on the Howe Park tennis complex will be sustained and potentially increase in future.

As the only golf course in the Singleton local government area, and with a predicted aging population, it can be expected that patronage levels for this asset will be sustained and potentially increase into the future.

4. BASIS FOR MANAGEMENT OF HOWE PARK

The future management, use and development of Howe Park is founded on and shaped by a number of considerations – including legislative requirements and existing planning or policy directions, Council's and the community's aspirations for the area, the Park's values, the area's current uses and facilities or developments and their condition, the issues and pressures or threats to which the Park and its values are subject, and the realities of Council's budget or resources and management capabilities.

This section draws these considerations together to:

- derive a "vision statement" for the Park;
- identify the categorisation, as required under the *Local Government Act 1993*, applicable to the Park and the consequent broad management directions as set by the legislation; and
- define management zones and objectives for defined parts of the Park.

Together these form the basis for management of the Park, and have informed specification of the Park's purposes, uses and levels of development as described in the following Section 5 and in the formulation of the Management Actions described in Section 6.

4.1 LEGISLATIVE AND POLICY FRAMEWORK

This Plan of Management must comply with the provisions of the *Crown Land Management Act 2016*, *Local Government Act 1993*, *Crown Land Management Regulation 2018* and *Local Government (General) Regulation 2005* as well as the requirements of other applicable legislation and the current *Singleton Local Environmental Plan 2013* – as described in Sections 3.1 to 3.3. It should also acknowledge the recommendations, directions and findings of existing Singleton Council planning documents, strategies, policies and directions – as described in Section 3.4.

4.2 CONSULTATION AND COMMUNITY VIEWS

4.2.1 Draft Plan of Management Engagement and Input Measures

Awareness Raising

A number of community engagement measures were undertaken prior to preparation of the Draft Plan of Management. The aim of the community engagement process was to encourage and provide a range of opportunities for Park users, neighbours, community groups, other stakeholders and the wider Singleton community to provide their ideas, inputs and opinions about Howe Park and its future use, development and management.

The following measures were undertaken to raise awareness of the Draft Plan's preparation and opportunities for input:

- large awareness/promotional posters were installed at selected points around the Park boundary;
- a two page *Howe Park Plan of Management Information Sheet* was prepared to respond to requests for information and for promotional use;
- a four page (six question) *Howe Park, Its Future - Your Views* Feedback Form was prepared to enable people to offer their views on Howe Park – the importance of the Park, uses they make of the area, the management issues or challenges they see, how Council should manage the area and changes to the area (if any) they would suggest, and other comments (a copy of the Feedback Form is provided at Appendix G);
- personalised letters, along with the Information Sheet and Feedback Form, were mailed to all neighbouring land owners (x15, including both resident and off-site owners, based on Council-supplied data) inviting their input to the planning process;
- the Information Sheet and Feedback Form were directly letterboxed to all properties opposite or adjoining (where rented) or close to the Park (x43), and to a random selection of properties located within a 300 metre radius of Howe Park (x175);
- a news article was featured in *Singleton Argus* (26 November, 2019); and
- awareness raising, and promoting input opportunities, via a dedicated “Have Your Say” page on Council's website, and via Council's Facebook page.



On-site “Drop-in Information and Discussion Kiosks”

Two on-site “drop-in information and discussion kiosks” were held on-site in the Park (on the northern side of the oval adjacent to the access/entry road) – each for 4 hours duration – on Wednesday 4 December 2019 (3 to 7pm) and Saturday 7 December 2019 (10am to 2pm). Temporary signs were installed elsewhere around the Park alerting/directing people to the location of these kiosks. Each kiosk included a large aerial photo, the Information Sheet and Feedback Forms (for distribution), and butchers paper where participants could record their views/comments under the headings of “issues” and “solutions”.



The Wednesday kiosk attracted 17 participants (13 male, 4 female, mainly middle aged or older). The Saturday kiosk was severely disrupted by the prevailing poor air quality/visibility/amenity conditions (due to bushfire smoke) and the cancellation of organised sport by local sporting bodies and/or their state sporting organisations. Consequently the Saturday kiosk was only visited by 3 people.

Sporting User Groups Workshop

Representatives of the sporting groups now using Howe Park were invited to a workshop/meeting, in the Singleton Library Meeting Room in the early evening of Monday 9 December 2019, to provide their perspective on the Parks' use, facilities, issues and desired future directions. Representatives of the Howe Park Tennis Club, Singleton District Cricket Association, Singleton Golf Club, and Singleton Strikers Football Club all attended and contributed their views to this session.

Wanaruah Local Aboriginal Land Council

The Wanaruah Local Aboriginal Land Council were contacted by e-mail, with copies of Information Sheet and Feedback Form included, inviting their input to the planning for Howe Park.

Council Workshop

A workshop was held with those Council staff having a role in the planning, development or day-to-day management of Howe Park as well as other interested staff. This provided a valuable perspective of the Park and its future from the “internal” perspective of Council as the site’s manager.

4.2.2 Community Inputs/Views

Only 6 completed Feedback Forms and 2 e-mailed submissions were received in response to the local community engagement efforts – a very low response rate (from the more 230 forms that were distributed). The information contained in these 8 submissions was combined with the views expressed (and the written inputs provided) by the 20 attendees at the two drop-in information and discussion kiosks to give an overall snapshot of community views – albeit from a small sample size. However the information provided, as described below, was of interest.

Respondents

Respondents:

- were mostly male (17 males, 10 females);
- skewed towards older age groups – middle-aged, late middle-aged and older/elderly – with very few young adult or youth viewpoints represented;
- were predominantly local residents; and
- included a sizeable proportion of people affiliated with sporting groups.

Respondents were free to offer multiple comments/inputs to the Feedback Form questions regarding the Park’s values, issues and challenges, suggested directions, and “other” comments. Multiple comments could also be offered at the kiosks – both verbally and as respondents’ written views. This resulted many more “response items” for each of the following areas than simply the total number of forms/submissions received – 36 response items for values, 42 for issues and challenges, and 89 for suggested directions or changes.

A detailed analysis of the input and feedback received is provided at Appendix H, and summarised below.

Values (36 response items)

When asked what they saw as the Park’s principal values the top three responses were:

- the variety of sport/active recreation and passive uses accommodated, catering to all age groups (7 responses, 19.4%);
- a green open space, with established trees and shade (7 responses, 19.4%); and
- the Park’s heritage values and features (building and plantings), its history of sports, recreation and open space use, and the Park’s location as part of Singleton’s “old town” precinct (6 responses, 16.7%).

Another noted value was the people who saw the Park as a place for birds and native animals and its appearance as a “natural area” (4 responses, 11.1%).

Issues or Challenges (42 response items)

Respondents identified a variety of issues or challenges they felt needed attention in the Park's planning and management. All of the following issues were cited by 4 (9.5%) of the total of 42 response items:

- poor condition of the turf/oval surface, especially at or around season change-over;
- the existing facilities (toilets, disabled toilet, change-rooms, etc.) are out-dated, in poor condition or difficult to access;
- tensions between cricket and football (soccer) re season overlap and access to oval/facilities;
- specific short-comings or issues in relation to the Park's intended role as a "premier" football (soccer) ground (notably storage capacity, covered seating, canteen serviceability, ancillary facilities such as referees' room, etc.);
- flooding and stormwater management issues (mainly into/over the golf course); and
- litter and vandalism.

Future Directions or Desired Changes (89 response items)

Respondents suggested a varied range of future directions or changes they would like to see occur at the Park and/or in the area's management.

The three most frequently cited changes or preferred directions were:

- no change, maintain the Park as it is now, as a major sporting and recreation area and open space that is freely accessible – this included the view that the Park should not be "sold" or "developed for housing" (14 responses, 15.7%);
- access improvements, with walking paths and shared paths – including a perimeter path around the golf course, and opening the Boundary Street gate during daylight hours for easier access and use (10 responses, 11.2%); and
- provision of more seats and shelters, or more oval seating for spectators (7 responses, 7.8%).

Other directions suggested by more than 5% of response items were:

- retain and enhance the Park's natural character, undertake tree planting and replacement, install gardens and decorative features (in a botanic gardens style) (6 responses, 6.7%); and
- improved collaboration/co-ordination between sporting clubs and organised sporting users (in terms of infrastructure provision and maintenance, storage, maintenance equipment, sharing ground staff, etc.) (5 responses, 5.6%).

Two possible future directions suggested elicited divergent or differing views. Some respondents favoured the development of a new building for shared use by golf, cricket, football (soccer) and tennis sporting groups (6 responses, 6.7%) while others were supportive of a new facility for cricket, football (soccer) and tennis users only but preferred upgrading the existing golf club building as a stand-alone community/sports club (4 responses, 4.5% total). The other suggestion on which opinion was divided related to perimeter fencing and access to the golf course. A perimeter fence around the course was favoured by some (5 responses, 5.6%) while providing a perimeter shared path around the golf course with no fence and allowing "open access" for walkers and others to this large "green" area was preferred by a similar (small) number of responses (4 responses, 4.5% total).

4.2.3 Sporting User Groups Workshop Feedback

The views offered by the four organised sporting clubs/groups now using the Park are summarised in Table 7 below.

Table 7 Sporting User Groups Workshop Feedback

Sporting Club/Group	Comments
Singleton District Cricket Association	<ul style="list-style-type: none"> ▪ Singleton's premier cricket ground, with a dedicated curator ▪ drainage is poor and oval slopes ▪ ground does not "get a break" at season change-over, problem ▪ centre square "needs a bit of work" ▪ would like to have floodlights to a standard suitable for night matches within 5 years ▪ club contributes more than its actual usage cost for utilities (especially for electricity) ▪ sight screens "would be nice" ▪ no requirement for practice nets ▪ anticipates increasing pressures from football (soccer) over next 5-10 years
Singleton Strikers Football Club	<ul style="list-style-type: none"> ▪ ground condition deteriorates markedly over winter season ▪ season change-over issues with cricket, club cannot train at Howe Park in lead up to their season ▪ inadequate storage is "a big issue" ▪ change-rooms and covered seating are both inadequate ▪ carpark should be sealed ▪ investigate enlarging the oval (east into golf course) to offer two full size pitches each side of cricket centre square ▪ require an even 100 lux floodlighting across the entire ground ▪ aiming to meet Northern NSW Football League standard for Division 1 matches
Howe Park Tennis Club	<ul style="list-style-type: none"> ▪ 107 years on this site ▪ landlocked ▪ full time curator ▪ unable to offer or operate to "tournament standards", due to available court numbers and site constraints ▪ floodlighting is old and requires curfew due to light spill/nuisance ▪ parking is limited, only permitted along one side of Boundary Street ▪ grass courts expensive to maintain ▪ club "pays its way" and re-invests in its facilities ▪ club building is old and small, can only accommodate limited facilities ▪ supports croquet uses (low impact "croquet golf" format, using pegs placed along court line-marking) ▪ issues with gravel thrown up by oval access road in north
Singleton Golf Club	<ul style="list-style-type: none"> ▪ Clubhouse is an "old tired building" ▪ endeavours to offer a "country town combined sporting and community facility" ▪ see many advantages in a co-located central facility combined with other sports clubs, many synergies ▪ would like to "double-up" fairway 4 to also function as a driving range ▪ "swing" floodlighting desirable on oval to also illuminate adjacent fairway ▪ seeking to diversify offering - e.g. develop a "Putt-Putt" course off Boundary Street side of clubhouse, offer "foot-golf" on fairways ▪ cart paths (on perimeter) can be available for shared use ▪ divided over issue of perimeter fence and path around edge of course

The current cricket, football (soccer) and tennis user groups were focused more on required improvements to better support their particular activities. They did not actively advocate for a centralised or shared single new facility for use by all the Park's sporting groups, but were more concerned with the particular needs of their activity. The Singleton Golf Club was more in favour of a co-located central facility, developed and used in co-operation by all the Park's sporting interests (and available for the wider community).

4.2.4 Public Exhibition of the Draft Plan of Management

Following review and approval by Council in October 2020 (and the legislatively required concurrence from the Department of Planning, Industry and Environment [Crown Lands] received in November 2021), the Draft Plan of Management was placed on public exhibition from 31 January until 11 March 2022.

The Draft Plan's exhibition was advised on the "Public Exhibition" page on the Singleton Council website. Copies of the Draft Plan could be downloaded from this website, or hard copies inspected at:

- Council's Administration Building;
- the Singleton Public Library; and
- the Singleton Visitor Centre.

Information regarding the Draft Plan's exhibition was also provided through the following media channels:

- a media release (on 24 January 2022);
- via radio interviews with Council's General Manager (on 25 January and 9 February 2022);
- an on-line article in the "Hunter News"; and
- 8 posts published on Council's Facebook Page (between 3 and 16 February 2022) with a link to the document on Council's webpage and instructions on how to provide feedback.

Sporting groups and other stakeholders, as well as community members, who had contributed their views during preparation of the Draft Plan were also notified of the document's exhibition for comment. Submissions were invited by e-mail or in writing.

Only 4 submissions were received at the close of the exhibition period – all from sporting groups. Council reviewed these submission and prepared an "Engagement Outcomes and Submissions Report", and appropriate amendments to the Draft Plan were recommended.

4.2.5 Recategorisation Public Hearing

A Public Hearing into the proposed recategorisation of part of Howe Park (as required under section 36(4) of the *Local Government Act 1993*, and chaired by an independent facilitator) was held on-line, due to the prevailing Covid-19 requirements, on Thursday 17 February 2022 – during the Draft Plan of Management's public exhibition period.

The Public Hearing was advertised/promoted via the "Public Exhibition" page on Council's website, under the sub-heading "Public Hearing" in the "Draft Howe Park Plan of Management" item as well as via posts on Council's Facebook page and an on-line article on the community website "www.thehunternews.com.au". Sporting groups, stakeholders and community members who had been engaged during preparation of the Draft Plan were again notified.

A “Proposed Recategorisation of Howe Park - Background Information” booklet was prepared for intending participants, and other interested people, to provide information regarding the categorisation process, the current categorisation and Draft Plan of Management’s proposed categorisation, and the public hearing’s purpose and process. The booklet was available for download from the “Draft Howe Park Plan of Management” item on “Public Exhibition” page on Council’s website.

The on-line nature of the Hearing required interested persons to register their intention to participate with Council’s Project Manager, and be provided with a log-in to access the Microsoft Teams session. As at the afternoon of the Hearing 5 people had registered their interest and been provided log-in access details.

Most of these 5 participants spoke during the Hearing, and particularly the 3 representing sporting user groups. However only one comment or discussion point related to the proposed recategorisation of part of the Park – in the vicinity of the Golf Club building. This was later also followed up in a written submission regarding the Draft Plan more generally. The greater majority of comments were more general feedback about the Draft Plan of Management’s proposed directions for Howe Park, the area’s importance as a sports/recreation and open space asset for Singleton and a number of the Draft Plan’s specific management actions/proposals (mainly around facilities). These were also recorded as community feedback that were addressed, by Council, as part of the wider public exhibition and comment process for the Draft Plan of Management overall.

A separate “Public Hearing Report to Singleton Council in Relation to the Proposed Recategorisation of Howe Park” details the outcomes of this process and was considered by Council.

4.3 VALUES

Values are what make a place important, they can be based on a site’s inherent attributes (such as heritage or biodiversity values), or be ascribed to a place through development and usage, or as perceived/nominated by the community, or any combination of these. A plan of management is a “values-based document” – meaning that management actions are shaped to reflect, maintain and enhance the values of a place. Values-based planning is seen as preferable, and more long-lasting and durable, than preparing plans of management that are focused on current management issues alone.

A number of core values have been identified for Howe Park. The Park’s values derive from its sporting facilities and long association with particular sports, its social and community facilities and functions, the ready accessibility of part of the area for casual leisure and recreation uses, its landscape and scenic values as an extensive green open space and managed landscape, and its connections with the European history and heritage of Singleton.

Community feedback during the Draft Plan of Management’s preparation (see Section 4.2 above and Appendix H) identified the Park’s primary values as:

- accommodating a variety of organised sports and active recreation, as well as casual recreation and leisure use; and
- an attractive green open space, with established trees and shade, offering scenic and landscape benefits.



The Park's history, heritage character and features as well as its long history of sports, recreation and open space use were also identified as important values.

Table 8 lists the assessed level of significance for each of these major values identified for Howe Park.



Source: Singleton Argus



Source: Howe Park Tennis Club Facebook

Table 8 Values Identified for Howe Park and Their Assessed Level of Significance

Value	Basis of Value and Significance	Level of Significance
Organised sports (golf)	Only golf course in Singleton, and only club/community based course within a 45 km radius of town. Services the mid-Hunter Valley region/community. Long history of operating on present site. Highly valued by members, guests and wider community as recreation/leisure asset. A "supporting" or secondary tourist attraction for town.	Regional
Organised sports (oval and court sports)	Singleton's "premier" ground for cricket and football (soccer) and venue for senior matches and major games. The main, and by far the largest, collection of tennis courts and associated facilities in Singleton. Classed and managed as a "district-level" sportsground by Council. Sporting groups and community places a high value on the Park's sports facilities and uses.	District
Casual leisure/recreation and fitness	Patronised and valued by the surrounding community for casual/independent leisure and recreation uses (both passive and active), dog walking, fitness activities, and transit/connection.	Local
Social	Golf Clubhouse provides a social/leisure venue (one of many in Singleton). Well patronised and valued by members, guests and wider community. All organised sporting uses or events on the oval, courts or golf course also fulfill a social function. Park is occasionally used for larger organised social/community events or celebrations.	District
Green open space and scenic landscape	Large "green open space" (chiefly golf course and oval) and scenic area enhancing the surrounding streetscape and residential areas. Parkland setting valued by the surrounding community.	Local
Native fauna and habitat	Park's mature trees, watercourse and dam provide habitat for birdlife and smaller native species.	Local

Value	Basis of Value and Significance	Level of Significance
Historic heritage	Park's close association with Singleton's history and European settlement, dating from late 1880s, and long history of sporting use. Heritage character of grandstand. Park's inclusion as part of the Singleton Heritage Walk, and proximity to "conservation area" along Dangar Road and Singleton Hospital (as identified by <i>Singleton Local Environmental Plan 2013</i>).	District

4.4 ISSUES OR THREATS

Threats to the values, and uses, of the Park and current or foreseeable management issues need to be considered in shaping a plan of management. This is to ensure that threats to values and other management issues are adequately addressed by a plan's management objectives and actions.

Threats or issues for Howe Park have been identified from:

- on-site inspections and assessments of the Park's threats and management issues;
- discussions with Council staff, and previous Council reports/studies;
- discussions with sporting user groups, and outcomes of the community engagement measures (see Section 4.2); and
- knowledge of similar regional parks and golf courses with comparable values and usage characteristics.

The major threats, issues or management challenges identified are listed in Table 9 below (excluding small-scale, site-specific or day-to-day operational matters).

Table 9 Management Challenges, Issues or Threats to Values

Management Challenges, Issues or Threats to Values
Access:
Access road to Oval is poorly signposted, narrow, and in poor condition. Stones/gravel thrown up by vehicles can enter adjacent tennis courts and impact courts' surface and equipment, or player safety.
Boundary Street carries high volumes of traffic, with parking (mostly) along both sides of the street, and is not considered an environment that encourages safe cycling.
Previous through vehicle access/traffic, and vandalism or inappropriate behaviours, along oval access road has necessitated locked vehicle gates at Park entry on Boundary Street and Cameron Street, limiting casual access and use.
Partially completed pathway, with various surfaces/finishes, along part of the Park's south-east boundary, from Boonal Street to Fitz Street and beyond to Cameron Street. Status is unclear (not signposted on-site) but receives moderate levels of use by walkers and cyclists transiting through Park.
Oval and Associated Facilities/Buildings:
Heavy use resulting in excessive wear to field – especially towards end of winter season (when ground condition deteriorates markedly) and at season changeover (particularly winter to summer)
No set "level of service" – oval mown weekly in summer by Council (and at a greater frequency by the cricket club) and "as needed" in winter (about once every 3-4 weeks on average). Recent irrigation works to oval will alter mowing regime.
High water demand for oval surface upkeep.

Management Challenges, Issues or Threats to Values
Oval and Associated Facilities/Buildings (cont'd):
Oval is poorly drained, falls to north and east/south-east requiring drainage outlet on eastern side. Field level is being incrementally raised by topdressing.
Competing claims on oval, principally a seasonal issue with overlapping seasons between summer/cricket and winter/football with sporting seasons extending into the next code's creating access conflicts – football (soccer) commences training in March or before, with cricket finishing in late March, requiring football (soccer) to train/use other fields elsewhere.
Extended seasons for all codes leading to poor playing surface, with increased potential for player injuries (and no rest period between seasons)
Existing floodlighting of oval is poor and uneven, mix of technologies, limits night/evening use and concentrates wear. Sporting user groups have requested upgrading.
Existing football field, as marked and constrained by boundary fencing, is at lowest end (or just below) the range of senior field size specified in Football NSW guidelines.
Cricket centre square is located within football field playing area, limits use for football (training and season start) at end of cricket season to ensure pitch condition – source of conflict at times. Moving centre square to east, off football field, would reduce distance to boundary to below Cricket Australia senior standards (depending on the level of play).
Cricket centre square warrants upgrading (sought by cricket club).
Football club would prefer two (senior) fields, considered necessary to complete all games and training, with cricket centre square re-located to between fields. Requires oval expansion eastwards into golf course area and removal of existing trees.
Junior football field (70x50m for Under 11), desired by club, and could be provided east of existing senior field – but would contain the cricket centre square.
Lack of cricket sightscreens (tree trunk, behind wicket at north end of oval, painted white as default measure).
Requirement to secure oval area during ticketed or controlled access events (and Football NSW requirement for higher grade matches).
Equity issue in apportionment of utilities/services charges to approved sporting users – especially for electricity/floodlighting – does not reflect actual levels of use.
Existing facilities/buildings are mostly old, outdated, and in poor condition and do not adequately service or support the existing sporting activities (e.g. lack of women's change facilities, lack of adequate umpires rooms, etc.)
Standard of facilities not consistent with role as Singleton's "premier" football (soccer) and cricket ground.
Continuing maintenance issues – lighting, toilets, plumbing, etc.
Inadequacy of existing changerooms and referees room – problems with size, facilities and condition – especially for winter sports.
Existing canteen is in very poor condition (doesn't meet food hygiene standards at times).
Storage for football (soccer) club is very limited, and considered a major issue for club (in winter season). Also lack of club or meeting room(s).
Football (soccer) club would like improved or new facilities to support social/club functions (and also to assist with income generation).
Lack of external activity or storage space (barbecue or seating areas, waste bin storage, etc.).
Existing facilities/buildings located in a narrow area (between oval boundary fence and tennis courts) with limited opportunity to site/develop major new facilities/developments.
Existing facilities/buildings not adequately accessible to all. Existing disabled toilet is in fair/poor condition.
No toilet facility open daily for public use.
Some existing buildings contain asbestos.
Heritage presentation of grandstand impaired by additions attached to south, and proximity of newer unsympathetic buildings.
Past delays in approval processes for small infrastructure items initiated and funded by sporting user groups.
Insufficient covered seating around oval (to meet Football NSW guidelines).
Lack of parking close to facilities/buildings area, and lack of any marked disabled parking spaces. Unsealed parking "areas" can deteriorate over winter.
Lack of manoeuvring space (for spectator vehicles) on sections of oval access road.

Management Challenges, Issues or Threats to Values	
Oval and Associated Facilities/Buildings (cont'd):	
Lack of manoeuvring space for trucks or large vehicles around facilities/buildings. Constrained vehicle access past front of grandstand.	
Lack of shade for walkers and shaded seating (for walkers and spectators) along oval access road and around facilities/buildings.	
Need to protect mature trees, and any new trees, around oval and facilities from damage caused by vehicles parking within root zone (soil compaction impacts etc.).	
Oval and associated buildings are partially screened from public view by the tennis complex – leading to graffiti, vandalism and anti-social activity.	
Passive surveillance of oval and buildings is hampered by the limited Park frontage to adjacent streets.	
Risk of stray golf balls entering oval spectator area or playing areas (mainly in north and east)	
Tennis Complex:	
Tennis Club operates under an annual licence – despite long history of occupancy and development of the site, and being the exclusive user.	
“Land-locked” – with very limited (if any) opportunity for further development, also limits ability to hold larger tournaments/events.	
Limited parking, Boundary Street frontage is signposted as “No Parking”.	
Existing floodlighting is older technology with considerable light spill (requiring evening curfew).	
Not all courts are floodlit, limiting capacity for evening/night use.	
High water demand for grass court upkeep.	
Existing club building is small, allowing for provision of only limited facilities.	
Mix of storage and service buildings/structures along eastern margin (adjoining oval area).	
New mini tennis courts (“Hot shots” courts) divorced from main court/activity area.	
Covered picnic tables appears to be part of oval precinct and divorced from main court and social/leisure activity area (and potentially easily accessed from the oval area).	
Past proposals for development of a two-storey “pavilion” as a “tennis academy” with supporting facilities (toilets, storage, event space, viewing deck, etc.) to north-west of oval.	
Access and use of courts controlled by/through Tennis Club – facility not widely/easily available for use by general public.	
Golf Course, Golf Club and Depot:	
Renewal of lease for golf course and Golf Clubhouse, and long-term security of operations.	
Securing on-going financial viability of golf course and ancillary golf-related facilities or services.	
High maintenance/management demands of golf course and other open/landscaped areas.	
High water demand for golf course upkeep – greens, tees, fairways, trees and planted areas, and surrounds.	
Stormwater flooding across golf course – west to east in low point between Clubhouse and existing depot on Boundary Street along route of central drainage line (and to north of Clubhouse/carpark).	
Poor health of some golf course trees, and number of near-senescent trees.	
Conflicts between golfers and walkers on/across the fairways and surrounds – and safety issue.	
Conflict/congestion between golfers/golf carts and walkers or cyclists transiting through/along south-east corner of course (along and beyond path).	
Numerous Willows along central drainage line (priority weed in Singleton local government area).	
Storage dam requires periodic cleaning/de-silting.	
Very limited potential to expand golf course/fairway areas, or significantly alter course layout.	
Occasional native fauna hazards (snakes) on golf course.	
Area of un-used/developed land south of the Golf Clubhouse.	
Potential for noise/disturbance of neighbours from early morning golfers.	
Lightly or poorly fenced road boundaries to golf course, in terms of easy pedestrian access and stray/loose golf ball hazards.	
Stray golf ball hazards for Park neighbours and passers-by (as well as players and club guests).	
High prominence and visibility of golf course – significant local landscape/visual feature.	
Existing golf course maintenance depot is obvious/intrusive from Boundary Street and tennis courts, with older buildings on street frontage.	

Management Challenges, Issues or Threats to Values
Golf Course, Golf Club and Depot (cont'd):
Existing golf course maintenance depot is uncontained and ill-defined, with materials storage/stockpiles expanding into the surrounding area (incusing among and under established trees).
Sizeable area required for golf course maintenance depot, with truck access required.
Unsightly storage of equipment, materials and rubbish against chainwire fence north of oval entry/access road.
Storage of spoil 2-3m high amongst existing mature trees east of existing maintenance depot – spoil located within the root zones and close to tree trunks – detrimental to tree health.
Securing on-going financial viability of golf club and associated facilities.
Golf Clubhouse building is old, “tired” and in poor repair. Requires extensive renovation/redevelopment or total rebuilding (at existing or alternative location).
Potential for noise/disturbance of neighbours from club patrons in late evening.
Golf Club growth aspirations, including offering centralised or co-located facilities/services for Park’s other sporting users (and community groups etc.).
Adjoining freehold block owned by Singleton Golf Club presents opportunities for location/layout of golf club and related club/course facilities – but also a potential issue/constraint if facilities sited across tenures (in terms of leasing to other parties)
General:
Entire park is within a “Flood Planning Area” as identified by the <i>Singleton Local Environmental Plan 2013</i> .
Lack of infrastructure co-ordination between sports in Sports Zone – cricket, football (soccer) and tennis.
Much of the grounds and facility maintenance is undertaken by lease, licence or approved user groups rather than Council – with issues around frequency, standards, monitoring and reporting.
No physical connection between oval or tennis complex and Golf Clubhouse or golf course entry.
Park’s heritage features not prominent or promoted.
Route of Singleton Heritage Walk through Park is poorly signposted and unclear.
Litter and vandalism are periodic problems.
Council policy on display of sponsorship and commercial/advertising signage is seen as unnecessarily restrictive by some sporting user groups.
Park was “gifted” to the people of Singleton for recreation, residual community concern that Council-owned block may be sold for other uses.

4.5 PARK VISION

A “vision” has been developed to define a guiding purpose for Howe Park. It will also assist in developing specific, site-appropriate, management objectives and actions. This vision reflects the Park’s use and values, addresses current threats and issues, and aligns with the key directions of this Plan of Management.

The vision for Howe Park is:

One of Singleton’s premier sport and recreation assets where a variety of community-based organised sporting groups, schools, and the community can enjoy high-standard sporting infrastructure and facilities. A park that offers an attractive venue and settings for social, leisure and community activities which are available to all the town’s residents and visitors. A well-managed and appealing green open space that enhances the local urban landscape, accommodates a variety of casual independent leisure and recreation activities, and recognises the site’s heritage.

4.6 LAND CATEGORISATION

The *Local Government Act 1993* requires that community land be “categorised” according to the five categories of sportsground, park, area of cultural significance, natural area (which has a further five sub-categories), or general community use. This applies to the north-eastern, Council-owned community land, portion of Howe Park (Lot 2 DP 337895).

The *Crown Land Management Act 2016* provides that this same requirement for categorisation now also applies to Crown reserves under the control of a “Council manager” – such as the majority of Howe Park (Lot 7003 DP 93614).

Guidelines for the categorisation of these lands, including the attributes or values warranted for areas to be included in the various categories, are provided in the *Local Government (General) Regulation 2005* (sections 102 to 111).

The (then) Department of Local Government’s *Practice Note on Public Land Management* (revised edition, 2000) also provides advice and guidelines for categorising community land. It states:

- *Council must have regard to the guidelines in determining a category (cl.9) but are not required to adopt any category merely because the land fits the description in the guidelines. Council should look at all the circumstances of the land in making a decision as to categorisation. For example, a piece of land may seem to satisfy the guidelines for more than one category. Council has a discretion in this case to look at the land in context, taking into account all relevant material before determining a category. It is important that Council be able to justify a decision; and*
- *It is strongly recommended that the land in each category not overlap. Overlapping categories may cause conflict in management objectives and will create confusion in the minds of Council staff and the community.*

The *Local Government Act 1993* also sets out management objectives for each of the above categories, these provide broad directions to be pursued in an area’s management.

Considering the values and attributes, uses, type and level of development, character, management and intended future character and uses of the various parts of Howe Park this Plan of Management has identified the most appropriate/applicable categorisation for the area – as shown on Figure 9 – as below:

- Sportsground – covering the greater of the Park including the oval, tennis courts and golf course (fairways and adjacent areas, as well as the existing and proposed maintenance depot site); and
- General Community Use – in the Park’s north-west corner encompassing the golf club building, carpark and related facilities/infrastructure.

The rationale for this categorisation is outlined in Table 10.

Section 36 of the *Local Government Act 1993* prescribes the “core objectives for management” for each of the above land categories considered applicable to Howe Park – as listed in Table 11 – to provide objectives or broad directions for the management of these areas.



Figure 9
Categorisation
plan

Table 10 Rationale for Categorisation

Category (or Sub- category)	Guideline for Categorisation (Local Government (General) Regulation 2005)	Applicability to Howe Park
Natural Area	Land, whether or not in an undisturbed state, possessing a significant geological feature, geomorphological feature, landform, representative system or other natural feature/attribute sufficient to further categorise the area as bushland, wetland, escarpment, watercourse or foreshore.	Not applicable – Park is a significantly disturbed or cleared area (with no representative natural vegetation) and without sufficient existing or potential natural area to justify/warrant further sub-categorisation as bushland, wetland, escarpment, watercourse or foreshore.

Category (or Sub-category)	Guideline for Categorisation (<i>Local Government (General) Regulation 2005</i>)	Applicability to Howe Park
Sportsground	Land used (or proposed to be used) primarily for active recreation involving organised sports or the playing of outdoor games.	Applicable to the oval, tennis courts and golf course and associated facilities and surrounds – as used for organised sports, including training, and outdoor games. Including the proposed sport/community facility which will principally service sporting and active uses (based on the intended use of the majority of this facility's area/floorspace). Including the maintenance depot necessary for the golf course's up-keep.
Park	Land that is (or is proposed to be) improved by landscaping, gardens or the provision of non-sporting equipment and facilities, for use mainly for passive or active recreational, social, educational and cultural pursuits	Not applicable – while the Park includes numerous tree plantings and some minor garden/amenity planting beds, the Park's modified/managed grounds primarily service organised sports and active recreation uses (rather than passive or casual recreation/leisure, social, educational and cultural pursuits – with these activities being secondary and/or incidental to organised sporting uses).
Cultural Significance	Land that is an area of Aboriginal significance, of aesthetic significance (by virtue of a strong visual/sensory appeal, a significant landmark, or features of technical or architectural excellence), of archaeological significance, of historical significance, of technical or research significance, or of social significance.	Not applicable – while the Park includes a number of sites/features of local historical interest (including the grandstand) none are listed as heritage or archeological items in the <i>Singleton Local Environmental Plan 2013</i> or other (legislative) heritage registers and are not of sufficient significance to warrant cultural significance categorisation.
General Community Use	Land that is or may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public, and is not required to be categorised as a natural area under section 36A, 36B or 36C of the Act and does not otherwise satisfy the guidelines for categorisation as a natural area, a sportsground, a park or an area of cultural significance.	Applicable to the golf club building, associated facilities, carpark and related community/visitor use infrastructure in the Park's north-west corner.

Table 11 Prescribed “Core Objectives for Management” for Nominated Land Categories

<i>Local Government Act 1993</i>	Categorisation	Prescribed “Core Objectives for Management”
Section 36F	Sportsground	<ul style="list-style-type: none"> To encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games; and To ensure that such activities are managed having regard to any adverse impact on nearby residences.
Section 36I	General Community Use	<ul style="list-style-type: none"> To promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public: <ul style="list-style-type: none"> (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

4.7 MANAGEMENT ZONES AND MANAGEMENT OBJECTIVES

Management zones are a way of defining different areas within a park or public open space based on the types of activities and uses that are permitted and the character or values which management aims to protect. Zoning is a useful way of summarising the broad management intent of particular areas of a park – describing the management intent and objectives for different zones or precincts.

Management zones and their boundaries are determined by the arrangement of the major values, features and activities or uses of an area – such as landscape and scenic qualities, biodiversity or heritage values, access and accessibility, facilities and levels of development, current usage patterns, and management regimes. Management zones can be based on both the natural features and the human attributes of an area. They are generally, but not necessarily always, areas that have common values, features and uses. However it is in expressing consistent management aims and objectives for an area where they are of most use.

Management zones:

- provide a geographic framework within which to manage the Park;
- reflect or acknowledge key Park values, uses and attributes;
- describe the overall management intentions for different parts of the Park;
- identify those management objectives that have priority in different parts of the Park;
- indicate the types of use, especially recreational use, that are appropriate in different areas;
- help in reducing and managing existing (and possible future) conflicts between uses/activities and the protection of the Park's key values, as well as conflicts between different uses and activities;
- provides a basis for evaluating future – as yet unforeseen – uses, activities and development proposals; and
- can be used to guide visitors in their safe, enjoyable and sustainable use of the Park.

To be most useful and efficiently applied, management zones should generally be larger areas with broadly common or shared values, features, uses and management demands or intensities.

The following management zones are identified to provide a framework for Howe Park's future management:

- Sports Zone; and
- Golf Course Zone.

The Sports Zone includes two discrete areas – the “Tennis Precinct” and the “Oval/Sports Precinct” – based on the facilities, characteristics and principal uses of these areas and as a further aid to shaping and targeting management guidelines.

A separate precinct is also identified within the Golf Course Zone – the “Golf Clubhouse and Services Precinct” – to differentiate this area and its built facilities from the fairways and landscaped open space that typify the golf course which forms the remainder of this zone. The “Golf Clubhouse and Services Precinct” includes the golf club building and surrounds, related golfing and leisure/recreation facilities or infrastructure, the golf club/course carpark, and the area of the proposed golf course maintenance depot.

The location and extent of these management zones, and their constituent precincts, is shown in Figure 10. These management zones are consistent with the Park's categorisation (as described in Section 4.6 above).



Figure 10
Management
zones

4.7.1 Sports Zone

Management Intent – To manage the Park's oval, tennis complex and associated facilities as a district-level venue for a variety of community-based and club-based organised sports as well as schools' use for sport and active recreation, while also allowing for independent leisure or recreation activities and accommodating major community celebrations and events (within the Oval/Sports Precinct).

Primary Management Objectives:

- ▶ To accommodate community-based and club-based organised sports use, school use for sport and active recreation, and approved major community or special events – under appropriate lease, licence or other permit arrangements as necessary.
- ▶ To offer high standard and well-maintained sporting surfaces and associated facilities.
- ▶ To accommodate the use/enjoyment of the oval and associated facilities by the wider community (when not allocated to organised sports or other approved uses).
- ▶ To offer additional sports capacity, or supporting facilities, by extending the Sports Zone slightly to the north-west beyond its current footprint.

Secondary Management Objectives:

- ▶ To continue management of the Howe Park Tennis Centre by an appropriate third party, subject to a lease arrangement and Council's oversight.
- ▶ To upgrade and expand the facilities now available to support sporting and community use – including providing for the use and management of facilities under appropriate lease, licence or other arrangements.
- ▶ To broaden the range of sporting facilities/opportunities on offer, including for female and physically/intellectually challenged users.
- ▶ To maintain the scenic qualities and appeal of the Park's oval, and this area's use as accessible public open space (when not allocated to organised sports or other approved activities).
- ▶ To support greater community use of the Zone's built facilities and spaces.
- ▶ To accommodate ticketed or controlled access/entry events when appropriate.
- ▶ To manage the provision, use and upkeep of sporting and associated facilities without impacting significantly on other values of the Park or the amenity of neighbours.
- ▶ To maintain and enhance the heritage character of the oval, particularly the grandstand, and promote greater awareness of the Park's history.
- ▶ To improve vehicle access and car parking, with safety.
- ▶ To promote greater connection and integration with the adjoining paths and non-motorised access/movement networks.

4.7.2 Golf Course Zone

Management Intent – To manage the golf course and Golf Clubhouse, and ancillary or supporting facilities, as a regional-level venue for competitive, recreational and social golf and related activities in an attractive parkland setting, as well as offering a club or community based social and leisure facility.

Primary Management Objectives:

- ▶ To continue to offer Singleton Golf Club members, guests, the local community, and visitors/tourists a quality, appealing and enjoyable sporting, recreation, leisure, social and community facility and attraction.
- ▶ To continue management and maintenance of the golf course, Golf Clubhouse and ancillary/supporting facilities to an agreed standard to maximise course quality and facilities/amenities standards to meet the needs of users – as consistent with (or comparable to)

other regional golf courses and the efficient use of available management resources, and according to the terms of applicable lease arrangements.

- ▶ To retain and enhance the characteristic “parkland” setting of the golf course, and the scenic landscape values and appeal of this area as green open space when viewed both from within the Park and from the surrounding streetscape.
- ▶ To provide a safe environment for players, staff, visitors/guests (including Clubhouse patrons), spectators, casual and other users of the golf course as well as for Park neighbours and passers-by.
- ▶ To comply with applicable licensing laws, and other legislation/regulations, in the operation and management of the golf clubhouse.

Secondary Management Objectives:

- ▶ To continue management of the Singleton Golf Course and the Singleton Golf Clubhouse by an appropriate third party (or parties), subject to a lease arrangement(s) and Council's oversight.
- ▶ To manage the golf course in a sustainable manner – which balances recreation, social, economic, landscape and conservation values within a business framework.
- ▶ To diversify the recreation, leisure and tourism uses of the Zone – principally focusing on golf-related activities.
- ▶ To accommodate school use and major community celebrations and events.
- ▶ To support the financial viability of the golf course, Golf Clubhouse and associated commercial services/attractions.
- ▶ To minimise noise impacts on Park neighbours from use of the golf course, Clubhouse and associated facilities.
- ▶ To ensure future development within the Zone is carried out in a manner that minimises impacts on Park neighbours and surrounding land uses.
- ▶ To promote greater connection and integration with the adjoining paths and non-motorised access/movement networks, and enable low-key pedestrian access to and through selected parts of the golf course (where safe to do so).
- ▶ To continue revegetation and weed control efforts, and improve habitats and natural systems, to enhance the scenic and biodiversity values of the golf course.
- ▶ To manage stormwater and flooding impacts, and harvest surface water flows for maintenance/management use where practical.

5. PERMITTED PARK PURPOSES, INTENSITY OF USE AND DEVELOPMENT, AND MASTERPLAN

5.1 PERMITTED PARK PURPOSES

The purposes for which Howe Park – including the land as well as existing and future buildings and improvements – will be permitted to be used (specified in accordance with Section 36(3A) of the *Local Government Act 1993*) are:

- organised, and informal, sporting or recreation activities and games (including training), and associated facilities or infrastructure;
- community and sporting club facilities;
- independent recreation, leisure and other passive activities or pastimes or casual play and games, and associated furniture, facilities or infrastructure;
- playgrounds;
- school uses;
- cultural, social and educational pastimes and activities;
- health, physical, cultural, social and intellectual welfare or development of the community and community members;
- community events, celebrations and commemorations;
- local scenic, visual, amenity and climatic amelioration functions and benefits;
- protection of cultural heritage features;
- stormwater and local flood management, water quality, environmental and habitat or native flora/fauna benefits and sustainable land management;
- permissible leases, licences or other estates to meet the current and future needs of the local community and wider public; and
- carparking, maintenance depots, and other utilities/services to support the area's access, use and management.

These permitted purposes are elaborated by the descriptive, and “illustrative” or “example”, activities or uses listed in Table 12.

Table 12 lists some – but not all – of the wide range of activities or uses that are consistent with the Park's permitted purposes.

They have been drawn from observations of those activities/uses (and management operations or activities) now occurring in Howe Park, possible other or additional activities/uses that are consistent with the permitted purposes and Park values, and activities/uses that can or do typically occur on parks of a similar scale or nature and having comparable attributes and values as Howe Park. The list in Table 12 not intended to be exhaustive, and so is not prohibitive in terms of excluding any “illustrative” or “exemplar” activities or uses not included (where these can be shown to be consistent with the Park's permitted purposes).

Table 12 “Illustrative” or “Example” Activities/Uses to Elaborate the Permitted Purposes for Howe Park

“Illustrative” or “Example” Activities or Uses (Elaborating Permitted Purposes)
Artistic pursuits
Ball games and play (casual/independent activities)
Birdwatching
Car/vehicle parking – in approved areas only (and along the Park’s perimeter, as signposted)
Canteen and/or kiosk facilities – where supporting or associated with other approved sporting or recreation/leisure activities
Child’s play and playground use
Commercial (or large scale) filming and commercial photography (with approval where required)
Commercial tourism activities (with approval)
Commemorations and memorial services (with approval)
Community and special events (with approval and subject to lease conditions in lease areas) – such as markets, fairs/festivals, community celebrations or ceremonies, fireworks, concerts/performances or other musical events, outdoor cinemas, “fun days”, sport/recreation events (displays, events, competitions, “meets”, etc.), exhibitions, fund-raising and charity events, etc.
Community health services – mobile
Community, social or group uses – for approved community group/club activities or meetings, classes and lessons, public talks/lectures, etc. (subject to licences, permits or other approvals as required)
Corporate or promotional events (with approval)
Court sports and recreation (outdoor) – both competitive and social, and including lessons and associated activities
Croquet – both competitive and social, and including lessons and associated activities
Cycling (including mountain bike and BMX), for recreation/leisure or active transport/transit – in approved areas, or on approved routes, only
Dog walking/exercising – on-leash only (subject to regulations, and in any designated/approved areas as applicable)
Dog walking – commercial (with approval)
Drainage and stormwater management and works – including stormwater control and harvesting
Emergency operations/responses
Environmental education and outdoor learning
Erosion control and remediation works
Evening/night sporting, recreation and other approved uses/activities or events (subject to approval and conditions)
Fee collection
Family gatherings/celebrations (subject to size/approval thresholds, or as subject to lease conditions if in lease areas)
Fire hazard reduction activities
Golf – both competitive and social, and including lessons and associated activities
Golf course maintenance, management and operation activities – including depot/storage functions and authorised management vehicle access
Golf driving range and other skills/golf practice activities
Grass, grounds and garden maintenance (including drainage and irrigation works)
Landscaping and amenity works (installation and maintenance, including irrigation)
Large social gatherings/functions/events (with approval, and subject to lease conditions if in lease areas)
Maintenance of foreign services/utilities
Mini-golf (“Putt-Putt”), chip and putt, or similar

“Exemplar” Activities or Uses (cont’d)
Mobile vending (with approval) – refreshments, coffee carts, etc.
Native vegetation management works (including restoration or revegetation) and environmental protection activities
Native flora and fauna management
Natural habitat protection and enhancement
Nature photography/appreciation
Organised and/or competitive sporting or recreation activities and events – including training and competitions/tournaments – both seasonal/periodic and occasional or specific/one-off events (with approval), including ticketed/controlled entry sporting events and commercially organised/sponsored events (subject to approval and conditions)
Oval maintenance – including irrigation, drainage, top-dressing, profiling, boundary fencing, boundary seating, etc.
Park management and operation activities – including authorised management vehicle access
Passive leisure and recreation activities – walking/strolling, “kick-about” and casual ball games, informal games, children “burning off energy”, sitting, relaxing, laying in the sun/on the grass/in the shade, reading or studying, listening to music, daydreaming, and other casual/informal independent leisure and recreation activities, etc.
Personal training, fitness groups and other commercial fitness or well-being activities such as yoga, Pilates or Tia chi (with approval)
Photography (personal)
Picnicking and barbeques (in specified areas, and with controls on the size and type of portable barbeques if necessary)
Premises providing community-focused sporting, social or community club facilities – including food, refreshment and socialising (and gaming facilities, if appropriate) in both indoor or outdoor settings (subject to leases/licences and other regulations or approvals as required)
Premises providing indoor (and outdoor/covered) facilities to support approved sporting, recreation/leisure or community activities (subject to leases, licences or other approvals as required)
Protection/management of any Aboriginal cultural heritage material (including salvage) – with any necessary approvals
Protection, management and presentation of historic heritage features (character), values or associations – with any necessary approvals
Provision, upgrading and maintenance of essential services/utilities
Public gatherings (with approval)
Running, jogging and independent fitness training
Safety works – for users, neighbours and passers-by (both hard/built and landscaping works)
Sale of food and drink, light refreshments, etc. – mobile
Scenic and landscape appreciation/viewing
School use (with approval) – for sporting, health and well-being, educational and leisure/recreation uses
Skateboard or scooter riding, for recreation/leisure or active transport/transit – in approved areas, or on approved routes, only
Site management, safety, enforcement and regulation activities
Socialising and social activities, groups and gatherings (independent/informal activities and in approved facilities/premises)
Sporting clubs, and associated social or community activities (subject to leases, licences or other approvals as required)
Storage areas/buildings and other facilities to support the Park’s management
Storage by sporting groups or other approved Park users (with approval, and subject to any applicable arrangements)

“Exemplar” Activities or Uses (cont’d)
Stormwater management and water quality improvement works – including cleaning/maintenance
Sustainable land management activities/operations
Tennis – both competitive and social, and including lessons and associated activities
Tree and vegetation management activities/works (including isolating/falling hazardous trees)
Volunteer activities (with approval, and in support of or associated with Park management)
Walking – for pleasure or fitness
Watching organised sports and other activities/events
Water supply and storage works – including pipeline and tanks or dam storage
Weddings and large family/social events (with approval, and subject to lease conditions if in lease areas)
Weed and pest animal control activities

Section 6.3 Recreational Uses, Activities and Enjoyment of the Park elaborates and provides more detailed management directions and actions in relation to most of these permitted uses and activities.

In considering the appropriateness of a future, previously unforeseen, activity or use of the Park (of the land or buildings and improvements) Council will consider:

- compliance or consistency of the activity or use with the Park’s permitted purposes (as above, and as demonstrated/elaborated by the Table 12 descriptions/examples);
- consistency with the management objectives for the relevant community land category(s) (as described in Section 4.6) and with the relevant management zone(s) (as described in Section 4.7);
- the extent to which the activity or use will increase the Park’s intensity of use, congestion or competition for space, or “busyness”;
- likely impacts on the Park’s accessibility, the experiences of other Park users, and any adverse impacts on nearby residences;
- the potential for significant adverse impacts on the Park’s scenic values and “green open space” character;
- Council’s ability to effectively manage the proposed activity or use, and any management, maintenance or resourcing implications for Council;
- permitted land uses under the current *Singleton Local Environmental Plan 2013* (as described in Section 3.3);
- the Park’s “public purpose”, as land reserved for the purpose of a “park” (and the additional purpose of “urban services”);
- relevant legislation, notably the *Local Government Act 1993* and *Crown Land Management Act 2016*;
- the conditions of any applicable approved (or permissible) lease, licence or estate (also see Section 6.8); and
- known community values, views and objectives for the Park;

5.2 INTENSITY OF USE, AND SCALE AND INTENSITY OF DEVELOPMENT

5.2.1 Intensity of Use

The intensity of use, variety of activities or uses, and real or perceived crowding or “busyness” of the Park as envisaged or permitted by this Plan of Management may be somewhat greater than at present.

This may arise as a consequence of:

- more frequent and/or lengthened use of the oval – due to surface and floodlighting improvements, more intensive or efficient scheduling of sporting uses or school use or other recreational uses, and greater use for occasional large community or special events;
- the provision of upgraded and/or additional sport/community facilities around the oval’s western and north-western margins, and the greater or more frequent use of these facilities by sporting groups, clubs or community groups, or other approved users;
- more frequent and/or lengthened use of the tennis complex – due to floodlighting improvements and changes to court types/surfaces, the possible provision of additional courts, enlargement of the existing building, or the diversification of court sports/activities;
- the possible development of a new car park, adjacent to a reconfigured entry road, off Boundary Street;
- the provision and use of additional golf-related facilities/activities in the vicinity of the Golf Clubhouse and/or at selected locations within the golf course itself;
- the possible redevelopment (and/or relocation) of the Golf Clubhouse and associated social/leisure facilities in the Park’s north-west corner, and the increased patronage or use of these attractions;
- the provision and use of additional ancillary golf-related facilities in the Park’s north-west corner;
- relocation and redevelopment of the golf course maintenance depot, with greater frontage to and visibility from Boundary Street; and
- improvements to paths/shared paths, and new movement routes, encouraging greater access to, or transit through, the Park by walkers and cyclists.

The various management actions describing/detailing the above are presented in Section 6.

This greater intensity of use, and variety of activities, will be provided for and managed so as not to significantly compromise the Park’s sporting, recreation, open space, landscape or heritage values. The Park, both the Sports Zone and Golf Course Zone, will be managed and maintained at least in their current condition or better – including the specific improvements and developments (both built works and grounds/landscape measures) or other actions specified in this Plan (see Section 6).

5.2.2 Scale and Intensity of Development

This Plan of Management does not propose any significant changes to the Park’s overall layout or the extent (or “footprint”) of the Park’s main activity areas and facilities – sports oval, tennis complex and golf course, Golf Clubhouse and supporting facilities (see Actions PLMR1 and PLMR2).

Nor does it significantly increase the scale and intensity of development within the Park, which is envisaged as being maintained largely comparable to the current situation – in total percentage area terms. Overall this Plan proposes only minor change to the Park’s level of development, as summarised below (and detailed in Section 6), which will result in little change to the area’s overall character.

All the developments described below are consistent with the purposes and character of the Park and the applicable management zones.

Sports Zone

Within the Sports Zone the following new buildings, major site hardening/sealing, or larger infrastructure elements may be developed during the life of this Plan.

- Possible development of a new sealed entry road off Boundary Street (see Action AM1), and possibly an adjacent new sealed carpark constructed on part of the area now occupied by the golf course maintenance depot and existing oval access road (see Action AM2) – both as shown indicatively on the Masterplan (Figure 11).
- Sealing for additional carparking and vehicle movement in/around the built facilities along the western and north-western margins of the oval (see Action AM4), and possibly sealing of the oval access road if warranted (see Action AM21).
- A new sport/community building, as shown indicatively on the Masterplan (Figure 11), with a building footprint of no larger than 300 square metres (excluding surrounding paved areas, rainwater tanks, and other ancillary elements) and potentially double storey to a maximum height of 8 metres above surrounding ground levels (see Action PDFF17).
- Refurbishment or redevelopment (including the possible removal of some structures) of the existing buildings, excluding the grandstand, along the western side of the oval (within and servicing the Oval/Sports Precinct, but excluding those nearby structures in the Tennis Precinct), to offer upgraded or new sports facilities buildings. These redeveloped or new buildings will be single storey only and have a combined/total built footprint (across all buildings but excluding surrounding paved areas, rainwater tanks, and other ancillary elements) in the order of 210 square metres (see Actions PDFF13, PDFF15 and PDFF16). Together these developments/actions represent a potential increase of approximately 85 square metres in the total building footprint for all enclosed structures (in the Oval/Sports Precinct) along the western margin of the oval. Note that the grandstand will be retained within its existing footprint (of approximately 75 square metres), however the grandstand's lower (enclosed) level may be internally refurbished (see Actions PDFF14 and PDFF15).
- Possible minor eastwards extension/enlargement of the oval (see Action PDFF6).
- The possible construction of additional tennis courts on part of the area now occupied by the golf course maintenance depot and existing oval access road, as shown indicatively on the Masterplan (Figure 11) (see Action PDFF22).
- The sealing/hardening of existing grass tennis courts (see Action PDFF21), or the development of additional minor/small management maintenance facilities, within the Tennis Precinct (see Action PDFF24).
- Enlargement/extension of the existing Howe Park Tennis Club building, by up to 30% of its current footprint (and single story only) – to a total building footprint of no more than 300 square metres (see Action PDFF26).
- The installation of additional/new floodlighting within both the Oval/Sports Precinct and Tennis Precinct (see Actions PDFF8, PDFF22 and PDFF25).

Specific site hardening or sealing (chiefly for paths, shared paths and other accesses), fencing, the installation of park or spectator furniture, the provision of other low-key leisure and recreation facilities, safety lighting and other minor items may also be provided across the Sport Zone.

Golf Course Zone

Within the Golf Course Zone the following new buildings, major site hardening/sealing, or larger infrastructure elements may be developed during the life of this Plan.

- Refurbishment, enlargement or redevelopment of the Golf Clubhouse, or its relocation/redevelopment elsewhere within the Golf Clubhouse and Services Precinct, to a maximum building footprint of 1,500 square metres (if this building is to incorporate the course's Pro Shop, or 1,375 square metres if the Pro Shop is not included in this building but remains as a separate structure) – inclusive of outdoor dining/seating deck(s) and other attached/built spaces associated with the Club building, but excluding surrounding paved areas, activity spaces, rainwater tanks, and other ancillary external elements. The building will remain single storey only (see Action PDFF32). Social and leisure activity spaces – such as a barbeque/picnic space, playground, and amenity/decorative plantings – may continue to be may be provided around the Golf Clubhouse (see Action PDFF33).
- Redevelopment and enlargement of the existing Golf Club carpark in its present position or possible relocation/redevelopment elsewhere in the Golf Clubhouse and Services Precinct (see Action AM5).
- Within the Golf Clubhouse and Services Precinct the Pro Shop (if not incorporated as part of the refurbished/redeveloped Golf Clubhouse) may be enlarged/redeveloped or relocated as a single storey building with a maximum footprint of no more than 140 square metres (see Action PDFF34). An ancillary built space (single storey) with a maximum footprint of no more than 100 square metres may also be provided within the Golf Clubhouse and Services Precinct (see Action PDFF35).
- Relocation/redevelopment of the golf course maintenance depot, stockpile/storage areas and vehicle access to the area south of the Golf Clubhouse along the eastern side of Boundary Street within the Golf Clubhouse and Services Precinct (as shown indicatively on the Masterplan, Figure 11) (see Action PDFF31).
- Ancillary or supporting facilities providing additional golf-related activities (such as a putting or chipping green, driving/practice nets or cages, or a mini-golf ("Putt Putt") course) may be developed or provided within the Golf Clubhouse and Services Precinct (see Action PDFF36), to diversify the golf-related activities available.

Specific site hardening or sealing (chiefly for paths or shared paths, service vehicle and other accesses), small bridges, fencing or barriers and safety "solutions", the installation of park furniture and other low-key users facilities, lighting, minor management infrastructure (such as pumps, stormwater management and water quality improvement devices, irrigation, etc.), and other minor items may also be provided across the Golf Course Zone.

5.3 MASTERPLAN

The Howe Park Masterplan, see Figure 11, provides an overview of this Plan of Management's broad management directions and key on-ground actions, and the area's intended layout or configuration, for the future use and development of the Park. The Masterplan is a guiding document and should be read in conjunction with this Plan.

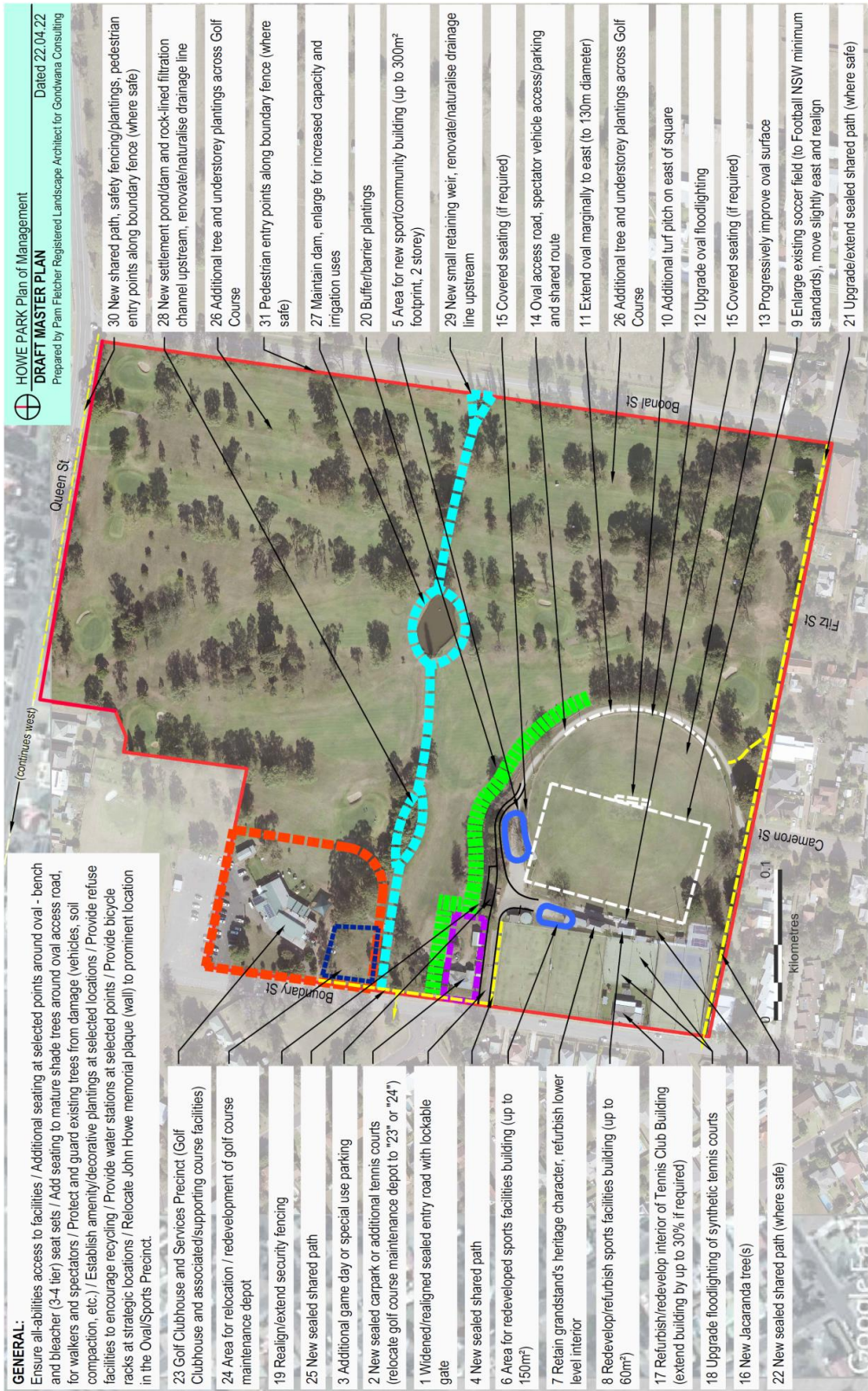


Figure 11 Howe Park Masterplan

Howe Park Masterplan – Explanatory Notes

1. Widened/realigned entry road to Oval/Sports Precinct – from east side of Boundary St, Goulburn St and Patrick St intersection (possible new roundabout, dependent on traffic safety/engineering). Sealed road, 2 lane, with lockable vehicle gate at entry to Oval/Sports Precinct. Potential access to new parking area, adjacent to north. Continue east (around proposed sport/community building site) to link with oval access road (unsealed), and south to sport facilities/grandstand area and apron.
2. Redevelop existing golf course maintenance depot as EITHER - (a) a new carpark serving Oval/Sports Precinct and Tennis Precinct as a sealed carpark, accessed directly off Boundary St or from the upgraded entry road, security fenced along part of south-eastern boundary with the oval area, and with internal "softening" landscape plantings (where possible); OR (b) as additional tennis courts (of a type, size, surface and configuration to best meet the demonstrated demand for these extra facilities and fenced as a [detached] part of the wider tennis court complex).
3. Additional game day or special usage parking (including accessible spaces) in proximity to accesses sport/communities facilities and oval. Remove/relocate all stored materials and spoil associated with existing golf course maintenance depot.
4. New shared path (sealed) along southern side of upgraded entry road – providing access to low speed zone around sport/communities facilities and oval, and links to oval access road/shared route (unsealed).
5. Develop new sport/community building – offering sports facilities (in conjunction/combination with existing sports facilities) and community space/facilities, up to 300m² footprint (and 2 storey, if warranted).
6. Demolish existing building (now canteen and sports club equipment storage) and redevelop a larger sports facilities building, up to 150m² footprint (single storey only), preferably located no closer than 10m to grandstand in south.
7. Refurbish interior of grandstand's lower level for use as sports facilities, or as sports facilities and community space/facilities. Retain heritage style, scale and character of grandstand exterior – including covered spectator seating. When additional sports facilities are developed, remove existing structure attached to southern side of grandstand (now sports club equipment storage, female toilet and accessible toilet) – to recapture grandstand's original footprint and character.
8. Redevelop/refurbish existing building (now male toilet and officials' change room/toilet) for use as sports facilities, on same site and similar building footprint as present (up to 60m², single storey only), preferably located no closer than 10m to grandstand in north. Or remove if no longer required when additional sports facilities are developed.
9. Enlarge existing football (soccer) field to meet Football NSW's minimum field of play dimensions – of 100m x 64m, plus a 3m run-off to north, east and south. Move field slightly to east and pull "dugouts" forward, off grandstand apron, as part of 5m western run-off. Realign field slightly.
10. Extend existing cricket centre square to east, to accommodate an additional turf pitch (outside enlarged/relocated football field and run-off).
11. Expand oval's eastern side marginally, to achieve an oval diameter of at least 130m (measured square of the cricket pitches).
12. Upgrade oval floodlighting to increase training capacity, spread usage pressures over entire area and to accommodate evening/night matches. Directional lighting, glare-shields and other measures to reduce light "spill"/disturbance.
13. Continue progressive improvement of oval surface – drainage, irrigation, turf durability and resilience, levels/slope, etc. Install cricket sightcreens.
14. Dual use of oval access road – for spectator vehicle access/parking and as shared path (and service access). Retain locked vehicle gate off Cameron St. Seal access road if warranted.
15. Provide covered seating (such as 3-4 tier covered bleacher seat sets) – if required – in proximity of sport/communities facilities but without detracting from heritage quality of grandstand or congesting apron/movement area in front of western buildings.
16. Planting of Jacaranda tree(s) south of grandstand and sports facilities, to "mirror" mature Jacaranda in north and enhance heritage settings.
17. Refurbish/redevelop interior of Tennis Club Building, and extend building (by up to 30% of current footprint, single storey only) if required, to better meet club's needs. Any extension to be of a style and scale that is consistent with, and sympathetic to, building's current external character/façade.
18. Upgrade floodlighting of tennis courts (synthetic senior courts only) – with directional lighting, glare-shields and other measures to reduce light "spill"/disturbance.

Howe Park Masterplan – Explanatory Notes (cont'd)	
19. Realign security fencing between the oval and golf course and extend westwards – running north of proposed game day/special use/accessible parking area, to connect with security fencing on south-east corner of proposed new carpark or additional tennis courts (and to lockable vehicle gate on upgraded entry road to Oval/Sports Precinct). Remove/relocate all stored materials and spoil associated with existing golf course maintenance depot.	26. Maintain vegetation, and replacement and reinforcement tree and understory plantings, across Golf Course – to sustain/improve landscape and amenity quality, and enhance biodiversity values. Tree planting along fairways and in un-used portions of course.
20. Buffer/barrier planting of trees and tall bushy shrubs (along security fence between the oval and golf course, and westwards beside proposed extension of security fence ("19") and along northside of proposed new carpark or additional tennis courts ("2") – to help impede or buffer against stray golf balls, and improved amenity.	27. Maintain dam (regular cleaning/deepening). Increase capacity by up to 100% (up to 12-13Ml) if required, to support possible greater use for irrigation in Sports Zone. Upgrade pump station as required. Native waterway/wetland plantings to margins, to improve water quality and enhance amenity and biodiversity values.
21. Upgrade/extend access from Boonal St to Cameron St as a sealed shared path (walkers, cyclists and golfers/golf carts), with safety fencing or other measures to protect users from stray balls (where required). Extend west to Cameron St (and Singleton Heritage Walk), with link to oval access road (with user safety measures as/where required).	28. Remove willows and install new settlement pond/dam (up to 8-9Ml capacity) with rock-lined filtration channel upstream. Renovate (clean/widen), realign as necessary, and naturalise drainage line with native low-growing waterway/wetland plantings (upstream to west and downstream to east) – to better manage overland flows, improve water quality, and enhance amenity and biodiversity values.
22. New sealed shared path between Boundary St and Cameron St (where safe, or can be made safe, for users) (link to possible future shared path along west side of Boundary St).	29. New small detention weir and shallow dam (up to 0.5Ml capacity) on drainage line at Park's Boonal St boundary. Renovate (clean/widen) drainage line upstream (to west), realign as necessary, and naturalise with native waterway/wetland plantings (low-growing) – to better manage overland flows, improve water quality and enhance amenity and biodiversity values.
23. Golf Clubhouse and Services Precinct, to accommodate any/all of – Golf Clubhouse (existing, refurbished or redeveloped), outdoor dining area/terrace, playground, barbeque/picnic area, Pro Shop (stand alone or as part of Clubhouse), practice/putting green, mini-golf ("putt putt") course, driving cage, carparking, access/movement (vehicles, pedestrians, golf carts) storage and ancillary uses, maintenance depot, and landscape plantings (and fairways, in parts).	30. New shared path along/outside Park boundary on south side of Queen St, with safety fencing and/or dense plantings to protect users from stray balls (where required) and pedestrian only entry points in Park boundary fencing at selected low risk locations.
24. Area for relocation/development of golf course maintenance depot when required. Access from the existing service road south of the Golf Clubhouse, or directly off Boundary St, or both. Avoid removal of existing trees and provide landscape screening along Boundary St frontage, to the Golf Clubhouse in north, and elsewhere as required.	31. Pedestrian only entry points in Boonal St boundary fencing, at selected low risk locations.
25. New shared path (sealed) along Park boundary, along east side of Boundary St, running from new shared path into oval area ("4") north to Golf Clubhouse and Services Precinct (and link to possible future shared path along west side of Boundary St).	<p><u>General/Overall:</u></p> <ul style="list-style-type: none"> • Ensure all-abilities access to facilities. • Additional seating at selected points around oval – bench and bleacher (3-4 tier) seat sets. • Add seating to mature shade trees around oval access road, for walkers and spectators. • Protect/guard existing trees from damage (vehicles, soil compaction, etc.). • Establish amenity/decorative plantings at selected locations. • Provide refuse facilities to encourage recycling. • Provide water stations at selected points. • Provide bicycle racks at strategic locations. • Relocate John Howe memorial plaque/wall to prominent location in the Oval/Sports Precinct.

As the Masterplan depicts, the existing overall broad layout of the Park will be retained – in terms of the general location of facilities/developments, activity spaces and usage areas, presentation and appearance, and entry points. This is also consistent with the categorisation of the area and management zones (as described in Section 4). There is a minor increase in the area allocated to organised sporting uses focused on the oval and tennis courts (and associated/supporting facilities), with a consequent minor reduction in the overall area allocated for golf and supporting uses. This includes possible relocation of the golf club maintenance/storage depot, but no significant reduction of the existing fairway areas. The Park's north-west corner is retained as the preferred location for the provision of a Golf Clubhouse building and other infrastructure or services (including the maintenance/storage depot) to support the enjoyment and operation/up-keep of the golf course.

The Masterplan's elements would be implemented over time, as resources become available (see Section 7).

6. MANAGEMENT ACTIONS

6.1 GUIDE TO MANAGEMENT ACTION TABLES

The following Management Action Tables present a range of actions – comprising both specific on-ground or tangible actions as well as policies and management directions or guidelines – that will guide management, use and development of Howe Park over the coming 10 years and possibly longer.

The management actions have been identified in response to the Park's values, the threats to these values and other management issues, the area's current uses and patterns of use, funding and resourcing considerations, known user and community values and views or aspirations as expressed through the various community consultation measures during the Plan's preparation, and the vision for the Park and the management objectives listed in Section 4.

The Management Action Tables present a range and varied scale of initiatives/actions proposed to be undertaken all of which require either recurrent Council commitment in the form of personnel and funding or one-off allocated funding for specific initiatives in this Plan of Management. Therefore implementation of the Plan will necessarily be staged over time.

Management Actions have been grouped into specific value or operational areas, as follows.

- ▶ **Park Layout and Management Responsibilities** – describing the general location and extent of the Park's principal uses (referencing the identified management zones and precincts), and the allocation of management responsibilities for the various parts of the Park. (Section 6.2)
- ▶ **Recreational Use, Activities and Enjoyment of the Park** – comprising broad management directions as to appropriate organised or structured sporting uses, informal leisure/recreation or social activities, community or school use, special events, and commercial activities and filming. (Section 6.3)
- ▶ **Accessing and Moving Around the Park** – comprising management actions regarding access to and movement within the Park (both vehicular and non-motorised), including carparking and all-abilities access. (Section 6.4)
- ▶ **Park Developments, Facilities and Furniture** – comprising management actions for the oval and related facilities, tennis courts and golf course as well as other facilities to support leisure and recreation use of the Park. (Section 6.5)
- ▶ **Park Grounds and Landscape Management** – comprising management actions addressing the Park's open spaces, landscape, scenic character and drainage with a focus on the golf course area. (Section 6.6)
- ▶ **Cultural Heritage** – comprising management actions for Aboriginal cultural heritage and European (non-Aboriginal) history and heritage. (Section 6.7)

- ▶ **Leases and Licenses** – comprising management actions for lease, licence or other permit arrangements in relation to the Park's assets and their on-going management and use as well as seasonal, temporary or short-term activity approvals. (Section 6.8)
- ▶ **Park Management and Administration** – comprising management actions in relation to land tenure matters, management and maintenance, monitoring, safety/security and hazards, sustainability, planning and development approvals, on-going stakeholder engagement, Park neighbours, revenue/funding, and foreign services and easements. (Section 6.9)

The Management Action Tables also include an indication of each action's "priority", the "resource estimation" to implement or undertake an action, an action's "performance target" or intended outcomes, and "means of assessment" or measuring the achievement of the performance target – as a guide to the Plan's implementation (staged as necessary) or operation, realisation and evaluation.

The identified priorities give an indication of both an action's relative importance, and the preferred timing of each action (noting that many actions will be "on-going" and will apply or continue throughout the Park's management and/or the life of this Plan) – as follows.

- **HIGH** – Essential to achievement of the Park's management objectives, or where there is potential for the public to be exposed to an unacceptable level of risk, or there is potential for a serious threat to Park values or the environment and warranting funding consideration until achieved (or to sustain on-going management activities).
- **Medium** – These actions are desirable to enhance achievement of the Park's management objectives, or to address issues that meet a significant community need, or to improve management outcomes and ideally should be implemented within the life of this Plan.
- **Low** – These actions are useful for the overall management of the Park or address issues that have longer-term impacts (such as meeting less urgent community needs or improving inefficient services) and should be undertaken if resources permit.

Resource requirements are generalised according to the following categories:

- negligible – actions that are largely of a policy nature, or procedural, or require minimal budget/resources inputs;
- minor – actions that are routinely part of the Park's management and can be met from normal Park or Council operational budgets and management resources;
- moderate – actions that will require special allocations in the Park's or Council's operational budgets, additional resourcing, may extend over a number of funding cycles, and/or require a level of capital works funding;
- high – actions that are significant projects, typically requiring sizeable capital works or other funding; and
- not applicable (n/a) – actions that are of a policy nature only and/or guidelines that do not have a resource requirement attached (or where implementation/operational costs are part of other actions).

"Performance target" describes the objective, goal or outcome that a management action is intended to achieve.

"Means of assessment" set outs practical measures and mechanisms as to how the implementation of a management action, and achievement of performance targets, is to be assessed. CW&MR in the "means of assessment" column in the following tables refers to use of Council's capital works and/or maintenance records by which the tangible works or actions proposed can be monitored or assessed.

6.2 PARK LAYOUT AND MANAGEMENT RESPONSIBILITIES

Action No.	Park Layout and Management Responsibilities - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.2.1 Park Layout					
PLMR1	<p>The overall layout of the Park, in terms of the location and extent of the area's main activities and facilities, will remain largely as is with no major change.</p> <p>The only notable change – as shown on the Masterplan (Figure 11) and reflected in the Park's management zones (Figure 10) – is an expansion of the area allocated to organised sporting uses focused on the oval and tennis courts, as well as associated/supporting facilities. The expansion of these uses and facilities will result in a minor reduction in the overall area allocated for use by the Singleton Golf Club (or another future golf course operator), and will require relocation of the existing maintenance depot and stockpile/storage area (see Actions AM1, AM2, PDFF22 and PDFF31). The existing fairway areas of the golf course will not be significantly reduced or impacted. The Golf Clubhouse and surrounds are retained (as part of the Golf Clubhouse and Services Precinct – as shown on Figure 10) as an area where the club building, and other infrastructure or services to support the enjoyment and management of the golf course, may be located.</p>	HIGH (on-going)	n/a	Park layout, and allocation of activities / facilities to specific areas, complies (over time) with this Plan.	Observation. Implementation audits and reporting.
PLMR2	<p>The location of buildings and intensive use/development areas across the Park will remain largely as is, with no major change. As shown on the Masterplan (Figure 11), buildings and developed facilities (including hardened surfaces for access, car parking and tennis courts) will continue to be concentrated:</p> <ul style="list-style-type: none">▪ around the western and north-western sides of the oval;▪ within the Tennis Precinct;▪ the area north of the tennis courts fronting Boundary Street, and north/north-west of the oval – now the golf club maintenance depot and stockpile/storage area – which may be developed as a new sealed access road and parking area or as additional tennis courts (depending on the	HIGH (on-going)	n/a	Park layout and location of buildings and intensive use / development areas, complies (over time) with this Plan. No significant	Observation. Implementation audits and reporting. User, neighbor and community feedback.
(cont'd)					

Action No.	Park Layout and Management Responsibilities - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PLMR2 (cont'd)	<p>respective demand for each – see Actions AM2 and PDFF22); and</p> <ul style="list-style-type: none"> in the Golf Clubhouse and Services Precinct, including the area around the existing the Golf Clubhouse and the relocated gold course maintenance depot. <p>The only substantial change in the Park's broad pattern of development is the possible relocation of the golf club maintenance/storage depot northwards to the area south of the Golf Clubhouse along the eastern side of Boundary Street, north of the central drainage line within the Golf Clubhouse and Services Precinct (as shown on the Masterplan Figure 11, and described at Action PDFF31).</p> <p>Overall this Plan proposes only minor change to the Park's level of development, which will result in little change to the area's overall character.</p>			change to the Park's overall character.	
6.2.2 Broad Management Responsibilities					
PLMR3 (cont'd)	<p>Management responsibilities and regimes will vary across the Park to reflect the primary uses of the area's zones and precincts, and the level of unrestricted/independent community access and activity in these spaces, as follows. Management of:</p> <ul style="list-style-type: none"> the Oval/Sports Precinct will principally be the responsibility of Council, working in concert with those sporting groups or other licensees/lessees who are users of this area and its facilities and who will be responsible for those management tasks as set out in their lease or licence agreements and as guided by the current version of Council's <i>Sportsground Usage Guide</i>; the Tennis Precinct, as a more restricted access and exclusive use space, will principally be the responsibility of the Howe Park Tennis Club (or another licensee/lessee of this facility) as consistent with the area's lease or licence agreement and as guided by the current version of Council's <i>Sportsground Usage Guide</i>; and the Golf Course Zone will principally be the responsibility of Singleton Golf 	HIGH (on-going)	n/a	Effective and co-ordinated management of the Park – consistent with this Plan, lease or licence conditions, and Council guidelines.	Observation. Compliance audits and reporting. Liaison with licensees and lessees. User, neighbour and community feedback or complaints.

Action No.	Park Layout and Management Responsibilities - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PLMR3 (cont'd)	<p>Club (or another licensee/lessee of this facility) in accordance with the area's lease or licence agreement, with Council's management involvement or inputs where warranted (principally for those actions that will be benefit, or provide facilities for, the wider community).</p> <p>All managers responsible for various parts of the Park (or various management actions) will be complaint with, and bound by, the provisions of this Plan of Management.</p> <p>(Also see Section 6.8 Leases and Licences)</p>				
PLMR4	Where the lessee or licensee of the Golf Course Zone (or parts thereof if applicable – see Action LL3) or the Tennis Precinct are undertaking major works, compliant with this Plan, they will be responsible for obtaining any development approvals that may be required for these projects. Council may assist lessee or licensee proponents in the development application process, where this is appropriate or warranted (and will not compromise the assessment process). (Also see Action PMA32).	Medium (on-going)	n/a	Development approval procedures followed where required.	Type and number of development approvals obtained by lessees or licensees.
PLMR5	<p>Regardless of the broad management responsibilities set out in Action PLMR3, Council may carry out any works or management actions as described in this Plan (or any other actions Council is empowered to undertake by relevant legislation) across all or any parts of the Park. Works/actions necessary to ensure public safety and reduce risks or to prevent significant degradation of Park values or the environment – including situations where a licensee/lessee has failed to implement priority actions in these areas – would be priority “triggers” for Council's management action/intervention.</p> <p>Where appropriate, Council may seek to recover costs from licensees/lessees in those circumstances where management action/intervention has been necessary due to a licensee/lessee not implementing prescribed management actions or not undertaking other measures as required.</p>	HIGH (on-going)	n/a	Critical management actions implemented. Licensees and lessees meeting their mangemt responsibilities. Effective management of the Park.	Observation. Number of Council management actions / interventions. Compliance audits and reporting. User, neighbour and community feedback or complaints.

6.3 RECREATIONAL USES, ACTIVITIES AND ENJOYMENT OF THE PARK

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.3.1 Recreational Access/Use					
UAE1	The Park’s Oval/Sports Precinct will continue to be an easily accessed area of open space, with a “permeable” boundary (for non-motorised entry), that is primarily used for organised sporting activity (both games and training) and is also available for community entry and informal/independent recreation or leisure enjoyment over all or much of the area for most of the time (other than when used for organised sport/training or essential maintenance, or when managed/ticketed events are taking place on the oval or surrounding area)	HIGH (on-going)	n/a	Shared use of Oval/Sports Precinct for organised sports / training and informal recreation / leisure. Easily accessed open space.	Allocated sporting use of oval and facilities. Observed usage for informal recreation / leisure.
UAE2	The Tennis Precinct will continue to be available for use by members of the Howe Park Tennis Club and guests, croquet players (through the Tennis Club), participants in organised competitions/tournaments, and members of the public on a bookings or pre-arranged basis. This area will not generally be open for casual/informal access by community members.	HIGH (on-going)	n/a	Continued managed access and use of Tennis Precinct for tennis and related activities.	Recorded / reported patronage levels and activities. Observation.
UAE3	The golf course, and associated/supporting golf sports facilities, will continue to be accessible for Singleton Golf Club members, guests and community members and tourists on a fee-for-use basis. The Golf Clubhouse will be accessible to Club members, guests and community members (according to applicable licensing laws).	HIGH (on-going)	n/a	Continued managed access and use of golf course and Clubhouse for golf and related activities as well as social uses.	Recorded / reported patronage levels, activities and turnover. Observation.

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE4	<p>Low-key pedestrian access – for walkers, dog-walkers (on-leash only), joggers, etc. – will continue to be permitted across most fairway portions of the golf course. Access by bicycles, or other wheeled devices (such as mobility scooters, wheelchairs, baby prams, etc.) will not be permitted, for practical reasons and to avoid rutting or damage to grassed areas. Pedestrian access will preferably be via selected/demarcated entry points at low risk locations along the Park (golf course) boundary identified in consultation with the golf course manager (see Actions AM12, AM13, AM23 and AM24).</p> <p>This access will be regularly reviewed by Council, in discussion with the golf course manager, and may be altered or terminated if it presents unacceptable safety risks or management issues (also see Actions AM14 and AM15).</p>	Medium (on-going)	Minor	User safety. Managed access to golf course for leisure walking and related uses. No significant impacts on golf course condition / quality	Number of reported injury incidents, or walker-golfer conflicts, annually. User feedback (walkers, golfers and course manager). Frequency and outcomes of access reviews. Observation. Golf course condition monitoring.
6.3.2 Organised Sporting Uses (Oval and associated facilities)					
UAE5 (cont'd)	<p>Continue to use the oval, including its surrounds and associated built facilities (existing and proposed), as a venue for organised sports (including training and other ancillary purposes) – at present cricket in the summer season and football (soccer) in the winter season.</p> <p>Allocate and manage organised sporting use of this oval and associated facilities:</p> <ul style="list-style-type: none"> on a seasonal or longer basis, in accordance with Council's current <i>Sportsground Usage Guide</i> and other applicable sports field licencing/hire/booking procedures; considering input from the Singleton Sports Council; within the context of Council's overall management of the demand for organised sporting venues relative to sports field availability/suitability across the wider Singleton Council area; and 	HIGH (on-going)	Minor	Equitable seasonal access / use of oval and associated sporting facilities. Oval used as most effective from an LGA-wide perspective re demand for organised sporting venues.	Recorded patterns of use, and demonstrably equitable access. Consistency with relevant policies and procedures. User group satisfaction and feedback.

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE5 (cont'd)	<ul style="list-style-type: none"> recognising the oval's historic associations and/or status as the town's "premier" ground for particular sporting codes. 				
UAE6	<p>Provide for additional/other organised sporting activities/uses of the oval (including day and evening use) – where this:</p> <ul style="list-style-type: none"> can be accommodated and adequately managed; is consistent with Council's relevant policies and procedures; will not lead to unacceptable impacts on playing surfaces and assets; does not disadvantage or impede use of the oval and associated facilities by other (seasonally licenced or established) sports users; does not unduly prevent opportunities for informal leisure/recreation use by the wider community; and does not unduly disturb neighbouring residents, or generate significant amenity impacts. 	Medium (on-going)	Negligible	Optimised access / use of the oval and associated facilities for organised sports.	<p>Recorded activities and patterns of use.</p> <p>Playing surface or asset condition.</p> <p>User group satisfaction and feedback.</p> <p>Neighbour feedback.</p>
6.3.3 Organised Sporting/Recreational Uses (Tennis Precinct)					
UAE7	<p>Continue to use the tennis courts (grass and synthetic), club building, and associated facilities within the Tennis Precinct for court-based sports (including social and competitions games, tournaments, training, lessons/coaching, and other ancillary purposes) – at present club-based social, recreational and competitive tennis as well as seasonal croquet games (and social gatherings as part of these activities), commercial tennis coaching, and school tennis (matches or lessons). All use is managed by or through the Howe Park Tennis Club.</p> <p>Groups using the Tennis Precinct will also be able to access and use the adjacent sports/community built facilities (existing and proposed) around the western and north-western sides the oval (see Action LL6).</p>	HIGH (on-going)	Minor	Optimised access / use of Tennis Precinct for diversity of court-based sports and recreation.	<p>Recorded / reported usage levels and activity types. User / user group satisfaction and feedback.</p>

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.3.4 Organised Sporting/Recreational Uses (Golf Course Zone)					
UAE8	Continue to use the Golf Course Zone for social, recreational and competitive golf as well as golf lessons and practice – occurring across the existing 9-hole course and ancillary or supporting facilities (Pro Shop, putting green, driving cage, parking areas, etc.). This use includes the facilities necessary for the operation and management/maintenance of the course – including the maintenance depot and storage/stockpile areas (also see Action PDFF31), golf and equipment parking/storage, service accesses, etc.	HIGH (on-going)	Minor	Optimised access / use of Golf Course Zone.	Recorded / reported usage levels. User / user group satisfaction and feedback. Golf course condition monitoring.
UAE9	Use of the Golf Course Zone, both the course and areas in the Golf Clubhouse and Services Precinct, may be diversified to accommodate/include related activities – such as a golf driving range (day or night), mini-golf (“Putt Putt”) (day or night), FootGolf, or disc golf (“Frisbee-golf”). Additional/diversified sport or recreational uses of the Golf Course Zone should: <ul style="list-style-type: none">▪ be within the management and resourcing capabilities of the area’s licensee/lessee;▪ not cause unacceptable impacts on fairways, playing surfaces or other assets;▪ not unduly disturb neighbouring residents, or generate significant amenity impacts; and▪ not significantly restrict low-key pedestrian access to or across the golf course fairways (see Action UAE4).	Medium (on-going)	Dependent on additional uses accommodated and facilities required.	Optimised use of the Golf Course Zone for sports and recreation. Diversified range of recreational activities offered.	Recorded activities and patronage levels. Golf course condition monitoring. User satisfaction and feedback. Neighbour feedback.
6.3.5 Organised Sporting/Recreational Uses (General)					
UAE10 (cont’d)	Council may specify the hours of play (start times, finish times, curfews, blackout periods, etc.) for all organised sporting and recreational uses approved within the Park (as well as for course maintenance activities across the Golf Zone). Approved evening and night uses will be subject to particular attention – and managed as necessary (including a limit on the number of uses over a given period and/or in a specific area or facility). These limitations will aim to	Medium (on-going)	Negligible	No significant impacts on Park values, other users or neighbours.	Booking / approval records and observation. Lease / licence agreement conditions. Park

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE10 (cont'd)	ensure that organised sporting and recreational uses do not cause unacceptable inconvenience/disturbance for neighbours, adversely impact on playing surfaces and other assets, degrade the Park's values, or unacceptably disadvantage other users. Activity timing, duration and frequency specifications will be included in lease/licence agreements as necessary.				user and neighbour feedback / complaints.
6.3.6 Social / Group / Family Uses and Activities					
UAE11	<p>The Golf Clubhouse and its facilities (existing, refurbished or redeveloped), and associated areas or facilities (such as outdoor dining area/terrace, barbeque/picnic area, or playground) in the Golf Clubhouse and Services Precinct, may be used for:</p> <ul style="list-style-type: none"> ▪ socialising, refreshments/dining, gaming, and other social uses/activities for golf club members, patrons, guests and visitors; and ▪ social or community functions or gatherings, on a bookings basis. <p>Such uses must be compliant with all applicable liquor licensing and gaming laws, as well as the terms and conditions of the applicable licence/lease agreement with Council (especially in relation to operating hours and amenity considerations) (see Action LL3).</p>	HIGH (on-going)	Minor	Social activities continue to be offered / enjoyed within and around the Golf Clubhouse. Compliance with applicable legislation. No significant impacts for Park neighbours.	Recorded / reported patronage levels (and turnover), and number of booked functions/ events annually. Number of legislation or lease / licence non-compliances. User satisfaction and feedback. Neighbour feedback / complaints.
UAE12 (cont'd)	<p>Social or community uses/activities – such as group/club meetings or activities (youth groups, book clubs, disability services or care groups, seniors groups, knitters' groups, etc.), classes and lessons (dance, Pilates, yoga, Tai Chi, etc.), group meetings, public talks/lectures, family/social gatherings or events, and other gatherings or group uses and the like – will be permitted, on a bookings basis, in any multi-purpose/general access community space that may be developed as part of:</p> <ul style="list-style-type: none"> ▪ the proposed sport/community building (see Action PDFF17); or ▪ refurbishment/redevelopment of the interior lower level of the 	HIGH (on-going)	Minor	Approved and managed use of Park facilities for appropriate social or community uses / activities. No significant	Booking / approval records. User and attendee satisfaction and feedback. Park user and neighbour

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE12 (cont'd)	grandstand (see Action PDFF14). These multi-purpose community spaces, and approved uses/activities, will be subject to terms and conditions as Council may attach to applicable licences, permits, or short-term/casual hire arrangements (see Section 6.8 Leases and Licences).			impacts for neighbours or other Park users.	feedback / complaints.
UAE13	Casual use of the Park for large picnics, family, organisation, community group or other social (non-corporate) gatherings will be permitted – principally in the Oval/Sports Precinct. Such large social/family group use will require a booking/approval when requiring special access or beyond certain size thresholds (as set by Council), or where they involve setting up temporary structures (such as a jumping castle or marquee), and will be subject to relevant Council policies and procedures.	Low (on-going)	Negligible	Use of approved areas of Park for large social / family group use. Minimal inconvenience for other users.	Booking records for large social / family group use, and specific areas / facilities used. Park user and neighbour feedback.
UAE14	Weddings (including wedding photography) and other family ceremonies (such as naming or commitment ceremonies) will be permitted, on a bookings only basis, within the outdoor areas of the Park – subject to the same requirements and limitations as applying to for large social/family group uses (see Action UAE13 above).	Low (on-going)	Negligible	Use of approved areas of Park for weddings or family ceremonies, and photography. Minimal inconvenience for other users.	Booking records, and specific areas / facilities used. Park user and neighbour feedback.
6.3.7 Informal Leisure, Recreation and Community Uses					
UAE15 (cont'd)	Retain and encourage/permit access and use of the oval and surrounding open areas as accessible open space for informal leisure, recreation and community uses – including independent sport/games, training, school use, casual/independent activities, and community uses or events (with approval/permits where required) – when not allocated for organised sporting activities (including training), or managed/ticketed events, in accordance with	HIGH (on-going)	n/a	Optimal access / use of oval for informal leisure, recreation and community use.	Observation. User feedback. Number of booked non-sporting uses of

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE15 (cont'd)	relevant Council policies and procedures. (See Action UAE4 regarding informal pedestrian access to/across fairway portions of the golf course)				oval annually.
UAE16	<p>Off-leash dog areas will not be provided within the Park.</p> <p>Dogs will generally be permitted on-leash within all outdoor areas of the Park, with the exception of:</p> <ul style="list-style-type: none"> within 10 metres of all playgrounds and food preparation areas (dogs will be prohibited from these facilities at all times – as required by the <i>Companion Animals Act 1998</i> and <i>Companion Animals Regulation 2008</i>); on the oval (and associated facilities and surrounds) when being used for approved sporting activities (including training) or other approved activities (such as managed/ticketed events or school use); and within the Tennis Precinct (unless specifically approved by the area's licensee/lessee). <p>On-leash dog walking will be permitted as part of informal walker access to/across fairway portions of the golf course (see Action UAE4). However dogs may be prohibited from this area if such access/use generates unacceptable management issues – such the removal of dog waste, conflicts between dog walkers and golfers, disturbance of wildlife, etc.</p> <p>The management of dogs within the Park will be aligned with the directions and actions of Council's <i>Companion Animal Management Plan 2018</i>.</p>	HIGH (on-going)	Negligible	Dogs in the Park effectively managed, consistent with legislation and Council guidelines, for the enjoyment and safety of all users.	Observations and compliance / enforcement records. User satisfaction and number of complaints annually.
6.3.8 School Uses					
UAE17 (cont'd)	Continue to accommodate school use of the Park for sporting, health and well-being, outdoor education, cultural, and special event purposes – including complying with Council's hire/booking requirements and/or arranging sports and training activities with the licencees/lessees of the Golf Course Zone and Tennis Precinct as/where applicable.	HIGH (on-going)	Negligible	Continued use of the Park by schools. No significant impacts for	Booking records for school use, and specific areas / facilities used. Schools' feedback. Park

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE17 (cont'd)				neighbours or other Park users.	user and neighbour feedback.
UAE18	Schools will be required to give Council sufficient notice of events/uses having special demands/requirements – such as exclusive use requests, line marking needs for athletic carnivals, or involvement of Council staff. Schools will be encouraged to co-ordinate their scheduling of athletic carnivals at the oval to reduce line marking workloads for Council.	Low (on-going)	Negligible	Efficient management of school uses and requirements.	Degree of compliance by schools.
6.3.9 Special Event Uses					
UAE19	<p>Occasional use of the Park, chiefly the Oval/Sports Precinct and occasionally the Golf Course Zone, will be permitted for larger community or special events – such as markets, fairs/festivals, music/concerts, outdoor cinema, community celebrations or commemorations, fireworks, sport/recreation events (displays, events, competitions, “meets”, etc.), exhibitions, etc.</p> <p>All such larger community or special events will be subject to relevant Council policies and procedures and will require Council approval – which may include special conditions around traffic and parking, vehicle access, temporary structures, food and alcohol, noise and lighting control, waste management, on-site security and crowd safety, bonds, insurance, and other issues.</p> <p>In considering approvals, and conditions, for such uses Council will have regard to the appropriateness of an event to the Park’s values, purpose and setting; event history; the timing and duration of an event and its “availability” to/for the wider community; potential impacts on the Park’s values and other users; potential impacts on Park neighbours; and the capabilities/capacity of the organiser(s).</p> <p>Council may cap the number of major events that can take place within the Park, or within specific parts of the Park, within a set period, or enforce</p>	HIGH (on-going)	Minor to Moderate (depending on event)	Continued occasional use of approved areas of Park for larger community or special events. Park values unimpaired, and no significant impacts for other Park users or neighbours.	Booking / approval records for larger community or special events, and specific areas / facilities used. Feedback from attendees, and organiser feedback and satisfaction. Park user and neighbour feedback / complaints.
(cont'd)					

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE19 (cont'd)	"blackout periods" when events will not be approved, if warranted. Some larger community or special events may also warrant, or require, development approval.				
6.3.10 Commercial / Corporate Activities					
UAE20	Commercial services/activities undertaken or managed by the licencees/lessees of the Golf Course Zone and Tennis Precinct – such as coaching fees, court hire charges, game/green fees, equipment hire, etc. – are central elements of these operations and will be managed/guided by the terms and conditions contained in the respective licence/lease agreements. Licences or permits for organised sporting uses of the oval, or community or special events, may also include terms and conditions regarding fees and charges (such as spectator or entry fees) where appropriate.	HIGH (on-going)	Negligible	Appropriate fees and charges for value-added or specialist sport, recreation or leisure activities.	Recorded / reported patronage levels (and turnover). Compliance with lease, licence and permit conditions. User / participant feedback.
UAE21	All advertising within the Park, across both the Sports Zone and Golf Course Zone and including buildings/facilities, will be guided by and consistent with Council's current <i>Advertising at Sporting Grounds Policy</i> . The naming rights for Howe Park, comprising the Sports Zone, will not be available for any sponsorship (naming) agreement, and the Golf Course Zone will continue to be known as Singleton Golf Course.	Medium (on-going)	n/a	All advertising is compliant with Council's current <i>Advertising at Sporting Grounds Policy</i> .	Observation and compliance checks. Advertising application approvals.
UAE22 (cont'd)	Small-scale or low-key commercial uses that are consistent with the Park's sports, recreation and leisure purposes (and do not involve the construction of a permanent building or structure) will be permitted within the Park (chiefly the Oval/Sports Precinct and Golf Course Zone, and including within existing or proposed structures/buildings) at Council's discretion – under an appropriate licence or permit, and in accordance with any applicable policies or guidelines, and necessary registration requirements. Such uses might include personal trainers, "boot camps", commercial individual or small group sport-skills training, commercial dog-walkers, dance classes, yoga or Tai Chi classes, mobile food/refreshment vending (such as ice cream	Medium (on-going)	Minor	Appropriate small-scale commercial uses operating within specified areas / facilities in the Park, with approval. Park values unimpaired, and	Approval records and observation. Park user and neighbour feedback / complaints. Participant and operator feedback.

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
UAE22 (cont'd)	vans, "coffee carts", etc.), and the like. (Also see Section 6.8 Leases and Licences)			no significant impacts for other Park users or neighbours.	Incidence of unapproved uses / operators.
UAE23	Occasional use of the Park may be permitted for corporate hire, charity or other events and other uses – as guided by Council's applicable policies and procedures. Such corporate events and activities will require a booking/approval and may be subject to special requirements or conditions around minimising exclusive access/use, temporary structures, banners/signage and advertising, food and alcohol, noise and lighting control, waste management, bonds, insurance, and other issues. Approval will not be granted for commercial events that are solely commodity or product marketing, or advertising, oriented.	Medium (on-going)	Minor to Moderate (depending on event)	Appropriate corporate hire / use of approved areas of Park. Park values unimpaired, and no significant impacts for other Park users or neighbours.	Booking records for corporate and other use, and specific areas / facilities used. Park user and neighbour feedback / complaints. Organiser feedback and satisfaction.
6.3.11 Commercial Filming and Photography Uses					
UAE24	Commercial/professional filming and photography will be permitted within the Park – as required by the <i>Filming Related Legislation Amendment Act 2008</i> , and provisions of the <i>Local Government Act 1993</i> and <i>Local Government (General) Regulation 2005</i> . Council will consider applications (as guided by the Department of Local Government's <i>Local Government Filming Protocol 2009</i>) if they are of a non-commercial, educational or community service nature and will not unduly disturb Park users or impact resident access/amenity. Such commercial/professional filming and photography will require a booking/approval and may be subject to special requirements or conditions around traffic and parking management, exclusive use, noise and other disruptions, safety, and other matters.	Low (on-going)	Negligible	Appropriate commercial / professional filming and photography occurring in the Park, with approval. No significant impacts.	Approval records and observation. Applicant satisfaction and Park user / neighbour feedback.

Action No.	Recreational Uses, Activities and Enjoyment of the Park - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.3.12 Monitoring and Managing Booked / Approved Uses					
UAE25	The frequency, scale and location of specially booked/approved uses (large social/family groups, weddings/family ceremonies and photography, community or special events, and commercial/professional filming or photography) within the Park will be monitored – and managed as necessary (including a limit on the number of events over a given period and/or in a specific area/facility) – to ensure these uses do not adversely impact the Park's values, unacceptably disadvantage other users, or cause unacceptable inconvenience/disturbance for neighbours.	Medium (on-going)	Negligible	No significant impacts on Park values, other users or neighbours.	Booking / approval records and observation. Park user and neighbour feedback / complaints.
6.3.12 Lease/Licence Area Uses					
UAE26	Refer to Section 6.8.				

6.4 ACCESSING AND MOVING AROUND THE PARK

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.4.1 Access and Carparking					
AM1 					

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM1 (cont'd)	The access road will be designed and managed as a low speed shared (vehicles and pedestrians) zone, especially those sections inside the gated area of the Oval/Sports Precinct.				
AM2	<p>The existing golf course maintenance depot may be redeveloped (subject to demonstrable demand) as a new carpark serving the Oval/Sports Precinct and Tennis Precinct (and the slightly more distant Golf Clubhouse and Services Precinct) – as shown on the Masterplan (Figure 11). (Alternatively this area may be redeveloped as additional tennis courts, but separate from the existing array of courts, if there is greater demand for these facilities and use – see Action PDFF22.)</p> <p>This new parking area (if developed) will be sealed and accessed from the upgraded oval entry road, or directly from Boundary Street (subject to traffic engineering and safety considerations), or both.</p> <p>This new parking area (if developed) will:</p> <ul style="list-style-type: none"> offer 2 (or more) disabled parking bays; include internal “softening” landscape plantings; be fenced as necessary for user safety, including security fencing in the south-east corner (see Action AM3 below); and be adequately drained to accommodate stormwater and surface flows (preferably discharging to the central drainage line). <p>Design of the parking area will be guided by the <i>Singleton Development Control Plan 2014</i>.</p> <p>(Also see Action PDFF31)</p>	HIGH (subject to demonstrable demand)	High	Additional car parking capacity within Park serving the Oval / Sports and Tennis Precincts (and potentially the Golf Course Zone).	CW&MR. Additional number of carparking spaces. User feedback.
AM3 (cont'd)	<p>A section of security fence will be included along the south-eastern side/corner of the proposed parking area (if developed) to control pedestrian entry to the oval when required.</p> <p>This will connect with the oval's security fencing (including if/where realigned – see Action PDFF44), as well as supporting the lockable vehicle gate on the</p>	Medium	Minor	Ability to manage / control pedestrian entry when required.	CW&MR. Observation. User feedback.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM3 (cont'd)	upgraded entry road (and oval entry booth), to provide for managed/ticketed events within the oval area that require access control.				
AM4	Following relocation of the existing golf course maintenance depot (and the storage, stockpiles and spoil now in this area) (see Action AM2), additional carparking capacity will be provided inside the gated area of the Oval/Sports Precinct (as shown on the Masterplan – Figure 11). These “internal” parking spaces will usually be for authorised vehicles, special access or uses (such as booked events or for vehicles carrying disabled, elderly or mobility impaired visitors), additional “game day” parking, or users of the proposed sport/community building (see Action PDFF17). This additional parking will include the provision of disabled parking bay/bays.	Medium	Moderate	Closer parking for mobility impaired visitors and authorised users. Additional car parking capacity within the Oval / Sports Precinct.	CW&MR. Additional number of carparking spaces. User feedback.
AM5	The existing golf club carpark may be retained as partly within the Park (as is the current situation) or extended/redeveloped to be sited entirely within the Park (within the Golf Clubhouse and Services Precinct). Alternatively car parking for golf course/club patrons may be provided outside the Park (such as on the adjacent block owned by the Singleton Golf Club). If within the Park (partly or, preferably, entirely) the golf club carpark will be upgraded – with an improved surface, defined parking bays and lanes, planted islands/beds (comprising a mix of trees and groundcovers), drainage, and lighting (if necessary) and other requirements as guided by the <i>Singleton Development Control Plan 2014</i> .	Medium	Moderate to High (dependent on upgrading / redevelopment or relocation)	Adequate parking for golf course/club patrons. Improved utility, performance and presentation of parking area.	Asset reports, observation (or CW&MR). Carpark capacity. User feedback.
AM6	A new shared entry path to the oval area will be developed along the southern side of the upgraded (and slightly realigned northwards) oval entry road (along the northern side of the existing fenced tennis courts) – as shown on the Masterplan (Figure 11). This shared path will be sealed and provide access to the sport/communities facilities, the oval, and the low speed shared zone inside the gated area of the Oval/Sports Precinct as well as connecting with the oval access road/shared route.	HIGH	Moderate	Convenient and safe pedestrian access to the Oval / Sports Precinct.	CW&MR. Observation. User feedback.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM7	Private vehicle access to the Oval/Sports Precinct will continue to be controlled by lockable vehicle gates – on the Boundary Street entry road (as existing and when upgraded – see Action AM1) and at the Cameron Street entry to the oval access road (see Action AM21). Private vehicle access to this area will be limited to game days, training and other approved uses/times as set out in applicable licence agreements or permits (and as guided by the current version of Council's <i>Sportsground Usage Guide</i>), or for other uses/events as approved by Council – with access chiefly via the Boundary Street entry road.	HIGH (on-going)	Minor	Restricted / managed private vehicle entry. Access to additional parking capacity around oval.	Observation. User and neighbour feedback.
AM8	A small entry/ticket booth may be developed at the entry to the Oval/Sports Precinct, in a suitable position near the vehicle gate on the entry road (existing and/or upgraded) and fenced perimeter – to assist in managing access during managed/ticketed events (requiring access control) on the oval or within the Oval/Sports Precinct. The booth may be double-sided to safely accommodate both vehicle and pedestrian entry (including pedestrian traffic from the proposed nearby carpark, if developed).	Medium	Minor / Moderate	Ability to manage /control vehicle and pedestrian entry to the Oval / Sports Precinct when required.	CW&MR. Observation. User and event organiser feedback.
AM9	Temporary fencing may be installed where required – such as the Park boundary off the end of Cameron Street, across the proposed Boundary to Cameron Street shared path (see Action AM25), or elsewhere as needed – when necessary to allow for managed/ticketed events (requiring access control) to occur on the oval or within the Oval/Sports Precinct. Lockable gates in the oval/golf course safety fencing (see Actions AM23 and AM24) will also support access control to the oval or Oval/Sports Precinct to allow for such managed/ticketed or controlled entry events.	Low	Minor	Ability to control access to the oval or Oval/Sports Precinct when necessary to allow for managed / ticketed events that require access / entry control.	Frequency of temporary fence installation. Feedback from event organisers. Observation.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM10	A lockable vehicle gate, and flanking fencing or vehicle barriers, will be installed at the north end of Fitz Street, to prevent private vehicle access to the golf course. However pedestrian and bicycle entry will be provided for, to access the proposed sealed shared path along the Park's southern boundary (see Action AM24).	Low	Minor	Control of unauthorised vehicle access to the golf course.	CW&MR. Observation. User feedback.
AM11	A new sealed shared path will be developed, if warranted, along the Park's Boundary Street margin (along the adjacent Boundary Street road reserve if necessary) – from the proposed shared path accessing the oval (along the southern side of the upgraded entry road) north to the Golf Clubhouse and Services Precinct (as shown on the Masterplan – Figure 11). (If developed this shared path may, ultimately, connect with a future shared path running along the western side of Boundary Street as proposed by the <i>Singleton Bike Plan – Revision, 2016.</i>).	Low	Minor	Convenient and safe pedestrian access between the Oval / Sports and Golf Clubhouse and Services Precincts.	CW&MR. Observation. User feedback.
AM12	<p>A shared path will be developed along the southern side of Queen Street along, but just outside of, the Park's northern boundary (as proposed in the <i>Singleton Bike Plan – Revision, 2016.</i>). Concurrent with the development of this shared path:</p> <ul style="list-style-type: none"> to protect users from stray golf balls – safety fencing, of a suitable height/effectiveness, will be installed along the Park (golf course) boundary in proximity to greens, tees (where the direction of play is parallel to the path) and other high risk locations (barrier or screen plantings, to help impede or obstruct stray golf balls, may be used support or “soften” safety fencing or as alternative measure where appropriate); and suitable entry points, such as stiles or “kissing gates”, will be provided at low risk sites along the Park/golf course boundary fence (identified in consultation with the golf course manager) – to allow for pedestrian access to the area, while deterring/preventing entry by bicycles (or other “wheeled” devices) (also see Action UAE4). 	Low	Moderate	User safety. Improved non-motorised access to / past the Park. Managed access to golf course for leisure walking and related uses.	CW&MR. Number of reported “stray ball” / injury incidents, or walker-golfer conflicts, annually. User feedback (path users, walkers, golfers and course manager).

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM13	Suitable entry points, such as stiles or “kissing gates”, will be provided at low risk points along the Park/golf course boundary fence along Boonal Street fence (identified in consultation with the golf course manager) – to allow for pedestrian access to the area, while deterring/preventing entry by bicycles (or other “wheeled” devices) (also see Action UAE4).	Low	Minor	User safety. Managed access to golf course for leisure walking and related uses.	CW&MR. Number of reported injury incidents, or walker-golfer conflicts, annually User feedback (walkers, golfers and course manager).
AM14	Pedestrians accessing the golf course fairways will be notified – on-site at designated/approved entry points – of the potential safety risks and hazards, as well as advised as to appropriate behaviour or “code of conduct” requirements. Hazard warning signage will also be erected and maintained at appropriate points along the golf course’s external (road) boundaries and along the oval/golf course safety fencing.	Medium	Minor	User safety. On-site hazard and behaviour messages in place.	Observation. Number of reported injury incidents, and walker-golfer conflicts, annually User feedback (walkers, golfers and course manager).
AM15	Pedestrian’s access to the golf course fairways may be restricted to certain times and/or days if necessary. These may be altered as required for safety or management purposes (see Action UAE4).	HIGH (on-going)	Minor	User safety. Managed access to golf course for leisure walking and related uses.	Observation. User feedback (walkers, golfers and course manager). Frequency and outcomes of access reviews.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM16	Provide bicycle racks/parking at major destinations and high-use facilities within the Park.	Low	Minor	Bicycle racks/parking in place and used.	Observed usage levels and positive user feedback.
AM17	Improve signposting of the Singleton Heritage Walk through the Park, to make this route more legible and navigable for users.	Medium	Minor	Higher profile and improved wayfinding for Heritage Walk	Observation. User feedback, and observed usage levels.
AM18	If warranted to ensure safe access to the Park (both by vehicles and pedestrians/cyclists) Council may implement traffic calming measures and/or install appropriate pedestrian crossings (such as marked "zebra" crossings, raised pedestrian crossings, pedestrian refuge islands, etc.) at suitable locations on streets adjoining the Park. Boundary Street will be a priority location to monitor/investigate for such measures.	HIGH	Minor	Acceptable levels of traffic / road safety for Park users.	Frequency of traffic monitoring. Number of reported traffic accidents / incidents annually. Number of safety measures installed. User feedback.
6.4.2 Entry Signs and Information					
AM19	Upgrade signage at the Park's main Boundary Street entry (to the Oval/Sports Precinct) – providing Park name, orientation and facilities/opportunities, and ordinance/regulatory information – as consistent with Council's signage style standards.	HIGH	Minor	Signage upgraded. Improved information for Park users.	Positive feedback from users and neighbours. CW&MR.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM20	Upgrade or install Park identification/information signage at the Park's other/secondary public entry points, to a level appropriate to the role and standard of each entry point – as consistent with Council's signage style standards.	Medium	Minor	Signage upgraded or installed. Improved information for Park users.	Positive feedback from users and neighbours. CW&MR.
6.4.3 Internal Access and Movement					
AM21	Retain dual use of the oval's perimeter/access road – for approved spectator vehicle access/parking on game days (also see Actions AM23 and PDFF12) and as a shared path/movement route (and as a service/emergency access). Maintain the unsealed road surface to ensure safe/easy use by walkers, cyclists, mobility scooters, etc. (also see Action AM22 below). Retain gated (locked) vehicle access off Cameron Street.	HIGH (on-going)	Minor	Additional managed on-site parking and spectator capacity. Safe shared movement route.	CW&MR. Observation. User feedback.
AM22	Seal the northern and eastern sections of the oval access road if warranted due to usage levels; to improve accessibility and ease of use by walkers, cyclists, mobility scooters, etc.; or to reduce maintenance workloads/costs.	Medium	Moderate / High	Safe shared movement route. Reduced maintenance workloads.	CW&MR. Observation. User feedback.
AM23	Retain safety fencing between the Oval/Sports Precinct and golf course. Repair and upgrade the existing fencing as/where required, with increased height or other measures to reduce "stray ball" hazards where safety issues are apparent/demonstrated. Lockable gates will be retained/provided at selected points in this fence (also see Action AM24 below), including at least one gate passable to golf carts. (Also see Action PDFF44 regarding realignment of the western section of this safety/security fencing.)	Medium	Minor	User safety. Demarcation between oval and golf course.	Number of reported "stray ball" injury incidents annually. CW&MR. Observation. User feedback.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM24	<p>Upgrade the existing mixed surface/standard accessway from Boonal Street at the Park's (and golf course's) south-east corner, past Fitz Street and extending west towards Cameron Street, as a sealed shared path. This upgraded and extended path will run along the Park's southern margin, from Boonal Street to Cameron Street (as shown on the Masterplan – Figure 11), and split into two shared paths at its western end:</p> <ul style="list-style-type: none"> one branch connecting to the end of Cameron Street, with a new (lockable) gate where this path crosses the existing oval boundary fencing (and linking with the proposed shared path from Boundary Street to Cameron Street – see Action AM25 below); and one branch curving north/north-west to connect with the oval access road (via a lockable gate, existing or new/relocated, in the oval boundary fencing). <p>This route will be accessible for shared use by the community (pedestrians, cyclists, mobility scooters, etc.) and golfers moving between fairways (on foot and in golf carts) – and signposted accordingly. Entry/access points to the shared path will be provided at Boonal Street, Fitz Street and Cameron Street (and route of the Singleton Heritage Walk).</p> <p>Safety fencing will be installed along the shared path's northern (golf course) side, in proximity to greens and tees (where the direction of play is parallel to the path) and other high risk locations (or along the path's entire length if warranted), to protect users from stray golf balls. Offset breaks (or similar access points) in this safety fencing will be provided where necessary to allow for the passage of golfers (including golf carts) between fairways. Low bollard (or other) lighting may be provided along this shared path, if required. The path will be aligned to avoid existing trees, and to minimise disturbance/intrusion for adjacent residents as far as practicable.</p>	HIGH	Moderate	Formalised and safe public access along southern edge of golf course, connecting to oval access road (to offer through route).	CW&MR. Observation. User (walkers and golfers), and neighbour, feedback. Number of reported "stray ball" injury incidents annually.

Action No.	Biodiversity, Catchment and Natural Landscape - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
AM25	A sealed shared path will be developed along the Park's south-western boundary, between Boundary Street and Cameron Street (and connecting to the upgraded/extended shared path from Boonal Street to Cameron Street – see Action AM24 above), as shown on the Masterplan (Figure 11). Low bollard (or other) lighting may be provided along this shared path, if required. The path will be aligned to avoid existing trees. (This shared path may, ultimately, connect with a future shared path running along the western side of Boundary Street as proposed by the <i>Singleton Bike Plan – Revision, 2016</i> .)	Low	Minor / Moderate	Formalised access (and entry) in south-west of Park.	CW&MR. Observation. User and neighbour feedback.
AM26	The existing unsealed service vehicle access, from Boundary Street to the southern side of the Golf Clubhouse, and informal (staff) parking area may be sealed if required (and especially if warranted by its use to access the relocated golf course maintenance depot – see Action PDFF31).	Medium	Moderate	Improved vehicle access. Reduced impacts of possible increased traffic volumes/loads.	CW&MR. Observation.
AM27	A network of internal pathways (including sealed paths, low-level boardwalks, ramps, small bridges, service road crossings, etc.) will be maintained, and expanded as/where necessary, within the golf course as well as the the Golf Clubhouse and Services Precinct. This will include blocking and rehabilitating, or formalising, heavily used unauthorised access routes and “desire lines”.	Medium	Minor / Moderate (depending on scale of works)	Ease of movement around golf course and clubhouse area. Reduced impacts of increased traffic within course.	Asset reports. Observation (or CW&MR). User feedback. Golf course condition monitoring.
6.4.4 All-abilities Access					
AM28	Ensure existing (and proposed) Park facilities, infrastructure, attractions and key activity areas (including those within the Golf Clubhouse and Services Precinct) offer all-abilities access – for access and/or use by people with physical disabilities or mobility challenges and the elderly – to the greatest extent practicable.	HIGH	Moderate	Improved all-abilities access.	Accessibility audits. Positive feedback from users. CW&MR.

6.5 PARK DEVELOPMENTS, FACILITIES AND FURNITURE

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.5.1 Oval/Sports Precinct					
PDFF1	<p>Continue to maintain and manage (including mowing regimes) the oval's playing surface in accordance with Council's adopted service standards for its parks and reserves. As a "premier" ground, and district standard facility, the oval will be maintained more regularly and to higher standards – particularly in relation to irrigation, turf/ground condition, the central turf wicket square, grass cover vigour and durability (especially through winter), top dressing, drainage and ground profiling, and restoring worn/bare areas.</p> <p>Sporting groups who are licenced (seasonal) users of the oval may undertake their own maintenance measures – with Council's prior approval and as in accordance with the current version of Council's <i>Sportsground Usage Guide</i> (or as detailed in the applicable licence agreement), on the condition that this does not prejudice use of the oval by other sports/users.</p>	HIGH (on-going)	Minor to Moderate (depending on type and scale of works)	Good quality oval surface, and greater ground serviceability and availability.	Maintenance records and condition assessments / records. Fewer cancelled games / training due to poor playing surface or oval condition. Sporting groups feedback / complaints.
PDFF2	Improve surface drainage on the oval and the ground's profile/levels, including the retention/provision of stormwater outlets where necessary.	Medium	Moderate	Good quality oval surface, and greater ground serviceability and availability.	CW&MR. Condition assessments / records. Fewer cancelled games / training due to poor drainage. Sporting groups feedback / complaints.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF3	<p>Supplement/expand, and investigate the diversification of, water supplies for irrigation of the oval and surrounds.</p> <p>Amplify water supply lines to the existing 200 kilolitre water tank north-east of the oval (in the Tennis Precinct) and use this storage to also irrigate the oval.</p> <p>Investigate, and implement if practical and warranted:</p> <ul style="list-style-type: none"> other locations in the Oval/Sports Precinct for siting a second large water tank to support irrigation of the oval and surrounds; and improved stormwater harvesting (notably flows off additional hardened/sealed areas and off Boundary Street) and storage to supplement irrigation supplies. 	Medium	Moderate	Additional irrigation water supplies for oval and Oval/Sports Precinct.	CW&MR. Volume of stored / available irrigation supplies. Oval condition assessments / records.
PDFF4	<p>Enlarge the existing football playing field to meet Football NSW's minimum field of play dimensions – of 100 metres long by 64 metres wide, with 3 metre run-off areas on all sides (as shown indicatively on the Masterplan – Figure 11). This will be achieved by extending the playing field/run-off footprint primarily to the north (due to siting of the mini tennis courts in close proximity to the existing football field in the south), with necessary adjustments to the oval's boundary fencing.</p> <p>As part of this enlargement the playing field/run-off footprint will also be relocated slightly to the east, allowing the teams' technical area seating "dugouts" to be relocated off the apron area in front of the grandstand (and included within a slightly larger 5 metre run-off zone on this side of the field) to free-up this apron area for spectators, movement and other purposes (as well avoiding the need to relocate existing floodlight poles at the field's north-west and south-west corners).</p> <p>Concurrent with the above extension the football field may be slightly realigned, to more closely parallel orientation of the central cricket square and minimise intrusion onto this area (also see Action PDFF5 below).</p>	Medium	Minor / Moderate	Football field complies with Football NSW's minimum field of play dimensions	CW&MR. Observation. Sporting groups feedback.
(cont'd)	(The dimensions of senior rugby league, rugby union and AFL fields would				

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF4 (cont'd)	require a more central location within the oval – should use of the oval be allocated to these sports in the future.)				
PDFF5	<p>Extend the existing cricket centre square to the east, to accommodate an additional turf pitch (just beyond the enlarged [realigned] football field, including run-off area – see Action PDFF4 above), as shown indicatively on the Masterplan (Figure 11). This will bring the available pitches with the centre square to 5 – consistent with Cricket Australia's preferred pitch provision standards (of 5 to 6 turf pitches) at the "Community Club" level to accommodate "weekly Country, Metropolitan and/or Junior Association fixtures" at home or satellite grounds (as set out in the <i>Community Cricket Facility Guidelines</i>).</p> <p>This more easterly pitch will be approximately 54 metres from the oval's eastern boundary fence, within Cricket Australia's specified playing field dimensions (radius) of 50 metres minimum (to 60 metres preferred) for matches at the "Open Age (Community Club)" level (also see Action PDFF6 below).</p>	HIGH	Minor / Moderate	Cricket centre square complies with Cricket Australia's guidelines. Greater flexibility in pitch preparation / selection (including at start of season)	CW&MR. Observation. Sporting groups feedback.
PDFF6	Expand the oval's eastern side marginally, by a few metres, to achieve a total oval diameter of a least 130 metres (measured at its most easterly point, perpendicular to the cricket square) – as shown indicatively on the Masterplan (Figure 11). This will enable the middle pitch of the enlarged centre square (see Action PDFF5 above) to meet Cricket Australia's specified playing field dimensions (radius) of 65 metres minimum (to 75 metres preferred) for matches at the "Open Age (Premier/Regional)" level to accommodate "State, Regional, Country, Metropolitan and/or Junior Association representative matches" (in addition to regular weekly competition fixtures) – although only at the minimum field dimensions. Realign boundary fencing and oval access road, and adjust floodlight pole locations, if/as necessary.	Medium	Minor / Moderate	Oval complies with Cricket Australia's minimum field size for "Open Age (Premier / Regional)" level cricket matches.	CW&MR. Observation. Sporting groups feedback.
PDFF7 (cont'd)	Maintain and repair the oval perimeter fence around the oval, and upgrade or replace as/when necessary, to ensure the fence is maintained in good condition, is not a safety/injury risk, is presentable and meets the requirements of the sporting codes using the oval. The oval fence will preferably be a picket fence type, to compliment the heritage character of the adjacent grandstand.	Medium	Minor (to maintain, and adjust if required)	Oval perimeter fence well-maintained and presentable.	CW&MR. Observation and sporting groups feedback /

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF7 (cont'd)	The oval perimeter fence may be realigned/adjusted if required to accommodate minor changes to the oval dimensions or the layout of sporting fields (see Actions PDFF4 and PDFF6) or for other minor works (such as drainage or floodlighting improvements).		Medium (to replace)		complaints.
PDFF8	<p>Upgrade floodlighting for the oval, to accommodate evening/night matches for both cricket and rectangular field sporting/football codes, as well as to provide more even illumination across the entire grassed area to increase evening/night training capacity and assist in spreading usage loads. Floodlighting will be, as a maximum, to the Lighting Class II (Regional Level Competition or Local Club Competition) standard specified by Cricket Australia's <i>Community Cricket Facility Guidelines</i> (500 lux average in the centre square and 300 lux average in the outfield). At a minimum, floodlighting will exceed the standard required to accommodate football matches under Division 1 of the Northern NSW Football League matches (level 3 of the overall Australian league system). Floodlighting upgrades will also be guided by AS 2560.1 <i>General Principles of Outdoor Sports Lighting</i>.</p> <p>Technologies (such as glare-shields, directional LED lighting or similar) will be employed to reduce light "spill", artificial sky glow, and disturbance to nearby residents. If feasible, and cost-effective, LED floodlighting with adjustable lumen output may also be used to accommodate the needs of different sports. Timed cut-offs or remote lighting control may be employed to ensure Council determined (routine) night lighting times are observed.</p> <p>Any new floodlight pole locations will allow for possible enlargement and minor relocation of the football field and surrounds (see Action PDFF4) and possible minor eastward expansion of the oval (see Action PDFF6).</p>	Medium	Moderate / High	Improved oval usage capacity. Capability to accommodate regional level competition cricket matches. Minimal disturbance / impacts for Park neighbours.	CW&MR. Observation. Sporting groups feedback. Park neighbour feedback / complaints.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF9	If required, install small mobile cricket sight-screens at the northern and southern ends of the oval boundary.	Low	Minor	Improved cricket facilities.	CW&MR. Observation. Sporting groups feedback.
PDFF10	Provide additional spectator seating at selected points around the oval – both bench and bleacher (3-4 tier) seat sets, as/where appropriate – as well as seating under mature shade trees (where practical) for walkers, casual leisure/recreation users and spectators.	Medium	Minor	Seating installed, increased spectator seating capacity.	CW&MR. Spectator, sporting groups and Park user feedback.
PDFF11	Provide covered seating (such as 3-4 tier covered bleacher seat sets) – if required – in proximity of the western sport/communities facilities, but without detracting from the heritage quality of the grandstand or congesting the apron/movement area in front of these facilities.	Low	Minor	Seating installed, increased covered spectator seating capacity.	CW&MR. Spectator and sporting groups feedback.
PDFF12	The existing safety/security fencing between the oval and golf course will be realigned slightly in places (into the Golf Course Zone) to afford more room between the oval's boundary fence and this safety/security fencing – to better facilitate access and parking for spectators' vehicles and enable car-based sports viewing. This will preferably be carried out in conjunction with the routine maintenance/upgrading or replacement of this safety/security fencing. Safety/security fencing will not be adjusted where this would impact existing mature trees, or expose them to vehicle pressures.	Low	Minor	Improved spectator vehicle access / parking around oval, and enhanced vehicle-based sports watching.	CW&MR. Spectator and sporting groups feedback.
PDFF13 (cont'd)	Demolish the existing northernmost building (now used as a canteen and sports club equipment storage) and redevelop a larger sports facilities building (single storey only), with a footprint of up to 150 square metres in this area (as shown indicatively on the Masterplan – Figure 11). This building will preferably be located no closer than 10 metres from the grandstand to the south (dependent on its detailed design) to avoid cluttering or detracting for the heritage character/presentation of this structure. It will be also sited to avoid congestion	HIGH	High	Increased sports facility floorspace / capacity, and improved building quality /	CW&MR. Observation. Sporting groups, spectator and Park user feedback.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF13 (cont'd)	of the apron/movement area between it and the oval's boundary fence, and to minimise intrusion into the root zone of the mature Jacaranda tree nearby. (See Action PDFF18 regarding potential sports facilities to be accommodated, Action LL6 regarding licence arrangements potentially applying to this facility, and Action CH4 regarding building appearance.)			presentation. Grandstand heritage quality unimpaired.	
PDFF14	Refurbish the interior of the grandstand's lower level for use as sports facilities, or as a community space/facilities, or a mix/combination of both. Retain the heritage style, scale and character of the grandstand's exterior – including the upper level covered spectator seating (see Action CH3). (See Action PDFF18 regarding potential sports facilities to be accommodated, Action PDFF19 regarding possible community facilities, and Actions LL6 and LL7 regarding licence arrangements potentially applying to this facility.)	HIGH	Moderate	Increased sports facility and/or community space floorspace / capacity. Grandstand heritage quality unimpaired.	CW&MR. Observation. Sporting groups, community/user groups and Park user feedback.
PDFF15	When additional sports facilities/capacity are developed, remove the existing structure attached to the southern side of the grandstand (now used as a female toilet and accessible toilet, and for sports club equipment storage) – to recapture the grandstand's original footprint and character. Only demolish this facility once female toilets and an accessible toilet are available elsewhere in the Oval/Sports Precinct. Reinstate site with sealed movement/spectator apron, and/or seating and/or amenity/decorative plantings – but without detracting from the heritage quality of the grandstand.	Medium	Minor / Moderate	Grandstand's heritage character / presentation enhanced. No net loss of sports facilities.	Observation. Sporting groups and Park user feedback.
PDFF16 (cont'd)	Redevelop/refurbish the existing building south of the grandstand (now used as male toilet and officials' change room/toilet) for use as sports facilities. Redevelop/refurbish this building on largely the same site, and to a similar building footprint as present (a footprint of up to 60 square metres, and single storey only). This building will preferably be located no closer than 10 metres from the grandstand to the north (dependent on its detailed design) to avoid cluttering or detracting from the heritage character/presentation of this structure. (See Action PDFF18 regarding potential sports facilities that may be	Medium	Moderate	Improved standard of sports facilities. Grandstand heritage quality unimpaired.	CW&MR. Observation. Sporting groups, spectator and Park user feedback.

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Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF17 (cont'd)	(See Action PDFF18 regarding potential sports facilities to be accommodated, Action PDFF19 regarding possible community facilities and use, Actions LL6 and LL7 regarding licence arrangements potentially applying to this facility.)				
PDFF18	<p>Potential sporting facilities/services to be accommodated within the buildings along the oval's western side (including the grandstand's lower level) and the proposed new sport/community building (see Actions PDFF13, PDFF14, PDFF16 and PDFF17 above) may include the following:</p> <ul style="list-style-type: none"> home and away team change rooms (preferably unisex design, to cater for both male and female teams) including toilets and showers, and offering all-abilities access and facilities; male and female public toilets (including accessible facilities, or a separate accessible toilet/s); officials' changeroom and toilet; game-day and training equipment storage for sporting users/clubs (and/or storage for other approved Park users); maintenance and machinery storage, and curator's space; canteen/kiosk; officials'/administration space (game-day, potentially combined with other facilities/functions); meeting or club room/s; multi-purpose room/s (potentially combined with community space/facilities – see Action PDFF19 below); first aid room; media room (potentially combined with other facilities/functions); deck or viewing area; outdoor social/barbeque space; Council storage area; cleaners store; and plant and utility areas. 	HIGH	n/a	Adequate type, breadth and standard of sporting facilities / services available to support the ovals' on-going use for organised sport.	CW&MR. Observation. Sporting groups, spectator and Park user feedback.
(cont'd)	The actual facilities/functions to be provided, and in which building or location,				

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF18 (cont'd)	will be determined by Council in collaboration with those sporting groups using the Park, as well as with input from the Singleton Sports Council.				
PDFF19	<p>Potential community spaces/facilities to be accommodated within the proposed new sport/community building (see Action PDFF17) and possibly the lower level of the grandstand (see Action PDFF14) may include the following:</p> <ul style="list-style-type: none"> ▪ a multi-purpose, general access, community space available for wider community use/bookings; ▪ kitchen or food preparation area, with storage; ▪ storage (furniture, users' materials/equipment; and ▪ access to outdoor space. 	HIGH	n/a	Adequate type, breadth and standard of facilities / services available to support community use.	CW&MR. Observation. Community groups and Park user feedback.
6.5.2 Tennis Precinct					
Also see Action PLMR3 regarding maintenance/management responsibilities.					
PDFF20	<p>The existing tennis courts – of all sizes and surfaces – will continue to be maintained and managed to satisfy (and preferably better) the standards necessary to support the intended levels/standards of play, intended patrons, and intensities of use across the Tennis Precinct's various courts (and to accommodate sporting or recreational uses in addition to, or other than, tennis – if warranted).</p> <p>This includes the maintenance of perimeter/security and internal fencing to the courts (and associated gates/accesses), and other facilities, around and within the Tennis Precinct.</p>	HIGH (on-going)	Minor / Moderate	Quality court surfaces matched to use/users and usage pressures. Court serviceability and availability.	Maintenance records and court condition assessments / reports. User feedback / complaints.
PDFF21 (cont'd)	The configuration, size and surfacing of courts within the Tennis Precinct may be altered as necessary – within the current overall/combined court footprint (or a possibly expanded footprint – see Action PDFF22 below) – to best meet the current and future requirements of tennis (or other court sports).	HIGH (on-going)	Dependent on the type and extent of works (if any)	Optimised use of Tennis Precinct for tennis (and/or other court-based sports and recreation).	Asset reports, observation (or CW&MR). Recorded / reported usage levels and activity types. User / user group

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF21 (cont'd)					satisfaction and feedback.
PDFF22	<p>The existing golf course maintenance depot, and existing oval access road, may be redeveloped as additional tennis courts (subject to demonstrable demand for additional tennis capacity, or related court sports/recreation capacity – for regular and on-going use rather than one off or occasional major events) – as shown on the Masterplan (Figure 11). (Alternatively this area may be redeveloped as a new carpark serving the Oval/Sports Precinct and Tennis Precinct, if there is greater demand for additional parking capacity – see Action AM2).</p> <p>These additional courts (if developed) will be of a type, size, surface and configuration best suited to the demonstrated/anticipated need for additional tennis courts (or other court sports/recreation needs). They will be fenced/enclosed and function as part of the wider tennis court complex (but separated from the existing array of courts by the upgraded entry road). These additional courts may be floodlit for evening use, if warranted (see Action PDFF25).</p> <p>If these additional courts are developed the Tennis Precinct would extend northwards (beyond the extent now shown on Figure 10) to encompass these additional (but separate) facilities.</p>	HIGH (subject to demonstrable demand)	High	Additional tennis court (or other court sports / recreation) capacity.	Asset reports, observation (or CW&MR). Additional number of courts developed. User / user group satisfaction and feedback.
PDFF23	<p>The various management/maintenance infrastructure items along the western side of the Tennis Precinct (two storage/equipment sheds, sand stockpile bin, and 200 kilolitre water tank) will be retained and continue to be used to service and maintain the courts (and other Tennis Precinct facilities) and for equipment storage. The manager of the Tennis Precinct may also access/use sporting facilities in the adjacent sports/community built facilities (existing and proposed) around the western and north-western sides the oval if necessary, on an equitable/shared use basis with other sporting users (see Actions UAE7 and LL6).</p>	HIGH (on-going)	Minor	Adequate facilities / services to support on-going use of the Tennis Precinct for court sports.	Tennis Precinct manager feedback. User / user group feedback.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF24	If required, additional sport/recreation facilities (such as rebound/hitting walls, rebound/practice nets, score boards, viewing/seating areas with shelter, umpire's chairs, multi-code/court marking, etc.), or additional minor/small management/maintenance facilities, may be developed at a suitable site(s) within the Tennis Precinct.	Low	Minor / Moderate (dependent on the type and scale of any works)	Adequate facilities / services to support on-going, and shared / diversified use, of Tennis Precinct for court-based sports.	Asset reports, observation (or CW&MR). User / user group feedback. Additional sport / recreation activities undertaken. Court condition assessments / reports.
PDFF25	Upgrade floodlighting of the tennis courts (primarily the synthetic senior courts) to improve performance and provide more even illumination to increase evening/night training usage capability, while minimising disturbance/nuisance for nearby residents (and traffic on Boundary Street). Technologies – such as glare-shields, directional LED lighting or similar, and other measures – will be employed to reduce light “spill”, artificial sky glow, and disturbance to nearby residents. Timed cut-offs or remote lighting control may be employed to ensure agreed/specified night lighting times are observed.	Medium	Moderate / High	Improved courts usage capacity. Minimal disturbance / impacts for Park neighbours.	Asset reports, observation (or CW&MR). User / user group feedback. Park neighbour feedback / complaints.
PDFF26	Refurbish/redevelop the interior of the existing Howe Park Tennis Club building, to better meet the club's and patrons' needs – such as changerooms, improved toilets, kitchen or food preparation area, social/viewing areas, improved all-abilities accessibility, storage, etc. If required the club building may be extended by up to 30% of its current footprint (single story only). Any extension will be of a style, scale, materials/finishes, and character that is consistent with, and sympathetic to, the building's current external character/façade.	Medium	Moderate / High (dependent on the type and scale of any works)	Improved facilities for users of the Tennis Precinct. Building character not significantly altered / impaired	Asset reports, observation (or CW&MR). . User / user group feedback. Observation and photographic records.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF27	Outdoor amenities for Howe Park Tennis Club members and other users of the Tennis Precinct located in the area surrounding the Howe Park Tennis Club building, and attached to the junior "hot shots" courts (in the Precinct's south-east) will be retained, and may be enhanced or additional facilities provided as warranted.	Medium	Minor	Improved facilities for users of the Tennis Precinct.	Asset reports, observation (or CW&MR). User / user group feedback.
6.5.3 Golf Course Zone					
Also see Action PLMR3 regarding maintenance/management responsibilities.					
PDFF28	See Actions PGLM6 to PGLM16 for management actions regarding maintenance and management of the grounds and landscape of the golf course (playing area), ancillary and practice areas, and Clubhouse surrounds.				
PDFF29	The layout of the golf course may be altered as necessary to best meet the current and future requirements for an interesting, enjoyable and appealing golf course (or to improve user, neighbor and passer-by safety or reduce disturbance for surrounding residents). However any such reconfiguration will be predominantly within the current course footprint, and achieved with the minimum practicable loss of mature trees or other significant vegetation (including no reduction in barrier/safety plantings).	Medium	High / Moderate (dependent on extent of course layout alteration)	Course renewal and quality golf experiences. Improved safety outcomes. Reduced neighbour disturbance. No reduction in course amenity.	Asset reports, observation (or CW&MR). User feedback. Number of reported safety incidents. Park neighbour feedback / complaints. Observation and photographic records.
PDFF30 (cont'd)	Until being relocated (see Action PDFF31 below) the existing golf course maintenance depot and stockpile/storage areas will continue to be used to support the golf course's upkeep and management. This area may be modified to improve its operation/functionality and presentation – but largely within its present footprint. Stockpiling of soil and other materials under/around mature trees will be avoided. Screening of this facility – by landscape plantings and fencing – from Boundary Street and	Medium	Minor	Continued on-site maintenance depot and stockpile/storage areas to support golf course upkeep and	Asset reports and observation. Golf course greenkeeper feedback. Park neighbour

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF30 (cont'd)	nearby residences (and the oval) will be improved.			management. Minimal visual impacts for Park neighbours.	feedback.
PDFF31	<p>If/when necessary (due to redevelopment of the current site – see Actions AM1, AM2 and PDFF22), or beneficial in terms of operational management and effectiveness, the golf course maintenance depot and stockpile/storage areas will be relocated and redeveloped in the area north of their current position, along the eastern side of Boundary Street and south/south-west of the Golf Clubhouse – in the area as shown on the Masterplan (Figure 11) (within the Golf Clubhouse and Services Precinct).</p> <p>This relocated/redeveloped maintenance depot and stockpile/storage area:</p> <ul style="list-style-type: none"> ▪ need not occupy the entire area shown on the Masterplan (Figure 11); ▪ will be screened – by landscape plantings and/or fencing – from Boundary Street and nearby residences, the Golf Clubhouse, adjoining fairways or playing areas, and the proposed carpark or additional tennis courts to the south; ▪ will be designed to avoid any potential impacts of stormwater flows/flooding (such as locating bulk storage bins and stockpile areas out of the flow zone), and to avoid adversely impacting water quality in the central drainage line; ▪ will be accessed via the existing service vehicle access at the southern side of the Golf Clubhouse, or directly off Boundary Street (appropriately located in terms of traffic management and safety), or both; and ▪ will be secure/lockable. <p>Improvements to drainage and stormwater management along the adjacent section of Boundary Street (including possible stormwater harvesting – see Action PDFF3) may be warranted prior to the maintenance depot's relocation and redevelopment at this location.</p>	HIGH	High	Continued on-site maintenance depot and stockpile/storage areas to support golf course upkeep and management. Minimal visual impacts for Park users or neighbours.	Asset reports, observation (or CW&MR). Golf course greenkeeper feedback. Park user and neighbour feedback.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF32	<p>The Golf Clubhouse will continue to be located (entirely) within the Golf Clubhouse and Services Precinct – and maintained to an acceptable standard of presentation and user safety.</p> <p>Within this Precinct the existing Golf Clubhouse building may renovated, refurbished and/or extended – but to a maximum building footprint of 1,500 square metres if this building is to incorporate the course's Pro Shop, or 1,375 square metres if the Pro Shop remains as a separate building (see Action PDFF34) – representing, respectively, an approximate 50% or 37% increase above the building's current area. This is inclusive of outdoor dining/seating deck(s) and other attached/built spaces associated with the club building (but excluding surrounding paved areas, activity spaces, rainwater tanks, and other ancillary external elements).</p> <p>The clubhouse will remain a single storey building and avoid visually intrusive rooftop features (such as air conditioning or ventilation units, but excluding solar panel arrays), and meet all-abilities access standards.</p> <p>Alternatively a new Golf Clubhouse building may be constructed at a suitable site within the Golf Clubhouse and Services Precinct – to the same maximum building footprint and other constraints/criteria as described above (as well as the requirements of the <i>Singleton Development Control Plan 2014</i>) – and the existing club building demolished and the site rehabilitated/reinstated. If feasible, portions of the existing club building may be repurposed for other uses – such as Pro Shop or storage (see Actions PDFF34 and PDFF35).</p> <p>A new clubhouse, and major alterations to the existing club building, will:</p> <ul style="list-style-type: none"> ▪ be sensitively designed to minimise possible visual impacts (from both within the Park and nearby streets/residences) and the potential for disturbances (noise and light) to the surrounding neighbourhood; ▪ be suitably landscaped/screened (but also considering passive surveillance requirements); ▪ be low maintenance; and 	HIGH	<p>Minor / Moderate (for maintenance)</p> <p>High to Very High (for renovation, refurbishment or extension)</p> <p>Very High (for redevelopment)</p>	<p>Quality sport / leisure / social facilities and services for golf club members, course users and wider community.</p> <p>High standard club building and facilities. No significant impacts for neighbours.</p>	<p>Asset reports, observation (or CW&MR). Annual patronage numbers and club turnover. Club member, user and community satisfaction levels and feedback.</p> <p>Neighbour and Park user feedback / complaints.</p>
(cont'd)					

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF32 (cont'd)	<ul style="list-style-type: none"> ▪ apply best-practice ecologically sustainable development principles. <p>The Golf Clubhouse (existing, refurbished or redeveloped) will provide facilities and services for golf club members and course users as well as for the wider community, including any or all of the following (in addition to necessary utility, functional, storage or operational spaces):</p> <ul style="list-style-type: none"> ▪ change rooms and toilets; ▪ lockers; ▪ Pro Shop; ▪ club rooms and administration offices; ▪ bars and beverage service areas (members only and general public); ▪ bistro, restaurant, or food service areas; ▪ café (internal and/or external); ▪ outdoor dining or viewing deck/terrace area(s); ▪ gaming rooms/spaces; and ▪ function room or event space. <p>(See Action LL3 regarding licence arrangements applying to this facility.)</p>				
PDFF33	<p>Social and leisure activity spaces that may be provided adjacent to or in association with the Golf Clubhouse (existing, refurbished or redeveloped), within the Golf Clubhouse and Services Precinct, may include:</p> <ul style="list-style-type: none"> ▪ barbeque/picnic area; ▪ playground; and ▪ amenity/decorative plantings and managed parkland settings/spaces (for leisure, socialising, functions or event photography use). <p>These facilities may be lit/floodlit to support evening use, but using methods and times to minimise undue disturbance/nuisance for nearby residents.</p>	Medium	Moderate	Quality leisure / social facilities and services for golf club members, course users and wider community. Minimal disturbance for neighbours.	Asset reports, observation (or CW&MR). Club member, user and community satisfaction levels and feedback. Neighbour feedback / complaints.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF34	<p>A Pro Shop may continue to be located (entirely) within the Golf Clubhouse and Services Precinct – and maintained to an acceptable standard of presentation and user safety.</p> <p>The existing Pro Shop may be retained, renovated/refurbished and/or extended – but to a maximum building footprint of 140 square metres (approximately double the building's current, enclosed, footprint) excluding surrounding paved areas, covered areas, activity spaces, rainwater tanks, and other ancillary external elements. The Pro Shop will remain a single storey building.</p> <p>Alternatively a new Pro Shop may be developed (or repurposed), as a stand-alone building within the Golf Clubhouse and Services Precinct – to the same maximum building footprint and other constraints/criteria as described above – and the existing Pro Shop demolished (and the site rehabilitated/reinstated) or repurposed for other golf-related uses (see Action PDFF35 below). Any new (or repurposed) Pro Shop would also be suitably landscaped/screened (but also considering passive surveillance requirements), low maintenance, and apply best-practice ecologically sustainable development principles.</p> <p>The Pro Shop may also be incorporated as part of the refurbished or redeveloped Golf Clubhouse (see Action PDFF32), and the existing Pro Shop demolished (and the site rehabilitated/reinstated) or repurposed for other golf-related uses (see Action PDFF35 below).</p>	HIGH	<p>Minor / Moderate (for maintenance)</p> <p>High to Very High (for renovation / extension or redevelopment as a stand-alone building)</p>	Continued availability of a Pro Shop to support use of the golf course and provide services to golfers / users. Minimal disturbance for neighbours.	Asset reports, observation (or CW&MR). Usage levels. Club member, user and community satisfaction levels and feedback. Neighbour feedback / complaints.
PDFF35	<p>Up to 100 square metres of built space may be developed, or retained/repurposed, located (entirely) within the Golf Clubhouse and Services Precinct. Any such space will be single storey only, suitably landscaped and/or screened (but also considering passive surveillance requirements), low maintenance, and apply best-practice ecologically sustainable development principles.</p> <p>Such a built space would provide an additional/auxiliary area to support the use/enjoyment or management of the golf course – such as golf cart storage, tuition/lesson space, driving nets/cages, etc. – if/as required.</p>	Low	Moderate	Additional built space / facilities to support golf course use and management.	Asset reports, observation (or CW&MR). Usage levels. Club member / user, and course manager, feedback.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF36	<p>Ancillary or supporting facilities, to provide additional golf-related activities and/or enhance the enjoyment of course users, that may be developed within the Golf Clubhouse and Services Precinct include features such as:</p> <ul style="list-style-type: none"> ▪ putting greens; ▪ chipping green; ▪ driving/practice nets; ▪ driving cage(s); ▪ tuition/lessons areas; ▪ a mini-golf ("Putt Putt") course; or ▪ safety nets, or other safety measures, where required. <p>These facilities may be lit/floodlit to support evening use, but using technologies – such as glare-shields, directional LED lighting or similar, and other measures (as well as prescribed curfew times) – to reduce light "spill" and disturbance for nearby residents.</p>	Medium	Minor / Moderate (dependent on feature(s) developed)	Additional facilities / activities for golfers and other users. Minimal disturbance for neighbours.	Asset reports, observation (or CW&MR). Usage levels. Club member, user and community feedback. Neighbour feedback / complaints.
6.5.4 Other Recreation, Leisure or Park User Facilities					
PDFF37	Provide and maintain additional supporting low-key leisure/recreation furniture and facilities – such as seating/benches or other park furniture, "bubblers" and bottle refill stations, rubbish and recycling bins, dog water points, dog waste disposal bins and litter bags (although, as part of responsible pet ownership, dog owners will also be encouraged to provide their own litter bags), safety railings and barriers, etc. – at appropriate sites around the Park (principally in the more publicly accessible parts of the Park, notably the Oval/Sports Precinct).	Medium (on-going)	Minor	Adequate number and location of park furniture and passive use facilities.	CW&MR. Number, standard and location of park furniture and passive use facilities. Park user feedback.
PDFF38 (cont'd)	<p>If warranted, and subject to demonstrable demand for additional independent/casual recreation or leisure activities, the following facilities may be installed at appropriate sites within the Oval/Sports Precinct:</p> <ul style="list-style-type: none"> ▪ picnic table/seat sets, covered or uncovered (including wheelchair accessible/usable picnic tables); ▪ a rebound wall (which may also be used as an approved "graffiti/art surface") 	Low	Minor / Moderate	Diversification of independent / casual recreation or leisure activities,	CW&MR. Observed levels of use. User feedback.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF38 (cont'd)	<ul style="list-style-type: none"> – if manageable); or ▪ a small outdoor exercise/ fitness equipment hub (potentially both static and dynamic equipment, as well as some “inclusive” elements suitable for use by older people as well as mobility impaired users if practical). 				
6.5.5 Signage					
PDFF39	<p>Maintain, and improve (in terms of standard, position, messaging and consistency) as required, the Park’s on-site management signage – including:</p> <ul style="list-style-type: none"> ▪ Park name/identification (including depicting the entire Park and its constituent parts – Howe Park Oval, Howe Park Tennis Centre, and Singleton Golf Course); ▪ available facilities and activity opportunities; ▪ safety and warning signs; and ▪ regulatory/ordinance information. <p>Signage styles will be consistent with Council’s wider signage style/standards (with a preference for simple “accessible” signs and messaging). Signage will be matched to the size/importance of the applicable Park entry point or boundary.</p>	Medium	Minor	Improved signage and information for Park users.	Observation. CW&MR. Positive feedback from Park users.
6.5.6 Lighting and Floodlighting					
PDFF40	<p>Install additional “area lighting”, where required, for user safety and site security. Preference will be given to low or ground-level lighting solutions where effective (such as bollards or path edge lighting) over elevated illumination, to avoid light spill impacts and nuisance. Glare-foils and similar measures will be used where warranted. Consideration will also be given to motion-sensitive security lighting for buildings and other assets.</p>	Medium	Low / Moderate	Additional area lighting installed and effective. Impacts / disturbances for neighbours minimised.	Observation, asset reports and CW&MR. Park user and neighbour feedback / complaints. Number of recorded security incidents.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF41	Progressively upgrade floodlighting, when undertaking major maintenance or at the end of an array's serviceable life, to take advantage of improved technologies and performance (such as energy efficiencies, focused illumination zones, lifespan, light spill management/control, remote control/management, etc.). (Also see Actions PDFF8, PDFF25, PDFF33 and PDFF36).	Low	Moderate / High	Cost-effective, efficient and low-impact floodlighting of organised sport areas / facilities.	Asset reports and CW&MR. Sporting groups satisfaction and feedback.
PDFF42	Investigate alternate methods for the management and control of floodlighting, including: <ul style="list-style-type: none"> possible remote programming/control by Council – as part of field/court usage times and agreements, as well as potential to switch lighting off during ground (weather) closures or at specified curfew times (with grace periods); on-site locked or encrypted access to lighting controls (pre-set or pre-limited if necessary) by authorised users; or ways to meter/record lighting use (for the purposes of attributing power charging and maintenance). Liaise with licencees/lessees and sporting groups/users. Implement improved management measures when identified, with trial periods if warranted.	Medium	Minor / Moderate (depending on method applied)	More effective and efficient management of floodlighting. Fewer conflicts between users. Fewer Park neighbour complaints and adverse impacts.	Alternate methods evaluated. Sporting groups satisfaction and feedback. Park neighbour feedback / complaints.
6.5.7 Management Facilities					
PDFF43	The Queen Street and Boonal Street boundaries of the Park (golf course) will continue to be predominantly defined by light open-style fencing, such as the existing post and 3-strand wire fencing, to allow for views from adjacent roads and surrounding areas into and across the attractive open landscaped scene offered by the grassed/treed fairways (other than where more substantial fencing or barrier plantings may be required for safety reasons – see Action PMA10).	Medium (on-going)	Minor	Adequate definition of Park (golf course) boundary while maintaining scenic views.	Asset reports (or CW&MR). Observation.

Action No.	Park Developments, Facilities and Furniture - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PDFF44	Following relocation of the existing maintenance depot and stockpile/storage area (see Action AM2) the safety/security fencing between the oval and golf course will be realigned and extended to the west (to connect with the lockable vehicle gate on the upgraded entry road) – as shown on the Masterplan (Figure 11). This realignment should also allow for the possible development of additional “internal” carparking within the Oval/Sports Precinct (see Action AM4) as well as the fencing at the proposed carpark or additional tennis courts (see Action AM2) – as shown on the Masterplan (Figure 11).	Medium	Minor / Moderate	User safety. Demarcation between oval and golf course.	CW&MR. Observation. Number of reported “stray ball” injury incidents annually.
PDFF45	Litter bins and recycling stations will be installed, or more appropriately positioned, near heavy use/traffic areas throughout the Park (including the golf course) to reduce littering, increase recycling and facilitate collection.	Medium	Minor	Waste and recycling facilities in place. Reduced litter and increased recycling rates.	CW&MR and asset reports. Observation and Council operational staff feedback.
PDFF46	A Council storage area(s), to support the Park’s maintenance and management, may be included within the existing and proposed buildings along the oval’s western side and the proposed new sport/community building (see Actions PDFF13, PDFF14, PDFF16 and PDFF17). (Also see Actions PDFF30 to PDFF32 and PDFF35 regarding licensee/lessee maintenance and management storage in the Tennis Precinct and Golf Course Zone.)	Medium (on-going)	Minor	On-site storage capacity to support Council maintenance / management.	Maintenance records. CW&MR. Council operational staff feedback.

6.6 PARK GROUNDS AND LANDSCAPE MANAGEMENT

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.6.1 Sports Zone					
PGLM1	See Action PDFF1 to PDFF6 for management actions regarding the oval's surface and playing area.				
PGLM2	Maintain the loose open ring of mature trees that roughly encircle and provide a background, and sense of enclosure, for the oval – including trees within both the Oval/Sports Precinct and adjacent areas of the Golf Course Zone. Tree health will be maintained/supported by special management actions/interventions as required – such as vehicle exclusion from the root zone, mulching (or planting with low/groundcover species) beneath trees, pest and disease control, etc. Succession tree plantings (preferably using advanced specimens of native tree species) will be undertaken around the oval as/where required. (Also see Action PGLM11)	Medium	Minor	Retention of encircling tree cover and character of oval.	Observation and photographic records.
PGLM3	Maintain the open grass/lawn, and “parkland” (trees and grass), areas of the Oval/Sports Precinct (outside the fenced oval area) as guided by Council’s adopted service standards, and practices/guidelines for grass management in passive use parklands. Including – mowing regimes (summer and winter), aerating, seeding/oversowing, irrigation and fertilising (with limitations and/or caution in proximity to drainage lines), and weed control – to ensure that all grassed/parkland setting areas are maintained in a reasonable condition in terms of usability and appearance.	HIGH (on-going)	Minor	Attractive and useable grassed open spaces and parkland settings maintained.	Grounds maintenance records and observation. Park user feedback.
PGLM4	Protect the mature Jacaranda tree at the oval’s north-west (north of the grandstand) applying special management actions/interventions as required (and where practical) – such as vehicle exclusion from the root zone, mulching (or planting with low/groundcover species) beneath the tree, pest and disease control, etc. Undertake succession planting (preferably using advanced specimens) to ensure persistence of a Jacaranda tree(s) in this location.	Low	Minor	Healthy / attractive Jacaranda trees in-situ. Enhanced heritage character /	Observation and photographic records. Park user feedback.
(cont'd)	Plant one or more Jacaranda trees (same variety) in a similar location south of				

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM4 (cont'd)	the grandstand and sports facility buildings, to “mirror” and balance the northern Jacaranda and enhance the heritage character/setting of the grandstand and this western side of the oval.			setting of grandstand and western side of oval.	
PGLM5	Investigate the practicality of using water from the golf course central dam for irrigation and other landscape/grounds maintenance purposes in the Sports Zone, particularly after the dam's capacity has been increased (see Action PGLM14), and implement if feasible.	Low	Minor (for investigation) Moderate / High (for implementation).	Greater stored water supply for use within Sports Zone.	Investigation completed. CW&MR
6.6.2 Golf Course Zone					
PGLM6	Retain the existing overall landscape character of the golf course – as typified by extensive open grass areas with rows, groups or scattered trees (an “open parkland” setting), as well as occasional “islands” or bands of plantings or minor areas of amenity/decorative plantings – to offer an appealing recreation/leisure setting for golfers (and other Park users) as well as attractive landscape and green open space when viewed for outside the Park.	HIGH (on-going)	Minor	“Open parkland” character of golf course retained, as an important part of the Park's recreation value / setting and scenic quality.	Grounds maintenance records, observation and photographic records. Golf course user, and neighbour, feedback.
PGLM7 (cont'd)	The golf course (playing area) will continue to be managed as a parkland style course and to the standard of a quality, well-conditioned, regional golf course or above. This includes the management and conditioning of the major course components, in the order of management focus/importance: <ul style="list-style-type: none"> greens; 	HIGH (on-going)	Moderate	Golf course maintained as a quality, well-conditioned, regional level	Maintenance records. Course condition assessments / reports. User

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM7 (cont'd)	<ul style="list-style-type: none"> ▪ green “collars” (the green precinct and surrounds); ▪ tees; ▪ bunkers; ▪ fairways; and ▪ close-in (‘first cut’) rough. <p>Turf management will be a principal management focus, addressing measures such as:</p> <ul style="list-style-type: none"> ▪ maintaining turf/grass cover at an appropriate competition grass height; ▪ differing mowing heights for the various course elements (including “profile mowing” for fairway definition); ▪ aiming for sustainable turf/grass health; ▪ maintaining a high percentage and consistent turf/grass coverage, relatively free of weeds, with a consistent and healthy appearance; and ▪ delivering appropriate turf mono-culture (using a desired single grass species) for a quality playing surface across critical areas (greens and tees). <p>Sand bunkers will preferably have a single (clean) sand type, of consistent feel and appearance and sand depth. Waterways will be neatly maintained where they adjoin playing areas (and marked appropriately as hazards) while also performing water flow/management, water storage and environmental functions (see Actions PGLM13 to PGLM16).</p> <p>Management of the golf course will be guided by an appropriately skilled “course superintendent” or greenkeeper. Course management will also take account of seasonal factors, and other variations to the management environment, as well as responsive and ad hoc/opportunistic management demands or opportunities.</p> <p>The golf course’s tree and vegetation cover, as well as aesthetic/landscape and environmental values, will also be considered in the area’s day-to day and longer term maintenance and management.</p>			<p>course. Course serviceability and availability. Visual and environmental values maintained.</p>	<p>feedback. Observation and photographic records.</p>

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM8	The golf course's practice and ancillary areas (principally located in the Golf Clubhouse and Services Precinct) will be managed to deliver a sustainable and consistent coverage of turf/grass having a healthy and appealing appearance, relatively free of weeds, and of a quality and "height of cut" to support the varied use of these spaces (putting green, lessons and golf clinics, Pro Shop, tee-off waiting area, golf cart parking, etc.). Planted areas, low walls, pathways, surface hardening/sealing, differential turf/grass cut heights, seating, low or open fencing, and other landscape measures may be used to delineate activity areas, guide or regulate pedestrian and vehicle traffic, manage wear and tear, and enhance the presentation and visual quality of these areas.	HIGH (on-going)	Minor	High utility, and quality presentation, of golf course practice ancillary and areas.	Maintenance records. Course condition assessments / reports. User feedback.
PGLM9	The surrounds of the Golf Clubhouse, carparks and other leisure or social facilities associated with the golf course (located within the Golf Clubhouse and Services Precinct) will be managed as an attractive area of neatly maintained grass and amenity plantings – with paths, service roads, hardened areas, planting beds and other landscape measures – to support the movement of players and guests to/from the golf course, clubhouse and other facilities as well as the use of leisure/social facilities that may be associated with the clubhouse (such as a barbeque area or playground).	HIGH (on-going)	Minor	High quality presentation and utility of the Golf Clubhouse and leisure / social facilities	Maintenance records. Observation. User and Park neighbor feedback.
PGLM10	Maintain the existing vegetation, and carry out replacement and reinforcement tree and understorey plantings (including both amenity/decorative plantings and mass planting of appropriate native species), across the golf course, principally targeting fairway margins and un-used areas – to sustain/improve the course's landscape and amenity quality, enhance biodiversity values, and reduce grass mowing workloads. Preference will be given to native species (preferably endemic species) selected for their habitat and scenic values, climate change resilience/suitability, and safety (also see Action PGLM12, Action PGLM20 and Action PMA22).	Medium (on-going)	Minor	Improved tree cover and increased extent of vegetation. Enhanced amenity values and increased habitat.	Grounds maintenance records. Observation and photographic records. Golfer / user feedback.

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM11	<p>Extend/establish a band of barrier or buffer plantings along the northern border to the Sport Zone abutting the Golf Course Zone, with this band of dense planting extending to the west when the golf course maintenance depot and stockpile/storage areas is relocated depot (see Action PDFF31) (and allowing for possible development of the proposed new carpark or additional tennis courts – see Actions AM2 and PDFF22) and the safety/security fencing realigned/extended (see Action PDFF44). This planted barrier/buffer will be located just inside the Golf Zone – as shown on the Masterplan (Figure 11). Alignment of this planted barrier/buffer will also consider, and allow for, the possible minor realignment (into the Golf Course Zone) of sections of the existing safety/security fencing between the oval and golf course (see Action PDFF12).</p> <p>Large shrubs or small trees, with thick crowns and/or dense foliage, will be favoured to ensure the effectiveness of this barrier/buffer in reducing “stray ball” hazards and other safety issues for Park users, parked vehicles and other assets in the adjacent Oval/Sports Precinct and Tennis Precinct.</p>	Medium	Minor / Moderate	User safety. Demarcation between oval and golf course.	CW&MR and observation. Number of reported “stray ball” injuries or damage incidents annually.
PGLM12	Trees on the golf course will be audited by a qualified arborist every 2 to 3 years (minimum) to assess for tree health, structural integrity and safety issues. Necessary actions to isolate, or make safe, any trees assessed as hazardous (by the arborist report or as otherwise observed) will be promptly undertaken.	HIGH (on-going)	Minor / Moderate	Arborist inspections undertaken. Tree hazard issues addressed.	Inspection findings. Grounds maintenance records and observation.
PGLM13 (cont'd)	<p>Continue to maintain the central dam within the golf course, and carry out periodic cleaning/deepening. Native waterway/wetland plantings will be undertaken and maintained around the dam margins, to improve water quality and enhance amenity and biodiversity values.</p> <p>The dam's size/capacity may be increased by up to 100% of its existing state (up to 12-13 Megalitres), if required, to provide greater water storage capacity to support irrigation and maintenance of the golf course and related facilities, as</p>	Medium (on-going)	<p>Minor (for dam upkeep)</p> <p>High (for dam deepening and</p>	<p>Greater water storage capacity. Improved drainage and functioning of watercourse. Improved water quality, amenity</p>	<p>Grounds maintenance records. Asset reports (or CW&MR). Observation and photographic</p>

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM13 (cont'd)	well as potentially other areas of the Park (see Action PGLM5). The pumping station will be upgraded as/when required.		enlarge-ment).	and biodiversity values.	records. Water quality monitoring.
PGLM14	The boggy willow-lined section of the central drainage line (south-east of the Golf Clubhouse, as shown on the Masterplan [Figure 11]), will be renovated/upgraded by the installation of a settlement pond/dam (with a capacity of up to 8-9 Megalitres). The Willows will be removed and the upstream section of the drainage line (to the west) will be renovated (including cleaning, realigning and widening as necessary) as a rock-lined filtration channel with native low-growing waterway/wetland plantings – to improve the quality of water inflows, better manage overland flows, and enhance amenity and biodiversity values.	Medium	High	Greater water storage capacity. Improved drainage and functioning of watercourse. Improved water quality, amenity and biodiversity values.	Grounds maintenance records. Asset reports (or CW&MR). Observation and photographic records. Water quality monitoring.
PGLM15	Install a small detention weir and shallow dam (up to 0.5 Megalitres capacity) on the central drainage line just inside the Park's Boonal Street boundary – as shown on the Masterplan (Figure 11) – to aid in retaining water flows within the golf course for irrigation use. Widen and renovate/clean a section of the drainage line upstream (to the west) (to offer a further retention capacity of up to 0.5 Megalitres), realign as necessary, and naturalise with low-growing native waterway/wetland plantings – to increase water storage capacity, better manage overland flows, improve water quality and enhance amenity and biodiversity values.	Medium	Moderate	Greater water storage capacity. Improved drainage and functioning of watercourse. Improved water quality, amenity and biodiversity values.	Grounds maintenance records. Asset reports (or CW&MR). Observation and photographic records. Water quality monitoring.
PGLM16 (cont'd)	The central drainage line through the golf course will be periodically cleaned/renovated to better collect overland flows/drainage, manage flows across the course, and direct water into the central dam and other storage points (see Actions PGLM14 and PGLM15 above). This may include widening and realignment as necessary. The watercourse will be further "naturalised" with native waterway/wetland plantings (low-growing), and the progressive removal of Willows and replacement with suitable native tree species, to improve water quality and	Medium (on-going)	Minor	Improved drainage and functioning of watercourse. Improved water quality, amenity and biodiversity	Grounds maintenance records. Observation and photographic records. Water quality monitoring.

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM16 (cont'd)	enhance its amenity and biodiversity values. Special attention will be given to removing weeds from within the drainage line corridor to reduce the spread of water borne weed seeds. (Also see Action PDFF3 and Action PDFF31)			values.	
6.6.3 General					
PGLM17	Difficult locations for grass maintenance, such as heavily shaded and/or compacted areas under trees/tree groves, may be addressed by alternative landscaping measures – such as mulching and/or dense groundcover or lower shrub plantings.	Medium	Minor	Reduced extent of bare, compacted or unappealing grounds.	Observation. Park user feedback / complaints.
PGLM18	Maintain the Park's amenity/decorative or screen planted areas (and modify, or establish new plantings as warranted) to a presentable/appealing standard – to provide amenity and features of interest, screen or soften (less attractive) built features or car parking, and (in places) to provide attractive streetscapes and Park entries.	HIGH (on-going)	Minor	Attractive, well-presented and well-maintained amenity / decorative or screen plantings.	Park user feedback. Grounds maintenance records and observation.
PGLM19	Protect/guard trees from damage (from vehicle intrusion, soil compaction, vandalism, etc.) – particularly those in high use/traffic areas or of considerable scenic value. Apply measures such as protection of the root zone (using low fencing, large bollards, large placed rocks, etc.), mulching, surrounds planting (with low/groundcover species), pest and disease control, damage repair treatments, etc.	Medium (on-going)	Minor	Quality tree health and appearance.	Grounds maintenance records and observation.

Action No.	Park Grounds and Landscape Management - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PGLM20	Preference will be given to the use of locally occurring (endemic) plant species to reinforce the Park's landscape and habitat values – particularly across the golf course. The implications of climate change, and safety, will also be considered in species suitability and selection for future tree and other plantings.	Medium	n/a	Species selection preferences endemic species and considers climate change and safety implications	Grounds maintenance and species records. Observed selected species' survival and vigour (long-term).

6.7 CULTURAL HERITAGE

Action No.	Cultural Heritage - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.7.1 Aboriginal Cultural Heritage Sites/Values					
CH1	Apply a precautionary approach to works that require ground clearing/disturbance (likely to cause a level of impact beyond “trivial or negligible” harm), given the likelihood of encountering unrecorded Aboriginal cultural heritage material/sites within the Park. Seek advice from Council’s Aboriginal Advisory Committee and comply with the <i>Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales</i> (NSW Department of Environment, Energy and Science), as well as liaising with the Wanaruah Local Aboriginal Land Council as warranted.	HIGH (on-going)	Minor	No inadvertent damage to Aboriginal cultural heritage materials / sites. Compliance with legislative obligations.	Incidence of inadvertent or unapproved damage to Aboriginal cultural heritage materials / sites. Number of Due Diligence Assessments competed.
CH2	Undertake, or encourage/support, research into the Park’s Aboriginal history, post-contact past, and continuing connections and importance for Aboriginal people.	Low	Minor	Improved knowledge base.	Research undertaken and available.
6.7.2 European/Historic Heritage					
CH3	Retain the built form and external appearance of the grandstand – in a manner that is sympathetic to, and consistent with, the (external) heritage character and presentation of this structure (or will, accurately, recover or enhance its heritage values/appeal) as the built “centerpiece” of the Oval/Sport Precinct. (Also see Actions PDFF13, PDFF15 and PDFF16).	Medium (on-going)	Minor / Moderate (depending on nature and extent of works)	Heritage character and presentation of grandstand retained and enhanced.	Observation and photographic records. CW&MR. Park user feedback.
CH4 (cont'd)	New, modified or redeveloped buildings flanking or in proximity to the grandstand (along the western side of the oval) will not be designed to present a heritage façade/character, or “mimic” the grandstand in style/appearance, but will be of a sympathetic or neutral architectural style – so as not to detract from the grandstand's (external) heritage character and presentation.	Medium (on-going)	n/a	Grandstand’s heritage character / presentation not	Observation and photographic records. Park user feedback.

Action No.	Cultural Heritage - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
CH4 (cont'd)				diminished by replica buildings.	
CH5	The existing John Howe commemorative wall and plaque will, if/when necessary (see Action PDFF17), be rebuilt/relocated in a suitable – prominent and publicly accessible – location within, or at the entry to, the Oval/Sports Precinct.	Medium	Minor	Retention of local commemorative / heritage feature.	CW&MR and observation.
CH6	The Trooper Ernest Capp memorial drinking fountain, now located adjacent to the Tennis Club building, will be retained and repair/maintenance undertaken as required. Identification/interpretation will be provided to alert Park users to this heritage feature. If warranted, or necessary due to extension of the Tennis Club building (see Action PDFF26) this feature may be relocated to a suitable – publicly accessible or visible – location within the Oval/Sports Precinct for presentation and interpretation. A suitable site and/or protective measures would be chosen/installed to protect this feature from vandalism or malicious damage.	Medium	Minor	Protection and enhanced presentation of local commemorative / heritage feature.	CW&MR and observed condition of heritage feature. Park user feedback. Incidence of damage / vandalism.
CH7	Develop and install, at appropriate locations, on-site interpretive signage (or other interpretive measures if suitable - such as public art, installations, “apps”, QR codes, etc.) to present the Park’s past (both Aboriginal and post 1788) and the remaining features of historic interest.	Medium	Minor to Moderate (depending on measures used)	Increased user appreciation and understanding of Park’s history.	Improved interpretive signs / measures in place. Park user feedback.

6.8 LEASES AND LICENSES

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.8.1 General Lease and License Considerations					
LL1 (cont'd)	<p>In deciding whether to grant a lease, licence, or other estate (or other permit, agreement or hire arrangements) Council will consider whether the proposed use or activity and/or the lease or licence:</p> <ul style="list-style-type: none"> ▪ is consistent with the provisions of the <i>Local Government Act 1993</i> and associated regulation – and particularly this legislation's provisions around granting leases, licences, or other estates including - <ul style="list-style-type: none"> ▫ section 46 (general provisions re leases, licences and other estates in respect of community land), ▫ section 46A (means of granting leases, licences and other estates), ▫ section 47 (leases, licences and other estates for terms greater than 5 years), ▫ section 47B (lease or licence in respect of natural areas), ▫ the requirement, where a public objection has been received, for a council to obtain the Minister for Local Government's approval to grant a proposed lease, licence or estate for a term over five years, and ▫ the requirements of sections 47(5)(b) and 47(8AA), to obtain the Minister for Local Government's approval for granting a lease or licence for a term in excess of 21 years (up to the maximum term of 30 years); ▪ is consistent with the provisions of the <i>Crown Lands Management Act 2016</i> and associated regulation; ▪ is consistent with the principles of Crown land management; ▪ is consistent with the objectives, directions and provisions of this Plan of Management; ▪ is consistent with the management objectives for categorisation of the area in which the proposed use/activity will occur; ▪ is consistent with applicable Council policies and guidelines (also see 	HIGH (on-going)	n/a	Lease, licence, other estate (or other permit, agreement or hire arrangements) are fully evaluated prior to issue or approval. Leases, licences, or other estates are compliant with applicable legislation.	Periodic audit of licence, other estate, or other permit or hire arrangements for compliance with assessment and approval procedures and permissibility.

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL1 (cont'd)	Action LL2 below); <ul style="list-style-type: none"> is consistent with, and unlikely to have a significant adverse impact on, the Park's values, intended character and settings; will not cause unacceptable disturbance/impacts for Park neighbours and/or surrounding land uses; will provide identifiable benefits for the community or particular users/groups; will not exclude or unduly disadvantage or displace other Park users, or is likely to unacceptably impair an area's reasonable enjoyment by others; is permissible under the Park's land use zoning in the <i>Singleton Local Environmental Plan 2013</i>; and/or is likely to place excessive demands on Council's Park management or administrative capacity. 				
LL2	All leases, licences or other estates (or other permit, agreement or hire arrangements) that Council may enter into with third parties for use or management of any areas of the Park will – as/where relevant – be guided by and consistent with the current versions of Council's <i>Lease/Licence of Council Land and Buildings to Community Groups Policy</i> and <i>Sportsground Usage Guide</i> (particularly with regard to shared access/use and "responsibilities of use" obligations).	HIGH (on-going)	n/a	Lease, licence, other estate (or other permit, agreement or hire arrangements) are consistent with Council policies and guidelines.	Periodic audit of licence, other estate, or other arrangements.
6.8.2 Golf Course Zone (Golf Course, Golf Clubhouse and Related Facilities)					
LL3 (cont'd)	This Plan of Management expressly authorises Council, by resolution, to grant a lease, or leases, over the Golf Course Zone – as shown on the Management Zone Plan (Figure 11). To this end Council may negotiate and enter a lease agreement – with the Singleton Golf Club Co-operative Ltd, or another formally incorporated sporting	HIGH (on-going)	Negligible	Continued operation of a golf course and sports club – offering sporting,	Lease(s) negotiated and in place. Successful operation of a golf course, sports

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL3 (cont'd)	<p>association engaged in delivering golfing and related opportunities to the local community – for the lease of the all, or part, of the Golf Course Zone for a period not exceeding 21 years. The purpose of this lease will be to deliver sporting, recreation, leisure and social activities to club members, the Singleton community and visitors.</p> <p>Any lease will address all matters applicable to the management and use of this area, which may include (as relevant) matters such as:</p> <ul style="list-style-type: none"> specifying any part(s) of the area or facilities that may be excluded from the lease and retained under Council's management; details of permitted uses and activities, as consistent with this Plan's directions and compliant with the area's zoning and categorisation; setting maximum capacities and other safety limitations/requirements, where necessary; specifying requirements for the lessee to obtain/hold an appropriate club licence, or appropriate liquor and gaming licences, from Liquor and Gaming NSW; specifying permitted hours of operation, and applicable curfew/closing times – across the area as a whole, or for various areas/facilities as appropriate; specifying minimum requirements for the Golf Clubhouse and other built facilities (or parts thereof) to be available to other Park users and the wider community/community groups; describing requirements to manage/limit the potential for after-hours disturbance to nearby residents (such as noise, traffic and parking, lighting, litter, anti-social behaviours, etc.); describing any measures required of the lessee to permit and facilitate access to the golf course (or parts thereof) by the broader community; describing requirements around public safety, and incident reporting; specifying responsibilities and standards for maintenance and management of the area and its assets; 			<p>recreation, leisure and social activities to club members, the Singleton community and visitors. Valued, accessible and well-managed sport and community asset.</p>	<p>club and community facility, with ongoing patronage and community support. Acceptable asset condition and maintenance. Audited compliance with lease(s) conditions. Lessee(s) feedback. User feedback. Park neighbor feedback / complaints.</p>
(cont'd)	<ul style="list-style-type: none"> guidelines as to permissible improvements or developments; 				

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL3 (cont'd)	<ul style="list-style-type: none"> ▪ guidelines in relation to any approved sub-leasing, or rental/letting, of areas/facilities (as well as any ancillary commercial activities); ▪ guidelines/limits of any acceptable advertising, and other signage, visible from both within the Park and from surrounding areas; ▪ work health and safety standards, and requirement around protection of the environment; ▪ reporting requirements; ▪ provisions for Council (and other authority's) access and inspections; ▪ setting out a process for dealing with complaints, including requirement for the notification of Council; and ▪ any other matters deemed appropriate by Council. <p>If advantageous, the Golf Clubhouse (and surrounding associated leisure/social facilities), and the golf course (including practice and ancillary areas as well as management or operational sites/facilities) may each be subject to separate leases – including being leased to different entities, if appropriate.</p>				
6.8.3 Tennis Precinct					
LL4 (cont'd)	<p>This Plan of Management expressly authorises Council, by resolution, to grant a lease over the Tennis Precinct – as shown on the Management Zone Plan (Figure 10) (or as possibly extended northwards – see Action PDFF22).</p> <p>To this end Council may negotiate and enter a lease agreement – with the Howe Park Tennis Club Singleton Incorporated, or another formally incorporated sporting association engaged in delivering tennis and/or related court based sports and recreation opportunities to the local community – for the lease of the Tennis Precinct for a period not exceeding 21 years. The purpose of this lease will be to deliver sporting, recreation and leisure activities to club members, the Singleton community and visiting players.</p> <p>Any lease will address all matters applicable to the management and use of this area, which may include (as relevant) matters such as:</p> <ul style="list-style-type: none"> ▪ specifying any part(s) of the area or facilities that may be excluded from the 	HIGH (on-going)	Negligible	Continued operation of a major tennis (or court-sports) facility – offering sporting, recreation and leisure activities to club members, the Singleton community and visiting players.	Lease negotiated and in place. Successful operation of a major tennis (or court-sports) facility, with ongoing patronage and community support. Acceptable asset condition and

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL4 (cont'd)	<p>lease and retained under Council's management;</p> <ul style="list-style-type: none"> ▪ details of permitted uses and activities, as consistent with this Plan's directions and compliant within the area's zoning and categorisation; ▪ specifying responsibilities and standards for maintenance and management of the area and its assets; ▪ guidelines as to permissible improvements or developments; ▪ setting maximum capacities and other safety limitations/requirements, where necessary; ▪ specifying permitted hours of operation, and applicable curfew/closing times – across the area as a whole, or for various areas/facilities as appropriate; ▪ describing requirements to manage/limit the potential for after-hours disturbance to nearby residents (such as noise, traffic and parking, lighting, litter, anti-social behaviours, etc.); ▪ specify conditions around the sale and consumption of alcohol (no licences relating to gaming or liquor, other than Limited Licence [Single or Multi-function] Liquor Licences as issued by Liquor and Gaming NSW, will be permitted); ▪ guidelines in relation to any approved sub-leasing, or rental/letting, of areas/facilities (as well as any ancillary commercial activities); ▪ guidelines/limits of any acceptable advertising, and other signage, visible from both within the Park and from surrounding areas; ▪ reporting requirements; ▪ provisions for Council (and other authority's) access and inspections; ▪ setting out a process for dealing with complaints, including requirement for the notification of Council; and ▪ any other matters deemed appropriate by Council. 			Valued and well-managed sporting and recreation asset.	<p>maintenance.</p> <p>Audited compliance with lease conditions.</p> <p>Lessee feedback.</p> <p>User feedback.</p> <p>Park neighbor feedback / complaints.</p>
6.8.4 Oval					
LL5 (cont'd)	This Plan of Management expressly authorises Council to grant seasonal licences or bookings for use of the oval by organised sporting associations or sporting clubs. Such licences or bookings may be for recurring seasonal use –	High (on-going)	Minor	Approved and managed use of	Seasonal licence / bookings records.

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL5 (cont'd)	<p>but for a period that does not exceed 5 years (per approval). Such licences or bookings will:</p> <ul style="list-style-type: none"> be for a specified duration/season, and for specified days and times (including both game/competition and training requirements); be consistent with the current version of Council's <i>Sportsground Usage Guide</i> (particularly with regard to the "responsibilities of use" obligations); respond to any changes in participation rates or demand levels for organised sports, or the regional availability/allocation of sportsfields; and will include other provisions, requirements or arrangements as deemed necessary by Council. <p>Seasonal licences or bookings for use of the oval by organised sporting associations/clubs may be linked to licences for the use of the sport/community buildings flanking the oval's west and north-west (see Action LL6).</p>			the oval by organised sporting associations / clubs. Equitable allocation of seasonal sporting access.	Sporting associations / clubs satisfaction and feedback. Park user and neighbour feedback / complaints.
6.8.5 Sports Facilities Buildings and Sport/Community Buildings (Including Grandstand)					
LL6 (cont'd)	<p>This Plan of Management expressly authorises Council to grant a licence, permit or other estate to organised sporting associations or sporting clubs for the use of all or part of:</p> <ul style="list-style-type: none"> the existing and proposed sports facilities buildings along the western side of the oval (see Actions PDFF13, PDFF15 and PDFF16); the lower level of the grandstand (see Action PDFF14); and the proposed new sport/community building (see Action PDFF17). <p>Such licences or other permits/agreements will be for a period that does not exceed 5 years. They will enable organised sporting associations/clubs to use these buildings/facilities (or specified parts thereof) for organised sport and club related purposes – such as change rooms and toilets (including toilets accessible for public use), equipment and machinery storage, canteen, administration/meeting and club rooms, social spaces, viewing areas, and other uses (as described at Action PDFF18).</p>	HIGH (on-going)	Minor	Quality supporting / ancillary facilities available for sporting associations / clubs. Licences, or other permits / agreements in place. Equitable allocation of access / use. Other Park values / uses,	Number of licences, or other permits / agreements, negotiated and in place. Sporting associations / clubs satisfaction and feedback. Monitored compliance with applicable conditions. Acceptable asset

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL6 (cont'd)	<p>The terms and conditions of any licences or other permits/agreements for the use of these buildings/facilities will ensure that such uses are compatible and in keeping with, and do not significantly detract from, the uses, appearance and enjoyment of the adjacent Park areas or have unacceptable impacts on Park neighbours.</p> <p>Licences or other permits/agreements will address all matters applicable to the management and use of these buildings/facilities, which may include (as relevant) matters such as:</p> <ul style="list-style-type: none"> ▪ the subject building(s), or part(s) thereof, and details of the permitted uses and activities (as consistent with this Plan's directions and compliant within the area's zoning and categorisation); ▪ the agreed period of access/use, including seasonal arrangements where applicable – including specifying the permitted number, timing, type and frequency of access/use over set periods (if applicable); ▪ any requirements for an area to be available to other Park users and/or the wider community/community groups, and the terms of this availability/use; ▪ maximum capacities and other safety limitations/requirements, where necessary; ▪ permitted hours of operation, and applicable curfew/closing times; ▪ requirements to manage/limit the potential for after-hours disturbance to nearby residents (such as noise, traffic and parking, lighting, litter, anti-social behaviours, etc.); ▪ conditions around the sale and consumption of alcohol (no licences relating to gaming or liquor, other than Limited Licence [Single or Multi-function] Liquor Licences as issued by Liquor and Gaming NSW, will be permitted); ▪ guidelines in relation to ancillary commercial activities, and acceptable advertising or other signage (visible from both within the Park and from surrounding areas); ▪ storage arrangements – such as conditions around “house-keeping”, access, safety, hazardous materials, etc.; 			and neighbourhood amenity, not significantly impaired.	condition and maintenance. Observation. Other Park user and neighbour feedback / complaints.
(cont'd)					

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Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
LL7 (cont'd)	<p>significantly detract from the uses, appearance and enjoyment of the adjacent Park areas or have unacceptable impacts on Park neighbours.</p> <p>Licences or other permits/agreements will address all matters applicable to the management and use of these buildings/facilities/spaces, which may include (as relevant) matters such as:</p> <ul style="list-style-type: none"> those interior spaces that are subject of the approval, and details of the permitted uses and activities (as consistent with this Plan's directions and compliant within the area's zoning and categorisation); the agreed period and timing of access/use – including specifying the permitted number, timing, type and frequency of access/use over set periods (if applicable); permitted hours of operation, and applicable curfew/closing times maximum capacities and other safety limitations/requirements, where necessary; conditions and guidelines in relation to commercial activities; any requirements around shared access/use with other groups or approved users; requirements to manage/limit the potential for after-hours disturbance to nearby residents (such as noise, traffic and parking, lighting, litter, anti-social behaviours, etc.); responsibilities and standards for maintenance and cleaning; storage arrangements – such as conditions around “house-keeping”, access, safety, hazardous materials, etc.; conditions around signage or advertising (visible from both within the Park and from surrounding areas); reporting requirements; provision for Council (and other authority's) access and inspections; a process for dealing with complaints, including requirement for the notification of Council; and any other matters deemed appropriate by Council. 				<p>Observation.</p> <p>Other Park user and neighbour feedback / complaints.</p>

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.6.5 School, Community Group, Training/Fitness, Special Event or Temporary Uses					
LL8	<p>This Plan of Management expressly authorises Council to grant or enter into a licence, or other permit/agreement or hire arrangements, for the regular, periodic, occasional or one-off use of specific areas of the Park – principally in the Oval/Sports Precinct – by schools, clubs/associations or other organisations, community groups, not-for-profit organisations, and the like.</p> <p>Such approvals may relate to the oval and open space areas, as well as associated sports/community buildings and facilities, or both. Approved uses/activities will be compatible and in keeping with the Park’s primary purposes and uses; do not significantly detract from the uses, appearance and enjoyment of the activity space or adjacent Park areas; do not disadvantage other seasonal, annual or longer terms licencees/lessees, and have unacceptable impacts on Park neighbours.</p> <p>Licences or other permits/agreements will include appropriate fees, bonds and other conditions (such as use of floodlighting, field weather closures, litter management, access and parking, etc.) as deemed necessary by Council.</p>	Medium (on-going)	Minor (in terms of Council resources)	Approved and managed use of the Park by schools, clubs / associations. other organisations, or community groups.	Booking / approval records for approved uses, activities and events. User group, organiser and attendee satisfaction and feedback. Park user and neighbour feedback / complaints.
LL9	<p>Council will issue annual licences or other permits/agreements for use of the Park – principally in the Sports Zone (including both open areas and built facilities) – by personal trainers, fitness coaches, “boot camp” operators, aerobics groups, personal/small group sport or skills coaching, commercial dog-walkers, Pilates classes, yoga or Tai Chi groups, and similar small commercial and/or group uses (also see Actions UAE12 and UAE22).</p> <p>Licences or other permits/agreements may include conditions around group size, permitted or allocated usage times, approved equipment and restrictions (e.g. no attaching to trees, no equipment/activity likely to damage turf, etc.), allocated sites/areas, on-site advertising, on-site equipment storage (including in parked trailers), and wet weather. The impact and management of these uses, and the number of licences or other permits/agreements issued for the Park, will be subject to regular review.</p>	Medium (on-going)	Minor (in terms of Council resources)	Small commercial and / or group uses of the Park facilitated, but regulated and managed.	Licence records and observation. Licencee and participant feedback. Periodic activity / impact reviews. Park user and neighbour feedback.

Action No.	Leases and Licenses - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.6.6 Temporary Licences, Permits and Hire Approvals					
LL10	<p>This Plan of Management expressly authorises the granting of licences or other permits/agreements for one-off or set (short) duration activity or events, or short-term/casual hire arrangements, for appropriate social, recreational, community, educational, scientific or Park management events and activities.</p> <p>These may include (among others):</p> <ul style="list-style-type: none">community/special events – such as markets, fairs/festivals, community celebrations/commemorations, fireworks, exhibitions, etc. (see Action UAE19);large family or social events (see Actions UAE13 and UAE14);small-scale group uses (including commercial operators) or low-key commercial activities (see Action UAE22);corporate hiring or events (see Actions UAE12 and UAE22); andcommercial filming and photography (see Action UAE24). <p>Such arrangements will be in accordance with Council's and other policies or guidelines, and may include appropriate fees, bonds and other conditions as deemed necessary by Council.</p> <p>These “under permit” activities will mostly be approved for the Oval/Sport Precinct.</p>	Medium (on-going)	Minor (in terms of Council resources)	Approved and managed use of the Park for by short-term, casual or once-off “under permit” activities.	Booking / approval records. User and attendee satisfaction and feedback. Park user and neighbour feedback / complaints.
6.6.7 Native Title Advice in Respect to Leases, Licences, or Other Estates					
LL11	<p>Any leases, licences, easements and other estates issued on Crown land must be issued in accordance with the future act provisions of the <i>Native Title Act 1993</i> and in accordance with Part 8 of the <i>Crown Land Management Act 2016</i> unless Native Title is extinguished.</p> <p>For Crown land which is not excluded land this will require written advice of one of Council's Native Title Managers that it complies with any applicable provisions of the Native Title legislation.</p>	HIGH (on-going)	Minor	Appropriate advice sought in relation to Native Title implications of leases, licences or other estates.	Any authorisation or restriction on use of the Park (Crown reserve) is consistent with the <i>Native Title Act 1993</i> (Comm.).

6.9 PARK MANAGEMENT AND ADMINISTRATION

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
6.8.1 Land Tenure and Zoning					
PMA1	Maintain the Park's current dual land tenure status, with: <ul style="list-style-type: none">Lot 7003DP 93614, being Crown Reserve No. 570035 (reserved for the purpose of "park" and the additional purpose of "urban services") remaining under the day-to-day care, control and management of Singleton Council (as the "Council manager" in accordance with the <i>Crown Land Management Act 2016</i>) – comprising the southern two-thirds of the Park; andLot 2 DP 337895, a Council-owned and managed area of community land - comprising the north-eastern third of the Park.	HIGH (on-going)	n/a	Park continues to be managed and maintained by Council.	Site tenure / status. Council's annual Operating Plan, Budget and staff allocations.
PMA2	Rezone the Sports Zone (both the oval and its surrounds as a minimum, and also the tennis complex if desirable) from the current RE2 Private Recreation zoning to a RE1 Public Recreation zoning – to better reflect the public open space or recreational purposes, and generally unrestricted/casual access character, of this area.	Low	Negligible	Uses / activities and land use zones consistent, and uses permissible.	Rezoning completed.
6.8.2 Management and Maintenance					
PMA3	Maintain the status-quo of Park management – with the Park as a whole remaining under the overall care, control and management of Singleton Council (as owner and manager of the community land Lot 2 DP 337895, and "Council manager" of Crown Reserve No. 570035 Lot 7003DP 93614 – in accordance with the <i>Crown Land Management Act 2016</i>). (Also see Actions PLMR3 to PLMR5 regarding responsibilities for day-to-day management across the Park.)	HIGH (on-going)	n/a	Park continues to be managed and maintained by Singleton Council.	Council's annual Operating Plan, Budget and staff allocations.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA4	<p>Ensure that adequate Council staff resources, especially on-ground park/facility maintenance and management resources, are dedicated to provide for the Park's upkeep in a safe, usable and attractive condition. Maintenance and management may be undertaken on a contract basis where this is efficient, cost-effective and delivers outcomes that meet Council's specified standards (and the requirements of this Plan of Management).</p> <p>(Also see Actions PLMR3 to PLMR5 regarding responsibilities for day-to-day management across the Park.)</p>	HIGH (on-going)	Moderate	Continued provision of adequate Park maintenance and management capacity. Park maintained and managed in a safe, usable and attractive condition.	Number of staff (and contracts) allocated to Park, and changes over time. Council's annual Operating Plan and Budget.
PMA5	<p>All user facilities and infrastructure within the Park will be cleaned, maintained and managed to ensure they are in a safe, serviceable and presentable condition – to their current standards or better as/where warranted – and in accordance with Council's adopted service standards for its parks and reserves. This will include both programmed and opportunistic maintenance, repairs and replacement.</p> <p>Management and maintenance will be guided by, and in accordance with, Council's various asset management plans (and Council's over-arching asset management strategy).</p> <p>Within the Sports Zone this will be through a programmed system of monitoring, maintenance and replacement by Council or lessees – supported by responsive and opportunistic maintenance works, as required.</p> <p>Within the Golf Course Zone this will be the responsibility of the lessee(s), and implemented according to performance standards included in the lease agreement (also see Section 6.8 Leases and Licences).</p>	HIGH (on-going)	Moderate	All facilities safe, available, fit for purpose and presentable. Good to high standards of serviceability, condition and presentation of user facilities and infrastructure.	Maintenance records, and regular inspections / audits. Park user feedback and satisfaction, and number of complaints annually.
(cont'd)	Facility maintenance requirements may be included in any other lease or licence				

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA5 (cont'd)	agreements where applicable (also see Section 6.8 Leases and Licences). (Also see Section 6.5 Park Developments, Facilities and Furniture.)				
PMA6	Should the standard of facilities or user safety issues within the Golf Course Zone or Tennis Precinct warrant action (and the respective lessee(s) are unable to, or not willing to, carry out all necessary works) Council may, at its discretion, undertake necessary management and maintenance works and pursue the recovery of costs from the lessee(s) (also see Action PLMR5).	Medium (on-going)	Minor / Moderate (depending on nature of any required works)	Facilities within the Golf Course Zone and or Tennis Precinct are safe and fit for purpose.	Number of Council interventions annually. Park user feedback and satisfaction, and number of complaints annually.
6.7.7 Monitoring					
PMA7	Council will carry out – or require authorised lessees/licencees or other approved users to undertake and provide – periodic inspections and condition assessment reports: Including (but not limited to): <ul style="list-style-type: none"> playing field inspections; annual fire safety audits; electrical inspection and testing; building and asset condition reports; and food regulations compliance audits. 	Medium (on-going)	Minor	Adequate inspection / monitoring and reporting regimes. Asset condition and user safety meet acceptable standards.	Regular inspections / audits completed. Any remedial actions identified and implemented. Observation. Park user feedback.
PMA8	Undertake periodic monitoring and assessment of the usage levels and capacity of the oval – and, less frequently, of the tennis complex and golf course – to inform the Park's management and assist Council's wider sports, recreation, leisure and open space planning, provision and management.	Medium (on-going)	Minor	Regular usage and capacity monitoring or assessments completed.	Booking records, and specific areas or facilities used. Monitoring or assessment reports / data. Observation.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA9	Undertake periodic inspections and monitoring of leases, licensees and other usage permits/approvals within the Park to ensure terms and conditions of approvals are being met. Compliance monitoring of the lease(s) for Golf Course Zone, and for the Tennis Precinct, will be undertaken at least annually.	Medium (on-going)	Minor	Compliance monitoring or inspections completed. Compliance with terms and conditions of approved agreements.	Monitoring / inspection / audit reports. Incidence of compliance (and non-compliance) with agreement conditions.
6.7.8 Safety, Security and Hazards					
PMA10	The lessee(s) of the Golf Course Zone (or lessee of the golf course if subject to a separate lease) will be required to undertake an audit of potential risks to users, visitors, passers-by, neighbours and adjoining land uses, staff and facilities and develop and implement a risk management programme (also see Action PMA7). This audit and risk management programme must be submitted for Council approval and reviewed/updated periodically. Safety measures may include works such as fences, planted barrier/buffers and landscaping, planted mounds, and the realignment of directions of play.	HIGH	Minor (for audit and programme development) Minor / Moderate (for implementation)	Improved safety outcomes, reduced number of safety incidents or complaints associated with golf course.	Audits completed and necessary actions identified and implemented. Observation. Number of reported safety or incidents, or injuries, annually. Golfer and course staff feedback. Neighbour feedback / complaints.
PMA11	Council may install protective measures – such as tree planting, safety nets or fencing – at locations where stray balls from sports or other Park uses persistently cause hazards for other Park users/facilities, passers-by, parked cars, or neighbours. Preference will be given to low aesthetic impact measures (such as tree planting) or seasonal/temporary solutions (such as removable netting).	Low	Low (Low / Moderate for built solutions)	Reduced inconvenience or safety issues.	Reduced complaints from other Park users, neighbours and passersby.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA12	Maintain service, management and emergency vehicle access to the oval, golf course and other high activity nodes/areas. Access points will be located, signposted and managed to ensure controlled but unimpeded access for authorised vehicles. Alternative service and emergency vehicle access points will be available/established where feasible (and at least two access points will be available off Boonal Street, one north and one south of the central drainage line).	Medium (on-going)	Minor	Safe, serviceable and presentable authorised vehicle access points.	Observation. Feedback from on-ground staff / contractors and emergency services.
PMA13	Ensure that Crime Prevention Through Environmental Design (CPTED) principles are considered in the planning, siting and design and management of Park facilities and usage areas.	HIGH (on-going)	Negligible	Reduced occurrence of anti-social behaviours and incidents. Greater security.	Number of reported / recorded incidents annually. Park user feedback.
PMA14	Continue regular (and on demand) Ranger/enforcement patrols in the Park, principally within the Oval/Sports Precinct, to: <ul style="list-style-type: none"> provide for contact with Park users; ensure compliance with Park rules/regulations, including vehicle access and parking restrictions/regulations; deter anti-social behaviour; and address possible or emerging security issues. 	HIGH (on-going)	Minor	User safety and enjoyment. Improved compliance with Park use regulations.	Number and frequency of Ranger / enforcement patrols. Number of enforcement actions annually.
PMA15	Promptly manage vandalism and graffiti incidents within the Park in accordance with Council's current response/management procedures. Where necessary, additional patrol and enforcement measures will be targeted to known problem areas.	Low (on-going)	Minor	Reduced incidence of vandalism and graffiti.	Number of vandalism and graffiti remediation works needed annually.
PMA16	Encourage Park users and neighbours to report incidents of anti-social behaviour and security concerns to Council (or Police).	Low (on-going)	Negligible	Reduced incidence of anti-social behaviour or safety / security issues.	Number of reported / recorded anti-social behaviour incidents.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA17	Periodically undertake a hazardous tree assessment, using a suitably qualified arborist, across the Sports Zone and carry out necessary actions to isolate, or make safe, any hazardous trees. Hazardous tree assessments and management responses within the Golf Course Zone will be the responsibility of the lessee(s) (see Action PGLM12).	HIGH (on-going)	Moderate	Safety inspections undertaken, and tree hazard issues addressed.	Inspection findings. Grounds maintenance records and observation.
PMA18	Only fuels, chemicals (including herbicides, pesticides and cleaning products) and other hazardous materials meeting Safe Work NSW requirements are to be stored and used on-site (in the Park's day-to-day management).	HIGH (on-going)	n/a	Only storage / use of authorised fuels and chemicals.	Materials manifests. Safety inspections and reports
PMA19	All fuels and flammable materials, chemicals, and other hazardous materials will be clearly identified, safely and securely stored (in appropriately designed and secured facilities/sites), and handled and used in accordance with Safe Work NSW requirements (including the availability and use of on-site storage manifests and Material Safety Data Sheets).	HIGH (on-going)	Negligible	Safe storage and use of authorised fuels and chemicals.	Safety inspections and reports. Incident reports.
PMA20	Any vehicle/equipment washdown bays and similar facilities will be designed and used to minimise potential runoff and environmental impacts.	Medium (on-going)	Negligible	No water pollution and minimal adverse environmental impacts.	Environmental audits and reports. Incident reports.
6.7.9 Sustainability					
PMA21	Consider Ecologically Sustainable Development (ESD) principles in the Park's on-going management and future developments – and apply where feasible and efficient.	Medium (on-going)	Negligible	Improved sustainability performance.	Observed extent of application, and achievement, of ESD principles.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA22	Management of the Golf Course Zone, by the lessee(s) (and Council), will be informed by the NSW Department of Environment and Climate Change's 2007 "education manual" <i>Improving the Environmental Management of New South Wales Golf Courses</i> – to assist in managing this part of the Park, and its facilities, using best management practices and in an environmentally sustainable manner.	Medium (on-going)	Negligible (addressed via other, specific, management actions)	Improved sustainability performance.	Observation. Maintenance records. Monitoring / inspection / audit reports.
PMA23	Operate/maintain a recycling and waste management system across the Park to encourage and promote waste minimisation and recycling by users. Provide recycling bins/stations at selected sites.	Medium	Minor	Reduced waste outputs and increased recycling in all aspects of Park use and management.	Recycling facilities installed / upgraded. Recorded recycling volumes and progressive reductions in waste volumes.
PMA24	Include waste minimisation and recycling requirements as part of future leases, licences, and permits as well as part of approvals for any major events.	Medium (on-going)	Negligible	Reduced waste outputs and increased recycling in all aspects of Park use and management.	Reported / measured waste and recycling volumes.
PMA25	Periodically review/audit the Park's energy and water consumption, and identify actions to reduce wastage and overall usage levels.	Low	Negligible	Cost and resource savings realised.	Reviews / audits complete. Actions / improvements undertaken.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA26	Develop and implement an “Integrated Water Management Plan” for the Park as a whole, or for the Golf Course Zone as a priority – to guide the effective, efficient and sustainable use of water.	Low	Negligible (to prepare) Minor (to implement, addressed via other / specific, management actions)	Improved sustainable use of water.	Periodic reviews / audits of water usage.
PMA27	Manage fertiliser, herbicide, pesticide and other chemical use – across the Park as a whole, and on the Golf Course as a priority – as consistent with accepted health and environmental standards and to minimise run-off into local waterways. Tailor fertiliser schedules for specific parts/elements of the golf course to minimise unnecessary chemical application. Favour biological pest control measures where available and practical/effective.	Medium (on-going)	Minor	Responsible chemical use. Reduced health / environmental risks, runoff, and water pollution.	Monitored levels of chemical use, and compliance with best-practice standards. Water quality monitoring.
6.7.10 Stakeholder Engagement and Park Neighbours					
PMA28	Council will liaise with those sporting groups who use Howe Park’s Sports Zone (as well as sporting groups who may seek access to these assets in the future) when allocating access, time periods and other conditions around sporting groups’ use of the Park (for matches, training, “gala days” and other allocated exclusive use periods – seasonally, annually or longer). This will be via the Singleton Sports Council and other means as appropriate. Allocations will also be guided by current versions of Council’s <i>Sportsgrounds Usage Guide</i> and <i>Lease/Licence of Council Land and Buildings to Community Groups Policy</i> .	Medium (on-going)	Minor	User group engagement and equitable allocation of access to sport facilities.	Seasonal, annual or other allocation of access to sport facilities. Sporting groups feedback.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
RMA29	Council will engage with, support and involve neighbours, stakeholders, volunteers and the wider community to provide their views and to contribute to or assist in the Park's management. These engagement/involvement programmes will be directed towards projects and priorities consistent with the directions of this Plan of Management.	Medium (on-going)	Minor	Effective stakeholder / community engagement. Supplementing Council management resources.	Number of engagement initiatives annually. Participant satisfaction and feedback.
PMA30	Promote awareness among local residents regarding use of the Park for large events. Provide Council contact numbers to report noise, parking infringements, litter or for other complaints.	Low	Minor	Neighbours adequately informed re major Park usage/events.	Reduced number of neighbour complaints to Council, per year.
6.7.11 Planning and Development Approvals (Including Native Title)					
PMA31	<p><i>SEPP (Infrastructure) 2007</i> allows Council to undertake certain construction or maintenance works within the Park (as a park or other public reserve, including Crown land under a Council-manager) without planning assessment and approval. This is as "exempt development" or as "without consent works" (being development "for the purposes of implementing a plan of management adopted for the land") under the SEPP.</p> <p>However Council may choose to undertake appropriate environmental assessments and approval procedures for larger "exempt" or "without consent" works where it feels this may be warranted or prudent (or require major development proposals by lessees to undergo appropriate environmental assessments and approval processes).</p>	Low (on-going)	Minor / Moderate (if undertaken and depending on assessment / approval pathway)	Environmental assessment and development approval procedures applied (where Council deems necessary).	Type and number of projects assessed. Development approvals obtained where required.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA32	All major new works, developments or larger maintenance projects undertaken on the Park with the potential to significantly impact the area's values, or the potential for serious impacts on surrounding land uses, will be subject to appropriate impact assessment or approval procedures, and development consents and other approvals/permits obtained as necessary – in accordance with applicable legislative, planning, policy and process requirements (including natural and cultural heritage assessments and approvals where required/warranted). These assessment and approval processes will include further studies, and opportunities for community consultation/input, as necessary.	Medium (on-going)	Minor / Moderate (depending on assessment / approval requirements)	Ensure environmental assessment and development approval procedures followed where required.	Type and number of projects assessed. Development approvals obtained where required.
PMA33	Some larger community or special events may also warrant, or require, development approval (see Action UAE19).	See Action UAE19			
PMA34	Where it is proposed to construct or establish a public work on the Crown reserve section of Howe Park (Crown Reserve No. 570035 – Lot 7003 DP 93614) where Native Title is not extinguished, and that work is not shown on the Masterplan or sufficiently described in this Plan of Management to determine its location, prior to approval Council will notify (and give an opportunity to comment) any representative Aboriginal/Torres Strait Islander bodies, registered Native Title bodies corporate and registered Native Title claimants in relation to the land covered by the reservation or lease as required under the Commonwealth <i>Native Title Act 1993</i> .	HIGH (on-going)	Minor	Appropriate consideration of Native Title implications of other public works.	Public works are consistent with the <i>Native Title Act 1993</i> (Comm.).
6.7.12 Revenue and Funding					
PMA35	Fees from leases, licences, permits, hiring charges or others usage as well as other revenue (for Council) generated on-site will be returned to help fund the Park's upkeep, management and improvement – to the fullest extent possible under the <i>Local Government Act 1993</i> and <i>Crown Lands Management Act 2016</i> and associated regulations and Council policies and procedures.	HIGH (on-going)	Negligible	Maximum cost recovery and re-investment of fees and revenue generated on-site back into the Park.	Park's annual income and operational / works budget allocation. Cost recovery percentage annually.

Action No.	Park Management and Administration - Actions	Implementation			
		Priority	Resource Estimation	Performance Target	Means of Assessment
PMA36	Regularly pursue grant and external funding for on-ground sportsgrounds and facility developments or upgrades, environmental or heritage works, and other actions.	Medium (on-going)	Negligible	Securing additional funds for the Park's upkeep, management and improvement.	Amount of grant and external funding secured annually.
6.7.13 Foreign Services/Utilities and Easements					
PMA37	Liaise with utility providers and foreign service operators with infrastructure through or within the Park, to establish effective and on-going communication protocols and procedures regarding their management requirements/operations and measures to reduce impacts on the Park (its assets, values and uses).	Low (on-going)	Negligible	Minimal impacts on Park assets, values and uses by utilities and foreign services.	Utility and foreign service management agreements in place, effective, and adhered to.
PMA38	Council will grant easements through the Park for stormwater management and other public utilities (to the extent permitted/required by the <i>Local Government Act 1993</i> , <i>Crown Lands Management Act 2016</i> and other applicable legislation) with conditions as required to ensure the protection of Park assets, values and uses. (The granting of easements of over Crown land will also be subject to the provisions of the <i>Native Title Act 1993</i> and Division 8.7 of the <i>Crown Lands Management Act 2016</i> .)	Low (on-going)	Negligible	Provision for essential public utilities while protecting Park assets, values and uses	Number of new easements granted.
PMA39	Council will oppose the creation of any additional (foreign) services or utility installations, or easements, through the Park – unless there is an advantage for the Park and its management, or an overriding community benefit. (The granting of easements of over Crown land will also be subject to the provisions of the <i>Native Title Act 1993</i> and Division 8.7 of the <i>Crown Lands Management Act 2016</i> .)	Medium (on-going)	Negligible	No new utilities or foreign services installation or easements.	Incidence of new utilities or foreign services.

7. FUNDING AND IMPLEMENTATION

7.1 FUNDING

This Plan of Management contains a substantial list of management actions.

Some of these are management guidelines, providing policies or directions to guide future decision-making for the Park's management.

However many are physical actions that will require the commitment of Council funds or resources – such as staff time – to implement. Council does not have the capacity to undertake all of these, more resource-intensive, management actions immediately.

Management and development of Howe Park will ultimately be reliant on, and largely determined by, the funding and resources available to Council (and the Park's major lessees).

As such the Park's capital works, maintenance demands and other management actions must be assessed against the other priorities of Council. Budget allocations will be assigned as part of Council's wider rolling Council Delivery Program and shorter-term annual Operational Plans, annual budget cycles and business planning for Council's various units.

Council also provides funds and resources for the operational management of the Park – including staff salaries, contract services, repairs and maintenance, and the like – and raises some income from the Park's use (such as licence payments, permits fees, etc.). However Council invariably funds the Park's management, and development, in excess of any net revenue generated by the area.

In view of these financial realities/constraints a priority was assigned to each Management Action identified in Section 6 – High, Medium or Low – to reflect their relative importance and implementation timing in order to achieve the Plan's objectives. Actions can also be single once-off tasks or, as for many actions, "ongoing" – where the action in question will require funding throughout the Park's management and/or the life of this Plan. As noted above, many actions which are of a more management guideline, policy or direction-setting character may not require the direct allocation of resources.

Funding and resources may come from many sources – including specific-purpose grant funding, lessee involvement and responsibilities, corporate donations, sponsorship, volunteer involvement, stakeholder fund raising, advertising and other charges, bequeaths, and others.

As a result of this "reality", identified Management Actions of different priority may proceed in differing orders or at different rates – and high priority actions need not necessarily precede lower-priority actions. Implementation of some actions may also be contingent on or influenced by the results of other actions, changing management circumstances, or opportunities to gain management efficiencies. In some cases, the resources to deliver a low priority or longer-term action may be available before a high priority action. This may be due to the amount of money required, or the project being funded from resources other than Council funds, or factors outside of Council's control.

8.2 EVALUATION, REPORTING AND REVIEW

8.2.1 Evaluation and Reporting

The objectives, actions and performance measures outlined in this Plan of Management provide a basis for qualitative reporting on the performance of Council in managing Howe Park and progress in implementing the Plan. Evaluation of performance should be undertaken at the end of each financial year to align with Council's reporting requirements.

The Park's management, development and financial performance should – ideally – be included in Council's Annual Report. Council may also choose to audit and report on the implementation of this Plan of Management as part of its established reporting practices.

8.2.2 Review

Typically a Plan of Management will remain relevant and have a time horizon of approximately ten years. However, management strategies and actions can be reviewed and updated prior to this “use-by” date if required.

Implementation of this Plan and its ongoing relevance will be reviewed annually as part of Council's internal and external reporting processes.

Consideration of the need for a major review and update of this Plan of Management should occur ten years from the date of adoption of the Plan, if not undertaken prior.

APPENDICES

APPENDIX A

Gazettal Records – Lot 7003 DP 93614 (Crown land)

- NSW Government Gazette No. 465, 16 August 1887 (folios 5378 and 5379)
Reservation as a "Public Park", under the *Public Parks Act 1884*

it is or to Act, s for the whole this TON, ncil, louth i for luno, ublic 884," ark."	<p style="text-align: center;">By His Excellency's Command, JAS. INGLIS.</p> <p>[4658] GOD SAVE THE QUEEN !</p> <p>NEW SOUTH WALES, } Proclamation by His Excellency The to wit. { Right Honourable CHARLES ROBERT, BARON CARRINGTON, a Member of Her Majesty's Most Honourable Privy Council, Knight Grand Cross of the Most Distinguished Order of Saint Michael and Saint George, Governor and Commander-in-Chief of the Colony of New South Wales and its Dependencies.</p> <p>(L.S.) CARRINGTON, Governor.</p> <p>WHEREAS by the "Public Parks Act of 1884," it is enacted that it shall be lawful for the Governor to appoint Trustees of any lands which have been already or may hereafter be dedicated for the purpose of public recreation, convenience, health, or enjoyment : Now, therefore, I, CHARLES ROBERT, BARON CARRINGTON, the Governor aforesaid, with the advice of the Executive Council, do hereby, by this my Proclamation, declare the land at Singleton, hereinafter described, which was purchased for purposes of public recreation, to be a Public Park within the meaning of the "Public Parks Act of 1884," and that it be known by the name of "Howe Park," that is to say :—</p>	
ouse, ar of ghty- sty's IS.	<p style="text-align: right;">5379</p> <p>County of Northumberland, parish of Whittingham, area 33 acres 1 rood 13½ perches : Commencing at a point on the east side of Boundary-street, in the Borough of Singleton, 3,649 links south of the north-west corner of the 700 acres originally granted to John Howe ; and bounded thence on the north by a line bearing south 85 degrees 50 minutes east 2,000 links ; thence on the east by a line bearing south 31 minutes west 1,670·5 links ; thence on the south by a line bearing north 85 degrees 50 minutes west 2,000 links to Boundary-street aforesaid ; and thence on the west by the east side of that street bearing north 31 minutes east 1,670·5 links, to the point of commencement.</p> <p>NOTE.—All the bearings are taken from magnetic north. (P. 87-1,389)</p> <p>Given under my Hand and Seal, at Government House, Sydney, this eleventh day of August, in the year of our Lord one thousand eight hundred and eighty-seven, and in the fifty-first year of Her Majesty's Reign.</p> <p style="text-align: right;">By His Excellency's Command, JAS. INGLIS.</p> <p>[4655] GOD SAVE THE QUEEN !</p>	<p>5231</p> <p>H</p> <p>to be of Te of 18</p> <p>ML.</p> <p>5210</p> <p>H</p> <p>M</p> <p>to be to tal</p>
	<p>NEW SOUTH WALES, } Proclamation by His Excellency The to wit. { Right Honourable CHARLES ROBERT, BARON CARRINGTON, a Member of Her Majesty's Most Honourable Privy</p>	<p>to b M'W</p>

- NSW Government Gazette No. 306, 12 April 1899 (folio 2922)
The Council of the Borough of Singleton appointed the trustee of Howe Park

2922

[9553]

Department of Lands,
Sydney, 12th April, 1899.

IT is hereby notified, for public information, that in accordance with the provisions of the Public Parks Act of 1884, and the Public Trusts Act of 1897, His Excellency the Lieutenant-Governor, with the advice of the Executive Council, has been pleased to approve of the appointment of *The Council of the Borough of Singleton* as Trustees of Howe Park, Singleton (in lieu of Messrs. H. York, H. Munro, J. Wilson, A. J. Gould, and B. Read, resigned).

[Ms. 99-2,109 Ind.]

J. H. CARRUTHERS.

[9554]

Department of Lands,
Sydney, 12th April, 1899.

APPENDIX B

Condition and Use of Land and Facilities

Condition Index Ratings

- 1 – A new or near new asset, or an asset in overall excellent condition with only minor decline (normal wear and tear) but causing no serviceability problems.
- 2 – An asset in very good to good condition, but with some early to apparent deterioration that is causing negligible to slight impairment of serviceability.
- 3 – An asset in fair overall condition but with obvious deterioration that is causing some loss of serviceability.
- 4 – An asset in fair to poor overall condition, with obvious to serious deterioration that is starting to limit the asset's serviceability and generating high maintenance costs.
- 5 – An asset in very or extremely poor condition, with severe serviceability problems or heavily impacted, very high maintenance costs with the asset at the point of requiring rehabilitation or replacement (and assets that have failed, or would be a risk to remain in service).

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
Sports Zone				
Boundary roads and access points	<p>Existing on road cycle route in Boundary St; the park is an interest point on the <i>Singleton Heritage Walk</i> between Lonsdale (Victorian residence in Dangar Rd) and the Roman Catholic Presbytery in Market St; Howe Park is bounded by:</p> <ul style="list-style-type: none"> Boundary St to the west with driveway entry and exit to golf course clubhouse and parking area (NW), driveway access to the golf course depot and golf course proper; service road access to the oval with lockable vehicle gate (centrally), pedestrian entry to tennis complex (SW), and a grassed laneway south of the tennis complex (access controlled by bollards), an unfenced boundary except for the tennis complex which is accessible only via a locked pedestrian gate; bounded by private land portion of golf club (car park and green open space) and residential land to the NW; bounded by Queen St to the north (post and three strand wire fence to golf course); bounded by Boonal St to the east (post and three strand wire fence to golf course); bounded by private residential land to the south with dead end street access terminating at the park from Cameron St (at southern end of oval) (bollarded and gated boundary to halt vehicle access) and Fitz St (at southern end of golf course) (unfenced boundary giving ad hoc pedestrian and vehicle access); 	<p>Tennis complex fence = 1 Golf course fence = 4 Lockable gates = 1</p>	<p>On road cycle route in Boundary St is considered poor due to parked cars and high volume of traffic; boundary fences in Queen St and Boonal St are in poor condition; southern boundary bordered by fences and walls provided by abutting owners; entry at Fitz St in poor condition allowing uncontrolled access by vehicles; Cameron St boundary on good condition; tennis complex fence in new condition; open boundary north of tennis complex allows uncontrolled access (remnant star pickets in place)</p>	<p>Pedestrians, dog walkers and cycle riders can access the park from the entry points noted; many pedestrians gain access through the post and wire fences in Queen St and Boonal St; vehicle access to the oval area is controlled by locked gates at Boundary St and Cameron St; access to the access road around the oval is available on game days to allow vehicles of spectators to park at the oval edge; controlling vehicle access to the oval area has reduced vandalism and other inappropriate activities; vehicle access is possible to the golf course via Boundary St (unfenced boundary);</p>

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
Oval	Full sized irrigated (undertaken Feb 20) grassed playing field (oval) with turf wicket; seasonal goal nets; floodlighting (5x 10m timber poles - 4 with a single light and 1 with 2 lights - along eastern side, linked by overhead power (serviced by underground line at southern end) / 2x 20m poles at northern end - one timber pole with 2x lights and one new metal pole with 4x lights / 2x 20m poles at southern end - one timber pole with 2x lights and one new metal pole with 4x lights); new perimeter oval metal picket fence on concrete hob with an opening for drainage in the SE corner; metal regulatory sign 1x (no glass, no littering, no dogs off leash, no golf); spearpoint; new seating with backs 6x due to be located on western side of oval	Oval = 3 Lighting = 2/3 Fencing = 1 Seating = 1	District level facility - mown weekly in summer (maintained at 50mm grass height) - additionally mown by cricket club to achieve a shorter grass height; mown monthly in winter as required; recent irrigation will alter frequency of mowing; during the drought the oval was not watered leading to grass death; watering regime controlled by phone app; field level is being incrementally raised by topdressing;	Cricket in summer; soccer in winter (premier ground in Singleton); rugby played at Pirtek Park; school sports for games
Spectator area NNW corner of oval	metal bleacher seating - 2x banks of 4 rows on concrete slab (good condition); sandstone wall backed timber seat on concrete slab built 1995 (reasonable condition) behind and between bleacher seating; wheelie bin and stand; 3x mature shade trees including timber tree guarded Jacaranda to east of bleacher seating;	Bleacher seating = 1 Sandstone seating = 2 Tree guard = 2	Bleacher seating newly installed in good condition; sandstone seating in reasonable condition; tree guard in reasonable condition	Used for spectator seating for sports games on the oval;
Grandstand and associated buildings	Buildings from north to south: <ul style="list-style-type: none"> small metal clad ticket booth (open one side) (basic condition); unpainted brick building with metal roofing - storage for tennis equipment / machinery - opens onto gates located in chainwire fence to tennis courts (new condition); water tank and pump (new condition) for tennis complex; unpainted treated timber bollards located between road and tennis storage shed and water tank for protection from vehicle damage; painted brick building with metal roof - equipment storage at north end, canteen at south end; 	Ticket booth = 2 Tennis storage shed = 1 Water tank = 1 Canteen / storage shed = 5 Grandstand = 4 Umpire shed = 4 Storage shed = 4 Bulk storage bin = 2 Bleacher seating = 1	Except for the new tennis storage building and water tank the buildings are in average to poor condition - some with asbestos; new tennis storage building showed evidence of graffiti; considered by Soccer Club that the canteen does not meet food standards	Water tank, fed by town water, services the tennis complex; (refer to facilities column in this table for details)

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
	<ul style="list-style-type: none"> ■ painted brick grandstand building with metal sheet timber framed roofing and metal sheet cladding – building includes a storage room, ladies toilet and disabled toilet to the south side of the elevated grandstand seating, players facilities below the elevated seating; seating area accessed by concrete steps with metal railings / floodlights x2 fixed to the roof of the grandstand plus a loud speaker / wheelie bins plus stand 2x located at front of grandstand; ■ painted brick with metal roof shed with 2x timber benches affixed to wall facing the oval – umpire changeroom and male toilets (poor condition); ■ brick with metal roof shed concrete brick and metal roof shed (with asbestos warning notices affixed to the eaves) (unknown purpose) (poor condition) linked back to by concrete paved areas and paths; ■ concrete brick bulk storage area for sand adjacent to tennis courts (south end); ■ aluminium bleacher seating banks 2x on concrete pads in front of umpires building; ■ grassed service area located between grandstand and buildings and the tennis complex used for misc storage 	Sign = 3 Bitumen road = 3 Gravel road = 3	(refer to facilities column in this table for details)	
Access road to oval	park name sign at road entry (painted routed timber – reasonable condition); bitumen surface from Boundary St to the intersection with the service road to the grandstand and other buildings (poor condition); entry controlled by a lockable metal vehicle gate (good condition); bulk storage structures 1x (poor condition – possibly not in use); gravelled service road to the grandstand buildings (serves as service vehicle parking); gravelled surface from the intersection around the eastern side of the oval to Cameron St entry; grassed area between the eastern			Essentially defines boundary between the oval and the golf course save for a small triangle of passive grassed open space in the SE corner; provides access from Boundary St (western side); boom gate controls access to the oval and surrounds; routinely closed at night; used by walkers and dog walkers;

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
Tennis Court Complex	access road and the golf course fence (narrows towards northern end to <1m wide – as a steep bank) Established 1910; turf grass courts 8x at north end (fenced by 3m high chainwire fence into 2 groups of 4 courts); synthetic grass courts 6x at south end (fenced by 3m high chainwire fence into 1 group of 4 courts and 1 of 2 courts); several locked gates for vehicle and pedestrian access located around the perimeter of the courts; all courts floodlit; flood lights (8x 20m timber poles – 5x with 2x lights / 2x with 4x lights / 1x with 6x lights); fenced social area with shaded picnic tables (7x) and BBQ and tennis club house (brick building with metal roof and concrete ramped access)(pool style fence to 2m high on road boundary with locked gate and sings re contact details for access); junior tennis hard courts 2x with concrete brick rebound wall (fenced with chainwire mesh to 2.5m); fenced shaded seating area attached to junior courts (with child proof fencing and concrete path to gates to junior courts and senior hard courts); no on street parking along the tennis complex frontage in Boundary St	Lighting = rated 2 (good) in 2016 built 2009 Fencing 3m high = 2 Fencing 1m high = 2 Grassed courts = 2 Hard courts = 2 Junior courts, rebound wall, shaded seating area and fencing = 1		social and competition tennis and croquet; junior tennis area with childproof fencing; rebound wall; only complex in Singleton
Grassed laneway on south side of tennis complex	Grassed surface (good condition); access controlled by 2x large painted timber bollards; bounded to north by chainwire fence to tennis complex and to south by timber picket fence and paling fence of neighbouring residential property;	Grass = 2 Bollards = 2	Good condition	Provides pedestrian access from Boundary St to the SW corner of the oval;
Curtilage – south side of oval	Grassed triangles of passive open space to the SW and the SE of the oval with pedestrian access gained from Cameron St; access from Cameron St controlled by painted timber bollards and a locked metal vehicle gate; contains metal box in SW area (possibly utilities box); marker for underground water main; mature specimen trees; bounded by residential properties to the south (some fenced with vehicle gates onto the park, others	Grass = 2 Trees = 2	Reasonable condition (grass impacted by drought)	On occasion used for free camping by RVs; green space; viewing of matches on the oval (from parked cars); seating and walking; Cameron St gate generally locked to prohibit vehicles gaining thoroughfare via Howe Park;

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
Golf Course Zone				
Golf Course	with open unfenced access); overhead power line and poles 2x along southern boundary west of Cameron St; bespoke painted timber backed seat 1x;			
	9 hole golf course; 2m high chain wire fence edges the golf course, adjacent to the access road to the oval, with lockable gates 3x – one wide enough for a golf cart / vehicle; portion of fencing on NE boundary of oval access road is duplicated by a 3m high chicken wire fence (to control loose balls); dirt track between maintenance depot and club house; drainage swale extends from headwall and stormwater outlet on the east side of Boundary St, into the golf course, flowing east towards Boonal St via a dam, is piped under Boonal St and continues overland flow east into private land; each tee is supplied with sand box, waste bin and ornamental shrub planter (and bench seat); the course contains many mature trees generally native species (some in poor health – drought conditions); Boundary St is unfenced (star pickets in place but no fencing wire); rough dirt track from Boonal St at SE corner along southern boundary to concrete footpath to Fitz St entry (post and cable barrier separating track from fairways and greens) (metal clad toilet block sited on golf course near Fitz St entry – new condition);	Course = 2 Toilet = 1	The dam was recently dredged and the spoil stockpiled near the maintenance depot;	Can be played as an 18 hole course using the same tees / fairways / greens plus an additional tee at #10 using the existing green at #1 and an additional tee at #14 using the green at #5; Golf comps include: Veterans comp every Monday; shift workers comp every Tuesday; ladies comp and shift workers comp every Wednesday; shift workers comp every Thursday; twilight comp every Friday; Saturday comp and social comp on Sunday; Christmas fireworks (at central drainage line); walkers (including school children) cut across SE corner of course as well as generally on the course; native fauna watchers
Golf Club / Pro Shop / Practice Green / parking area	Painted timber clad, brick footing Clubhouse building with solar panels on roof (very poor condition) including a members bar, restaurant, function room, fenced covered outdoor area with fenced shaded playground (with floodlight), fenced grassed area with shaded picnic tables 4x; gravelled service road from Boundary St on south side of clubhouse; bitumen driveway access north of the service road (poor condition) kerbed on south / east edge – no layback at road entry; worn track on south side of	Club buildings = 3 Practice green = 1 Parking area = 3		ad hoc parking (probably club staff) off the gravel service road to the south under the mature Eucalypts; service access to large bins (requiring truck access); ad hoc parking on front grassed area (wear and tear to grass); golf cart parking to east side of practice green – grass cover in poor condition – also parking

Area / Facility	Facilities	Condition Rating	Condition Description	Current Use
	<p>driveway indicates pedestrian access; treed grassed area at front of club; bitumen paved car park located to north of clubhouse, exit driveway located in NW corner of crown land plus approx. 36 car spaces (including reserved 6x, courtesy bus and disabled car space) (poor condition) (remainder of car park located on Golf Club private land to the north approx. 60+ spaces); golf club sign (neon); irrigated practice green separates clubhouse from golf Pro Shop (same building style as clubhouse) with brick paved courtyard at pro shop; practice tee located NE of Pro Shop; school speed zone in Boundary St in front of the golf course; alcohol free zone on Boundary St – 1.07.18 to 30.06.22;</p>			<p>in front of clubhouse east side; golf club car park used as drop off/ pick up zone for the school on Boundary St; golf club used by members and visitors for playing of golf, dining and socialising</p>
Maintenance Depot and storage area	<p>Gravelled access drive to unfenced compound; original golf club house building – metal clad and roofed (poor condition); small chainwire fenced (with barbed wire and locked gate) compound for distillate tank; metal shed 1x; shipping container 1x for storage; concrete brick bulk storage structures 3x (sand and soil); metal shed 1x (good condition); general storage of spoil 2-3m high amongst existing mature trees; nearby concrete edged sand bunker / pit with rain gauge on timber post</p>	<p>Driveway = 3 Depot sheds = 2-3 Fuel tank = 3</p>	<p>Building in poor condition; unsightly stockpiling of materials, equipment and rubbish</p>	<p>Building used as depot for golf course maintenance staff; area used for bulk storage of materials and machinery; storage of equipment and materials against chainwire fence north of access road to the oval; general storage of spoil amongst trees; general storage of rubbish (greenwaste); area in front of building used for community bus parking (1x)</p>

APPENDIX C

Responsibilities of Use – from Council's *Sportsgrounds Usage Guide* (2020)RESPONSIBILITIES OF USE
Non-exclusive licence

ITEM	COUNCIL	USER	NOTE
Building Insurance	Y		
Building Maintenance	Y	Y	Council, excluding vandalism
Canteen Inspections	Y		
Cleaning		Y	
Contents Insurance		Y	
Contents, fridges, electrical items, owned by the club		Y	
Court Maintenance		Y	
Court Mowing		Y	
Electrical Repairs e.g. hot water services	Y	Y	Council over \$200, excludes vandalism
Electrical Tag Testing		Y	
Electricity		Y	In users name
Essential Fire services	Y		Inspections by Councils contractor
Essential Fire Services Emergency Lighting	Y		Inspections by Councils contractor
Essential Fire Services Evacuation Plans	Y		Inspections by Councils contractor
Essential Fire Services Exit Signs	Y		Inspections by Councils contractor
Essential Fire Services Fire Blanket	Y		Inspections by Councils contractor
Essential Fire Services Fire Extinguishers	Y		
Essential Fire Services Smoke Detectors	Y		
Events by Council or External	Y		Costs recovery and reimbursement passed onto club
External Paint	Y		
Field Mowing	Y		
Field Watering		Y	
First Aid Equipment		Y	
Footpath Mowing		Y	
Garbage Service	Y		Excludes non kerbside garbage collection
Goal Posts		Y	
Inspections Audits	Y		
Internal Paint	Y		Except vandalism
Irrigation Repairs	Y		
Lane Ropes		Y	
Light Bulbs		Y	
Line Marking		Y	
Lock Management	Y		Council system. User pays.
Muster points	Y		
Net (Fixed)Repairs	Y		
Nets (Removable) Repairs		Y	
Pest Control	Y		
Phone Bills		Y	
Plumbing Repairs		Y	Council over \$200, excludes vandalism
Rates	Y		
Recycling Service	Y		
Road Maintenance/ Carpark	Y		
Sanitary Bin Service	Y		
Security System	Y		
Sewage Charge		Y	Charged on by council
Signage- promotional, sponsorship, advertising		Y	
Sporting Floodlight Repairs		Y	
Vandalism External	Y		
Vandalism Internal		Y	
Water Use		Y	In users name
Weed/ Pest/Fertiliser on Turf	Y		



RESPONSIBILITIES OF USE

Exclusive licence

ITEM	COUNCIL	USER	NOTE
Building Insurance	Y		
Building Maintenance		Y	
Canteen Inspections	Y		
Cleaning		Y	
Contents Insurance		Y	
Contents, fridges, electrical items, owned by the club		Y	
Court Maintenance		Y	
Court Mowing		Y	
Electrical Repairs e.g. hot water services		Y	
Electrical Tag Testing		Y	
Electricity		Y	In users name
Essential Fire services	Y		Inspections by Councils contractor
Essential Fire Services Emergency Lighting	Y		Inspections by Councils contractor
Essential Fire Services Evacuation Plans	Y		Inspections by Councils contractor
Essential Fire Services Exit Signs	Y		Inspections by Councils contractor
Essential Fire Services Fire Blanket	Y		Inspections by Councils contractor
Essential Fire Services Fire Extinguishers	Y		Inspections by Councils contractor
Essential Fire Services Smoke Detectors	Y		Inspections by Councils contractor
Events by Council or External	Y		Inspections by Councils contractor
External Paint		Y	If organised by Council/ cost recovery and reimbursement to the club
Field Mowing		Y	
Field Watering		Y	
First Aid Equipment		Y	
Footpath Mowing		Y	
Garbage Service		Y	
Goal Posts	Y		Excludes non kerbside garbage collection
Inspections Audits		Y	
Internal Paint		Y	
Irrigation Repairs		Y	
Lane Ropes		Y	
Light Bulbs		Y	
Line Marking		Y	
Lock Management		Y	Council system. User pays
Muster points		Y	
Net (Fixed)Repairs		Y	
Nets (Removable) Repairs		Y	
Pest Control		Y	
Phone Bills	Y		
Plumbing Repairs			
Rates		Y	
Recycling Service		Y	
Road Maintenance/ Carpark		Y	
Sanitary Bin Service		Y	Charged on by council
Security System		Y	
Sewage Charge		Y	User responsibility
Signage- promotional, sponsorship, advertising		Y	
Sporting Floodlight Repairs		Y	
Vandalism External		Y	In users name
Vandalism Internal		Y	
Water Use		Y	In users name
Weed/ Pest/Fertiliser on Turf	Y		



APPENDIX D

State and Regional-level Strategies and Plans

NSW Draft Greener Places Policy (2017)

Greener Places, the draft urban green infrastructure policy for NSW, is intended to guide the design, planning and delivery of green infrastructure across the state. The draft policy defines green infrastructure as the network of green spaces, natural systems and semi-natural systems including parks, rivers and bushland (and private gardens) that are strategically planned, designed, and managed to enhance the quality of urban life. The aim is to create healthier and more liveable cities and towns by improving community access to recreation and exercise, supporting walking and cycling connections, and improving the environmental quality and resilience of urban areas.

The draft policy is based on four principles:

- integration – combining green infrastructure with urban development and other infrastructure;
- connectivity – creating an interconnected network of open space;
- multifunctionality – delivering multiple ecosystem services simultaneously; and
- participation – involving stakeholders in development and implementation.

The key components of the green infrastructure framework are:

- parks and open space – to deliver green infrastructure for people;
- the urban tree canopy – to deliver green infrastructure for climate change adaptation and resilience; and
- bushland and waterways – to deliver green infrastructure for habitat and ecological health.

Hunter Local Strategic Plan (Hunter Local Land Services) 2016-2021 (2016)

Hunter Local Land Services (HLLS) delivers services and programs that add value to local industries, enhance natural resources, protect primary production from pests and disease, and help local communities prepare for and respond to emergencies, such as flood and fire.

The HLLS region includes the Singleton local government area. The *Hunter Local Strategic Plan 2016-21* sets out the organisation's goals and priorities and directs HLLS' customer services, partnerships and investments across the region over the five years to 2021. The Plan has been developed to be consistent with the Local Land Services Act (2013). It describes the strategies by which the specified four goals, and related priorities, will be addressed. Three goals have relevance for Howe Park.

Under Goal 1: Resilient, Self-Reliant and Prepared Local Communities priorities relevant to Howe Park include:

- improving flood preparedness; and
- supporting adaptation to climate risks.

Goal 2: Biosecure, Profitable, Productive and Sustainable Primary Industries includes priorities to:

- support land managers ... to manage existing weeds and environmental woody weeds, and prevent the spread of new and emerging weeds, along with improving coordination of weed management in the region; and

- to manage pest animals.

Applicable priorities under Goal 3: Healthy, Diverse, Connected Natural Environments include:

- improving the condition of rivers and wetlands;
- improving native vegetation connectivity; and
- maintaining or improving native vegetation.

Hunter Regional Plan 2036

The Hunter Regional Plan will guide the NSW Government's land use planning priorities and decisions over the next 20 years. It states that the Plan 'needs to be incorporated into each stakeholder's future activities'.

The Hunter Development Corporation will take ownership of implementing the plan. It notes 'funding will be provided to growth areas for the transport, health, education and justice sectors, as well as for open spaces'.

The Plan states 'the future of Singleton lies in growing and diversifying its industry base (including primary industries), improving its housing product mix and minimizing land use conflict.'

A Direction identified in the Plan is to 'Enhance access to recreational facilities and connect open spaces'. Relevant actions include:

- facilitate more recreational walking and cycling paths; and
- assist councils to develop open space and recreation strategies that identify a range of accessible open space and recreation opportunities, integrate open space, active transport and recreation networks, and improve public foreshore access.

Upper Hunter Strategic Regional Land Use Plan (2012)

The Upper Hunter Strategic Regional Land Use Plan (UHSRLUP) is a sub-regional land use strategy that applies to Local Government Areas (LGAs) within the Upper Hunter Region, which includes the Singleton LGA. It is a 20 years plan that outlines a range of key challenges facing the Upper Hunter region and lists actions to address these challenges.

The Plan identifies that 'growth of the coal and gas extraction industries will be one of the most significant factors in shaping the communities and the infrastructure needs of the Upper Hunter region over the next few decades. It states that 'demand will increase for social infrastructure such as health, education, emergency services and community and recreational facilities'. The increased demand 'as a result of population and economic growth and any existing deficiencies are likely to be compounded'.

APPENDIX E

Singleton Council Strategies, Plans and Reports

Singleton Community Strategic Plan 2017 - 2027

The Singleton Strategic Community Plan (SCP) is a long term vision for the community, outlining the expectation, aspirations and challenges for the Singleton community into the future. It provides clear understanding of the community's priorities and aligns the services and activities Council provide with expectations and needs. It has a ten year timeframe and is a high level strategy.

The SCP outlines five pillars to group the challenges and priorities, being Our People, Our Places, Our Environment, Our Economy and Our Leadership. Strategies for these pillars, which relate to Howe Park include the following

Our People

- Provide services and facilities that meet the needs of our community at different stages of life
- Provide social, recreational and cultural services which educate, inspire and entertain
- Promote, facilitate and provide services for public health, healthy living and lifestyles

Our Places

- Provide safe and well maintained facilities and infrastructure

Our Environment

- Collaborate to enhance, protect and improve our environment

Our Economy

- Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2027

Our Leadership

- Council's service delivery is aligned with our community's needs and delivered the best way possible
- Infrastructure, services, facilities and Council are managed in a financially sustainable way

Some ideas, desires and suggestions in the SCP included water park and water activities within parks; more sporting events; and parks, gardens and facilities are integrated and activities for youth. Measures for these strategies include increasing participation rates in events and programs; and increasing healthy lifestyle.

Singleton Delivery Program 2017 – 2021

The Delivery Program drives the medium-term action plan for Council to turn the Strategic Community Plan (SCP) into reality. It outlines deliverables that are achievable, measurable and provide direction to be able to report on implementation at the end of the four year period.

In relation to the Strategies outlined in the SCP, the Delivery Program includes the following deliverables.

Our People

- Deliver or facilitate the delivery of all priority actions from Council's Community Development Strategies including actions relation to youth, ageing, disability and inclusion, cultural, social, recreational and leisure aspects and Aboriginal engagement.
- Integrate Council's Cultural, Social and Recreational Development Strategies
- Address healthy living and lifestyles as part of Council's Community Development Strategies

Our Places

- Complete updated condition and risk assessments on critical assets as identified in Asset Management Plans
- Implement the Singleton Open Space and Recreational Needs Strategy
- Maintain Singleton's open spaces in line with the Service Level Agreements
- Perform regular infrastructure inspections for safety and maintenance
- Plan, program and delivery Capital Works Program for each of the asset classes

Our Environment

- Support community organisations to obtain funding for environmental projects

Our Economy

- Drive the attraction of external funding for Council priority projects

Our Leadership

- Demonstrate delivery of services aligned to community needs
- Infrastructure Delivery Services are supported by effective and efficient systems and processes

Singleton Operational Plan 2019-2020

The Operational Plan identifies the individual projects and activities that Council will undertake in 2019/2020 to achieve the commitments made in the Delivery Program and in turn, the Community Strategic Plan.

Strategy	Deliverable	Action
2.1 Provide safe and well maintained facilities and infrastructure	2.1.2 Complete updated condition and risk assessments on critical assets as identified in Asset Management Plans	2.1.2.1 Conduct condition assessments on all critical road, drainage, building, open space and transportation assets
		2.1.2.1 Conduct core asset and risk management plans for all road, drainage, building, open space and transportation assets
	2.1.6 Maintain Singleton's open spaces in line with the Service Level Agreements	2.1.6.1 Consult with community to establish levels of service for open spaces and reserves
		2.1.6.2 Maintain open spaces and reserves to agreed levels of service
	2.1.11 Deliver building maintenance program	2.1.11.1 Maintain council facilities to a safe, presentable and functional condition

Strategy	Deliverable	Action
	2.1.12 Perform regular infrastructure inspections for safety and maintenance	2.1.12.1 Conduct routine inspection on Council facilities for identification of maintenance needs
		2.1.12.2 Conduct routine inspection on Council infrastructure for identification of maintenance needs
	2.1.14 Plan, program and delivery Capital Works Program for each of the asset classes	2.1.14.2 Deliver Capital Works Program for open space, reserves and building projects 2019/2020

The Open Space and Reserves Capital Works Program for 2019/20 involving Howe Park is listed below:

- Major turf renovations on various sportsfields – Core, top-dress, reseed and fertilise grounds to improve vigour and growth in the playing fields
- Investigation of sporting lights for electrical compliancy – Howe Park Tennis, Howe Park Cricket
- Howe Park – irrigation, fencing and seating upgrade

Asset Management Strategy 2017 – 2021

The purpose of the Asset Management (AM) Strategy is 'to provide Council with direction for development and implementing the ongoing processes and objectives relating to managing its assets'. The AM Strategy will provide the framework for improving the way services are delivered across all asset classes, which, in relation to Howe Park include buildings and open spaces & reserves.

First generation Asset Management Plans (AMPs) were developed in 2009 and 2010 for key infrastructure assets including open spaces and buildings. The AM Strategy states that 'Levels of Service (LoS) for each asset class will be reviewed as part of the asset management plans'.

Asset Class	Asset Category	Description of service the asset provides
Building	<ul style="list-style-type: none"> • Community use • Recreational 	Building assets are all the buildings that are managed and maintained by Singleton Council
Open Space & Reserve	<ul style="list-style-type: none"> • Parks • Sports • Cemeteries • Recreation Reserve 	The open space and reserve assets typically reflect park based infrastructure commonly seen in parks. These range from bins and seats to shade shelters and playgrounds

Taken from Table 3 Definition of Asset Classes

The AM Strategy states asset condition 'reflects the physical state of the asset...to provide the required LoS to customers'. For the asset class Open Spaces & Reserves the average condition, as at the time, was rated as 2 (on a scale of 1-5). This is 'good' and is described as 'slight defects and deterioration but no significant impact on the performance, user comfort and safety'. The Buildings asset class is given an average rating of 3 (moderate), described as 'minor defects, beginning to affect the appearance, user comfort and safety'.

The Open Space asset class includes 74 parks and reserves, 20 playgrounds, 20 hectares of playing fields and two operational cemeteries. Building inventory includes 15 public amenities, among other items.

Key AM Strategy objectives relevant to Howe Park, include:

- Continue to review and update Asset Management Plans, to maintain their currency and validity
- Continue to provide and maintain Asset Management Information System that is corporately supported and integrated
- Review the completeness and accuracy of the data for all major infrastructure classes
- Identifying Level of Service through consultation with the community
- Developing Service Level Agreements
- Development Maintenance Management Framework
- Develop Core Risk Management Plans for all major asset classes

A key focus of sustainable asset management is the provision of adequate renewal funding, to address ongoing asset deterioration, and a community desire to maintain a minimum level of asset service and performance. Renewals programming is about forecasting when funding will need to be allocated to ensure the reliability of infrastructure to be able to continue providing the required levels of service.

Child Friendly Strategy 2016-2021 (2016)

The Child Friendly Strategy 'aims to build on successful Child Friendly initiatives and engagement activities already in place in the Singleton LGA and to facilitate Council's aim to operate within a Child Friendly framework'. The age range for the purposes of the strategy is 0-11 years. Key principles guiding the strategy include:

- children's healthy development and active participation are uniquely crucial to the healthy future of any city or society; and
- children's wellbeing during their formative years determines the cost or contribution they will make to society over the rest of their lives.

At the 2011 Census there were 3,975 children in the 0-11 year old age bracket, making up 17.5% of the Singleton LGA population. The NSW Government – Planning and Environment shows that the number of children 'aged 0-14 will fluctuate between 2016 and 2031.

The strategy states that 'Council provides 29 parks, recreation and sporting facilities throughout the LGA including...the Howe Park Tennis Complex and Cricket Ground. Playgrounds are provided at 22 of these parks. It also identifies that 'Children in Singleton and surrounds have access to over 20 different sporting activities'.

Consultation undertaken for the strategy found 'parks and outdoor play areas are well utilized with 77% of survey respondents indicating they have used an outdoor recreational facility in the LGA in the last week'. It also found that 'although parks and recreation areas are well used, an often repeated request from families was for more fenced areas, better maintained community parks and for shade shelters over play equipment'.

Action	Priority	Reference
When reviewing parks and playgrounds, Singleton Council incorporates Child Friendly principles including assessment of the safety and accessibility of all parks and playground equipment, and assessment of the need for shade and fencing.	High	Recommendation 8
When reviewing bike paths and walking trails, Singleton Council incorporate Child Friendly principles including possible extension of bike paths and walking trails across Singleton to connect Child Friendly spaces.	Medium	Recommendation 9

Singleton Community – Environmental Sustainability Strategy and Action Plan (2016)

Development of the Singleton Community – Environmental Sustainability Strategy and Action Plan (ESSAP) was initiated by Singleton Council to provide a clear direction to promoting, facilitating and supporting community environmental sustainability with the Singleton Local Government Area (LGA). The plan seeks to 'identify priority activities for the community, Council and partner organisations that promote sustainable environmental outcomes in the community', among other things.

The ESSAP is structured around Sustainability Themes and Sub Themes. Those relevant (and that have related actions) to Howe Park include:

- Human Settlement – Population and Settlement
- Water – Water Efficiency and Stormwater, Surface and Groundwater Actions
- Waste – Waste Avoidance and Beneficial Reuse Actions
- Climate Change – Adaption to Climate Change/Natural Disaster Resilience Actions

The ESSAP identifies priorities of different actions to sustain or improve environmental sustainability. This is based on consultation undertaken whereby respondents were asked to prioritise 39 action directions. Overall, it states 'there is generally a high level of community support for the nature and focus of all actions that included in the Strategy and Plan'.

The top 13 action statement priorities includes, as number 1, 'people who litter are fined'. In the second 13 action statement priorities include 'improving the quality of parks, reserves and other community lands', 'reducing loss of vegetation to protect plants and animals' and 'controlling weeds and pest animals'. The lowest 13 action statement priorities include 'increasing bushland reserves and other community natural open space' and 'making safe walking paths more widely available'.

The overall vision for the ESSAP 'seeks to clearly identify and inspire the long-term behaviour change that is sought from implementation of the Strategy and Action Plan. It aims to do so by establishing a clear picture for the Singleton community of what an environmentally sustainable Singleton would be'. The vision established for this purpose is '*Singleton is a clean, health and productive community practicing good stewardship of its finite resources and environment*'.

For sub themes noted above, the following objectives are identified below. Also included are other sub themes that have relevant objectives, however there are no specific actions relevant to Howe Park:

Population and Settlement

- Development incorporates environmentally sustainable practices and design
- The community has a small ecological footprint

Community Lands

- Community land is of high quality, promotes ecological connectivity, invites human interactions, celebrates nature and outdoor life and enhances the urban environment;
- Community land and its facilities are designed, enhanced and maintained to meet the needs of the community and natural environment; and
- The community values and is actively involved in managing community land.

Actions in the Strategy that relate to Howe Park include the following.

Outcome	Planning Pillar, Priority and Actions
Population and Settlement Actions	
A strategic approach urban greening that restores trees and vegetation in the landscape	Our Places, medium, 1.1.4 Develop a Tree Management Policy to provide integrated guidelines for tree removal, planting and preservation
Up to date local information is available on alternative transport options; including cycling, walking and public transport to reduce reliance on motor vehicles	<ul style="list-style-type: none"> • Our Places, medium, 1.2.3 Implement the actions included in the Singleton Bike Plan • Our Places, medium, 1.2.4 An Access Plan is developed to provide pedestrian and cycle way access to and from essential and important services in Singleton LGA, including schools, open spaces, public facilities, police and hospital. • Our Places, medium 1.2.5 Provide and promote public infrastructure to support the use of bikes (e.g. bicycle racks and lock up facilities) and mobility scooters (e.g. pram ramps) on public and private land respectively.
Water Efficiency	
Increase the use of rigid reusable water bottles and decrease use of commercially bottled water	Our Places, medium, 2.1.3 Increase the availability of drink stations across the LGA.
Stormwater, Surface and Groundwater	
Stormwater is managed in a manner that incorporates environmentally sustainable principles and practices	Our Places, high, 2.3.2 Complete a review and update of the Singleton Council Stormwater Management Plan Policy to: <ul style="list-style-type: none"> • Identify and maximize opportunities for the capture and reuse of stormwater
Waste Avoidance and Beneficial Reuse Actions	
Good practice waste management is demonstrated at Council events and facilities	Our Environment, medium, 4.1.2 Apply waste wise event management principles in conditions of use for events organized by Council and at Council venues
Adaption to Climate Change/Natural Disaster Resilience Actions*	
Council is prepared for climate change impacts on its asset base and service level	Our Community Leadership, low, 6.1.2 Council to undertake a review of its asset base and level of service requirements in light of projected changes in climate and associated impacts.

* The document includes a statement that 'open space and recreation lands' are a priority risk area for the Singleton LGA arising from projected changes in climate (HCCREMS, 2010). See page 73

Singleton Bike Plan Revision (2016)

This is a revision of the Singleton Council Bike Plan 2009. Aims of the bike plan include to 'meet the current and future cycleway needs for Singleton through community consultation, link bike plan to budget and have an educational focus'; and 'increase bicycle use'. Objectives include, but are not limited to:

- Improve access to community and education facilities, and other cycle trip attractors/generators
- Improve rider safety along bicycle routes
- Improve linkages between existing cycle routes and provide continuity to the existing network

In terms of existing infrastructure in the vicinity of Howe Park, the Bike Plan identifies on road facilities are provided on Boundary Street (western border of park), which runs north south from Queen Street (northern border of park) to the New England Highway. The street 'experiences high volumes of traffic,

is narrow and allows residential park on both sides of the street. On this basis, the current arrangement is not considered to encourage cycling'.

The Bike Plan also identifies a number of walking routes, including a Heritage Walk and a measured and marked walk as part of a community initiative, the '10,000 Steps', that border the park along Queen and Boundary Streets.

The Bike Plan identifies a number of elements required to provide a high quality cycling environment, including safety, coherence, directness, attractiveness and amenity, comfort and suitability for all users, and end of trip facilities. One objective identified in the Bike Plan relevant to Howe Park is 'Designated local networks and routes designed to provide low stress routes, to feed the regional network, and to provide shorter trips to shopping centres, recreational activities, and public transport hubs'.

Identification of proposed routes for the Singleton township was based on a gap analysis of the existing network through identification of attractors/generator locations and the connections between these locations. Proposed routes in the vicinity of Howe Park include:

- Boundary Street – off road shared pathway on western side of Boundary Street from Queens Street to Bishopgate Street
- Bishopgate Street – Queen Street to Boundary Street – implement traffic calming/control to slow traffic consisting of blister islands and speed humps/cushions
- Queen Street – Combo Lane to Glendon Road shared pathway

The Bike Plan states 'end of trip facilities are an important element in a cycleway network as they provide services that enable and encourage cycling, such as the provision of bicycle parking facilities, toilets and/or change rooms'. Strategies to promote cycling (Section 7.1) recommends Council 'provide secure parking and end of trip facilities for cyclists'. In Section 9.2 it also recommends 'undertake audit of existing end of use facilities...to confirm the need and adequacy of existing facilities and identify areas of improvement'.

The plan also presents further ideas and opportunities for council to consider including infrastructure adjacent to cycle ways. It states 'Council should investigate in consultation with the community locations for infrastructure adjacent the cycleway routes such as benches, access to tap water, and bike racks/lockers. There is opportunity to incorporate outdoor gymnasium equipment and create routes that facilitate other healthy lifestyle activities.

The Bike Plan adapted a prioritization methodology for bicycle routes in the LGA based on achieving the objectives in the plan. High priority town routes included those along Boundary and Queen Street (Table 5-3).

Singleton Youth Strategy 2015-2019 (2015)

The Singleton Youth Strategy '*Our Youth – Engaged, Empowered, Included*' (2015) purpose is to ensure that young people of Singleton Local Government Area (LGA) are engaged, empowered and including, and considering their specific needs. The Strategy targets young people aged 12-24 years and was developed with input from Singleton's young people, local youth service providers, and a variety of services across council.

Knowledge gained from the strategy will ensure that Singletons young peoples' strengths and issues are embedded into existing future functions, services, long term plans and resources of council. It was also developed to align with Council's Community Strategic Plan *Our Place: A Blueprint for 2022*. Council will include strategies and actions from '*Our Youth – Engaged, Empowered, Included*' in the four year

Delivery Programs and one year Operational Plans, which ensure the implementation of the Community Strategic Plan; and will review the strategy every four years.

The 2011 ABS Census depicts that Singleton's population consists of 4,344 young people between 12-24 years of age. This is 19.8% of the total population. With 'one fifth of the community in this age group, this has significant implications for planning promotions, opportunities, services, and infrastructure; providing an opportunity for changing the direction of planning to more accurately reflect the composition of the community'. The proportion of females (46%) to males (54%) in this group is also slightly more skewed than in the whole population (49% females to 51% males).

The Strategy also identifies that '2014 NSW Department of Planning population projections forecast a relative consistent population size for the 10 to 24 year age group over the next 15 years for the Singleton LGA. Although there will be a steady population size, an overall population increase will depict a slight proportional decrease in the population from 22.2% in 2011 to 19% in 2031'.

The NSW Population Health Survey (2009 and 2012) provides some information on Health Related Behaviour by adults aged 16-24 years in the Hunter New England Area Health Service, but no data is available just for Singleton. The Strategy states 'reductions in those reporting adequate levels of physical activity...are of concern'. For the Hunter & New England Region, reported physical activity was 71.4% in 2009 and 35.5% in 2012. The corresponding figures for NSW were 69.3% (2009) and 63.9% (2012).

The Strategy reports that a survey was conducted with students from year 7 to 11 in the Upper Hunter, Muswellbrook and Singleton LGA in 2012 and 2013. Several of the questions focused on physical activity.

The majority of Singleton respondents had regularly participated in a sporting activity in that year, with one quarter not participating in any sport. Of the options provided, 'touch football was most popular, with just under 30% of the surveyed participation; and netball was also popular, with over 20% participating. Football, swimming and soccer were also popular, at around 15%'. Singleton had the lowest number of respondents who rode their bikes, with 51% "never riding a bike"...This may be due to geography, as both Singleton and Muswellbrook...have considerable areas of the towns on hills'.

'Young people in Singleton and surrounds have access to over 20 different sporting activities, the majority of which have a formal club established' (page 15).

The Youth Strategy was developed based on findings of consultations undertaken with young people aged 12-24 and with those working in the youth sector. Relative percentage of respondents were:

- 12-14 (53%);
- 15-17 (36%); and
- 18-24 (11%).

87% of the sample indicated they attend school and almost 70% were not in employment. The sample 'is skewed towards the younger end of the demographic and cannot be taken as an accurate reflection of the situations and aspirations of young people aged 18 and over'.

The most popular activities for this group of young people were playing sports and hanging with friends, at 60% of the sample. Some felt 'that their lives would improve with...having more things to do in Singleton, such as sporting, shopping or being with friends'. Of the top 10 things that young people thought were great about Singleton three were:

- Sporting options (3);
- Parks (8); and

- It's safe (9).

Three improvement options suggested included 'More things to do, opportunities and resources', 'Better BMX park and skate park' and 'Sporting Centre, Football Stadium, more sporting opportunities'.

The Action Plan within the Strategy identifies the following Delivery Program and Actions that may be relevant for Howe Park:

- recreation facilities meet community needs – Investigate funding sources for a second skate park and identify possible site; and
- infrastructure and services enable community connectivity – Implement relevant actions of Bike Plan.

Singleton Lifestyle Plan for Older People (2015)

The Lifestyle Plan will enable Council to develop an approach 'which directs actions and resources appropriately to ensure that the diverse needs of older people will be met'. Over the next 20 years, numbers of people aged 65 and over are expected to double within the Singleton Local Government Area.

Principles underpinning the Lifestyle Plan are:

- equitable access for all;
- dignity and respect;
- diversity;
- safety;
- participation and connectedness;
- opportunities for all to an independent lifestyle; and
- collaborative partnerships

Included in the five most important factors, relevant to Howe Park, for people over the age of 55 to live a healthy and happy life are good health (1); interacting with friends and family (2); and being physically active (3). In the top five challenges people are facing was maintaining health and fitness (1) and concerns about safety (5).

Actions in the Lifestyle Plan include the following.

Recreation facilities meeting community needs

- Extend the network of pathways, walking trails and cycling tracks linked to the wider network of open space in Singleton to cater for the popularity of walking as a recreational activity for all age groups, including older people; and
- Develop parks and gardens with interest and destination points that will attract and appeal to older people (such as public art, heritage items, landscaped gardens, seating, shading, water features, outdoor fitness areas).

Our community is safer for residents and visitors

- Through planning policies, ensure public spaces, neighbourhood and town centres are designed to maximize safe, convenient and accessible use by all sections of the community, including older people.

Infrastructure and services enable community connectivity

- Explore incorporation of seating, shade, resting places and "Stop & Drop Zones" in the design of

public spaces and facilities within the Singleton local government area.

Singleton Community Safety Strategy 2015 – 2020 (2015)

The Singleton Community Safety Strategy (the Strategy) is Singleton Council's key initiative to ensuring safety for people who live in, work in and visit the Singleton Local Government Area (LGA). The Strategy recognizes that our perception of safety impacts quality of life and identifies ways to 'enhance actual and perceived safety in Singleton.

The Council support a range of different initiatives and networks designed to promote safety for the community. In relation to Parks and Facilities, Council staff have undertaken Safety By Design training, which 'enables them to enhance the safety of parks and reserves in the LGA by considering Crime Prevention Through Environmental Design Principles. Actions to improve safety include maintaining public spaces to improve surveillance and amenity, removing graffiti quickly to discourage it, and design parks and sporting facilities to attract community members and promote local ownership of spaces'.

The Bureau of Crime Statistics and Research (BOSCAR) Crime Profile and Police consultation 'confirm that Singleton is a safe community. However, crime maps did show that several of the more prevalent crimes in Singleton are primarily clustered in a small number of streets...This suggests that there may be factors about the design and maintenance of these areas that provide the opportunity for the crime to occur. Preliminary audits of these areas identified a number of environmental design and maintenance issues that should be addressed to reduce opportunities for crime and enhance perceptions of safety in the area'.

The strategy reports that of the five most reported crimes in the Singleton LGA. Of these five it is considered malicious damage is most relevant to Howe Park. In the twelve months up to December 2014 malicious damage was the second highest with 205 incidents reported. It is noted however in Figure 2 of the strategy that the offences of malicious damage are not located in the vicinity of Howe Park. Motor vehicle theft, the fifth most recorded offence, does come into proximity with Figure 4 showing incidents near the south west corner of the park.

Proposed community safety priorities relevant to Howe Park are outlined below.

Singleton Neighbourhood Improvement Program

The program would focus on two approaches including Crime Prevention Through Environmental Design (CPTED) and Community Building. CPTED aims 'to improve natural surveillance and amenity of the neighbourhood...and generally improve perceptions of the neighbourhood for people who live in the area as well as the broader Singleton community'. Community Building is 'intended to build social connections for families through community barbeques, recreation and other events' as well as 'promote public guardianship as community members interact and develop relationships.

The Action Plan relevant to this program includes the action 'identify opportunities for landscaping, maintenance and design improvements to improve natural surveillance, appearance and perception of the neighbourhoods'.

Conducting lighting audits is also noted, however this focusses on CBD car parks.

Multicultural Action Plan (2014)

The Multicultural Action Plan seeks to 'ensure that all members of our diverse community feel welcome, included, able to participate in community activities and decision making, and able to access appropriate services and facilities'. The plan states that 'over the past 10 years, Singleton has become a community with a significant element of cultural and ethnic diversity through the population'. According to 2011 census data 'the number of residents born overseas with the Singleton LGA is 1,865 (or 8.2% of the total population) representing an increase of 16.5% from 2006 population figures'.

The Plan includes the following actions which could involve use of facilities in Howe Park:

- Consider implementation of programs designed to reduce social isolation, particularly among those from CALD backgrounds (e.g. 'Neighbourliness programs', sport and recreation programs run through the YMCA); and
- Develop, implement and promote specific recreation programs and events that are relevant to and involve local CALD communities (e.g. cooking groups, market stalls, art and music activities, soccer and basketball competition days).

Hunter Valley Visitor Economy Destination Management Plan

The aim of this Destination Management Plan (Draft 25 March 2014) is to "double the value of the Hunter Valley's visitor economy by 2020". Singleton Council partnered in preparation of the Plan with Cessnock City Council and the Hunter Wine and Tourism Association Board. The Plan's approach is to build the attraction of the Hunter Valley to visitors as food and wine experience and extend such visits/experiences with second-tier activities (such as golf).

Identified strategic priorities and actions – with some relevance to the Howe Park - include:

- Strategic Priority One – Grow destination appeal and Hunter Valley brand awareness with key actions, including building and promoting second-tier experiences and activities on themes of golf, sport and nature (soft adventure); and
- Strategic Priority Four - Develop the Hunter Valley's destination products and experiences focusing on, amongst other aspects, experiences in nature (e.g. walking, cycling, golf and other sports)
- Strategic Priority Five – Develop coordinated visitor economy planning and place making, including expansion of public facilities (e.g. parks, conveniences)

"Part B – Strategic Actions" of the Destination Management Plan lists Howe Park as suitable for "leveraging" off those visitors attracted to experiences in the Wine and Food, Heritage and Culture/The Arts themes (or to participate in product development to further strengthen these themes).

Recommendations for early or immediate development more generally include the development of a "World Heritage Nature Trail", cycling and walking trails, and building golf and sports tourism.

Singleton Council Open Space and Recreation Needs Study (2013)

See Section 3.5 for a detailed discussion.

Disability Access Plan 2020 (2013)

The *Disability Access Plan 2020* aims to achieve “a truly inclusive environment for all, with the aim of contributing to the liveability of the community for all its residents and those who visit”. Strategies and actions relevant to planning for Howe Park include:

- providing information in multiple formats to meet varying requirements of people in the community;
- improving accessibility of the built environment by (among other actions) undertaking asset audit plans of parks and implementing recommendations, providing accessible public toilets, implementing prioritised kerb and footpath improvements, completing yearly access spot checks on Council community facilities, and linking actions and outcomes of the Disability Access Plan to relevant asset management plans; and
- enhancing social and recreational opportunities for people with a disability.

Singleton Waste Strategy 2013-2033 (2013)

The Waste Strategy sets the context, targets and actions for waste management in Singleton Council for the next 20 years. It provides direction for future waste management, resource recovery, public education and public advocacy for waste minimization.

Actions and resources are identified in Table 6 of the Strategy. The actions relevant to Howe Park include:

- improve recycling recovery through increased awareness/education programs;
- continue to support and promote litter reduction initiatives;
- apply waste-wise event management principles as required for events organized at council venues; and
- purchase appropriate bin hoods and signage for event waste management.

Singleton Bush Fire Risk Management Plan (2011)

This Plan – prepared by the Singleton Bush Fire Management Committee – covers both public and private lands and guides fire services (NSW Rural Fire Service and Fire and Rescue NSW), other emergency services and authorities, Council, and other landholders in carrying out bushfire hazard reduction and control activities. These measures include such things as hazard reduction burning, clearing asset protection zones, grazing, community education, fire trail maintenance and establishing community fireguard groups.

The Plan considers environmental and social factors, as well as the history of bush fire frequency and ignition causes in the region. The main sources of ignition in the Singleton area are identified as lightning strikes from summer storms, fire escape from private properties, and accidental ignitions in the rural areas and along the transport corridors. It recognises “assets”, that require protection or special management measures during fire operations, as well as bushfire risk reduction “treatment strategies and actions” and maps these across the local government area. The Plan maps the following four types of “Bush Fire Management Zones” to identify the fire management intent for specific areas:

- Asset Protection Zone (APZ);
- Strategic Fire Advantage Zone (SFAZ);
- Land Management Zone (LMZ); and
- Fire Exclusion Zone (FEZ).

However the Plan does not include any actions especially applicable to Howe Park.

Singleton Land Use Strategy (2008)

The Strategy outlines key land use policies and principles for the Singleton LGA and provides the planning context for the preparation of local environmental plan provisions. The Strategy has a time frame of 25 years, to 2032. The proposed vision for the Strategy is 'to create a progressive community of excellence and sustainability'.

Key land use planning issues for the Strategy were classified as mainly urban or rural issues. In terms of Howe Park, relevant key urban issues included 'providing and maintaining urban infrastructure' and 'providing for social infrastructure and urban amenity'.

Projected or anticipated changes, trends or pressures for the next 15 years which should be taken into account are summarized as follows:

- continuing population growth, with further ageing of population;
- increasing demand for maintaining environment and amenity and 'tree change' lifestyle; and
- requirement to improve landscape connectivity for biodiversity and maintain native vegetation

Singleton's growth scenario anticipated for the 25 years to 2032 'is for a population increase in the range 1-1.5%'. This is an average 300 persons per year. Singleton LGA is 'well accessed by roads and transport routes and is adequately serviced with infrastructure. The Situation Analysis report reviewed key infrastructure issues within the Singleton LGA, including water supply, sewer, transport, stormwater, waste management, bushfire facilities and open space'.

In a summary of key issues for infrastructure, the following items were noted.

Accessibility and Transport

Bikeways – A small network of recreational bikeways exists, which is proposed to be progressively extended in accordance with the Singleton Bike Plan

Open Space

Singleton - well catered for; key issue 'is the quality of the open space and maintenance costs'

Strategic Actions

Provide for parks within walking distance of all homes in accordance with the Open Space and Recreational Needs Study (2002)

In terms of environmental values and constraints, a key issue included natural hazards. Natural hazards 'are primarily flooding and bushfires'. An objective relevant to Howe Park is to 'ensure that natural hazards are considered when making development decisions, and that hazards are minimized wherever possible'.

Plan of Management Singleton Sports Grounds and Riverside Parks (undated)

See Section 3.5 for a detailed discussion.

APPENDIX F

Other Parks, Reserves or Open Spaces Within 3 Kilometre Radius of Howe Park

Park / Reserve	Street address	Within 500m of Howe Park	Facilities
Cranston Park	Boonal St, Singleton	Undeveloped: no facilities; mown grass with scattered mature trees; small "pocket" park	
Victoria Square	High St, Singleton	Sportsground (local-level) - see description in Section 3.6	
Between 500m and 1km from Howe Park			
Pound Park	Pitt St, Singleton	Mown grass with scattered mature trees; no facilities; large metal shed;	
Burdekin Park	New England Hwy, Singleton	Formal town park; display gardens; mature feature trees; heritage museum; display tractors 2x; M / F / disabled toilets; bins (>5); fountain / light; seats (>5); playground; flying fox colony (and warning signage); formal pathways; covered picnic tables 5x; large war memorial; sound shell; water taps (>5); historic distance post; wishing well	
Village Green	Queen St, Singleton	Mown grass with few trees; central row of trees; shared path; sealed car park	
Springdale Park	Carroll St, Singleton	Mown grass with scattered mature trees; backed seats (<5); picnic table; drainage pit (drainage reserve); medium / small size	
Robins Park	Brown Close and Kingston Close, Singleton	Between two cul de sacs; mown grass with few scattered trees; small junior playground; swings 2x; seats 2x	
Singleton Lioness Park	Queen St, Singleton	Mown grass with scattered trees; backed seat (<5); shared path (to New England Hwy bridge); landlocked by roads (difficult access in parts)	
Civic Park	Dr Maffey Dr, Singleton	Sportsground (local-level) - see description in Section 3.6	
Singleton High School	York St, Singleton	Includes sportsground - see description in Section 3.6	
Baileys Union Park	John St, Singleton	Mown grass with scattered trees; central formal garden; picnic tables (<5); backed seats (<5); water tap; bin; roads all sides	
Between 1km and 1.5km from Howe Park			
Pearces Park	John St, Singleton	Mown grass with mature trees 2x; perimeter hedge and rose bush planting with sandstone raised edge (with sculpted stones / artwork); shed (small / brick); picnic table; path; bin; small area at end of CBD adjacent to bridge	
James Cook Park and Rose Point Park	Ryan Ave and Rose Point Rd, Singleton	Sportsground (regional-level) - see description in Section 3.6	
Singleton Showground	Bathurst St, Singleton	Includes sportsground (restricted access / use) - see description in Section 3.6	
Albion Park	Bathurst St, Singleton	Sportsground (local-level) - see description in Section 3.6	
Apex Park	Buchan Ave and Edward St, Singleton	Mown grass with few scattered trees; Singleton Scout Hall; small sealed car park; half basketball court; playground (2 adjacent small sites - climbing units and swings); seats (<5); bin	
Tennis Club	Edinburgh Ave, Singleton	Grass tennis courts (5x); no lighting; gravel drive; gravel / grass parking; garden; heritage building; picnic table in grassed area; private facility (members only)	
Tulloch Park	Tulloch Close, Singleton	Pocket park / road closure; concrete paths 2x; grassed only	
Townhead Park	New England Hwy, Singleton	Visitor Information Centre; sealed parking with one way loop access (includes disabled parking bays 2x plus long vehicle bays); covered picnic tables (<5); picnic tables (<5); bins; mown grass with scattered trees and garden areas; totem poles for banners; M / F toilet block; backed seats (>6); sensory garden; town centre map; tourist information signs; junior cycle safety track (sealed); covered group picnic table; monument; open grassed area; fountain; café; M / F / disabled toilets and baby change (adjacent to café); bike parking; water taps (>5); upgrade and additional facilities programmed	
Singleton Rugby Park	Howe St, Singleton	Sportsground (restricted access / use) - see description in Section 3.6	

Park / Reserve	Street address	Facilities
Harry George Reserve	Brucevale Ave, Singleton	Developed; mown grass with scattered mature trees; covered picnic table; covered BBQ wood 1x; backed seats (<5); swing set 1x; climbing play equipment 1x (including sculpture); bin; sewage pumping station; small area
Ardersier Park	Ardersier Dr, Singleton	Undeveloped; mown grass with perimeter trees; detention basin / floodway; backed seat 1x; sewage pumping station;
Between 1.5km and 2km from Howe Park		
Matilda Park	Wynyard St, Singleton	Mown grass with single mature tree; no facilities; small "pocket" park
Glenridding Reserve	Glenridding Rd and Victoria St, Singleton	Linear park adjacent to rail line; row of mature trees; no facilities; gravel parking adjacent to Victoria St
Rotary Park	Munro Lane, Singleton	Mown grass with mature trees 5x; picnic table; train sculpture; Rotary sign; water tap; bus shelter in Munro Lane
Pritchard Park	John St, Singleton	Mown grass with mature trees and gardens; picnic tables 5x; bins (rubbish and recycle); bubbler; "Welcome to Singleton" sign; pathways; small (surrounded by roads)
Merricks Fire Brigade Park / Singleton Dog Park	Darlington Rd, Singleton	Gravel car park; open grassed area; trees along road frontage; large fenced enclosures 2x (including holding area); backed seats (<5); shared path; open grassed area for off leash dogs; dog waste bags and bins 2x
"Pirtek Park" (Resco Park or Dunolly Park)	Dunolly Rd, Dunolly	Sportsground (restricted access / use) - see description in Section 3.6
Between 2km and 2.5km from Howe Park		
Waranuah Park	Simpson Terrace, Singleton	Playground (small / junior) and swing set; backed seats (<5); picnic table; drainage outlet (floodway?); monument; mown grass with few scattered trees
Koolgara Park	James Cook Ave, Singleton Heights	Part mown grass with scattered trees; part bushy vegetation; drainage reserve; shared path; linear / small
Bligh Park	Bligh Close, Singleton Heights	Mown grass with perimeter trees; small / medium sized; no facilities; grassed accessway from south-west and east
Don Gray Park	Acacia Circuit, Singleton Heights	Roadside drainage reserve; mown grass and street trees plus creek line vegetation
Allan Bull Reserve	Bridgman Rd, Hunterview	Sportsground (district-level) - see description in Section 3.6
Between 2.5km and 3km from Howe Park		
Gowrie Park	White Ave, Singleton Heights	Located north of New England Highway (connected by underpass to south); shared path; large sealed car park; lighting; drainage reserve of managed and unmanaged grass with grouped trees / shrubs and scattered trees to east; Singleton BMX Track (mounds) to west; large grassed parking area
James White Park	White Ave, Singleton Heights	Linear reserve; mown grass with scattered trees; junior playground (several elements); swing set; backed seats (<5); pathway; water tap
Orana Park	Wentworth Ave, Singleton Heights	Two portions, east and west of Wentworth Ave; small; mown grass with one Eucalypt on eastern portion; large painted timber bollards on road frontages; concrete footpath along SE boundary (both sides); phone box located in road reserve (east side)
Alroy Park	Blaxland Ave, Singleton Heights	Sportsground (district-level) - see description in Section 3.6
McDougalls Reserve	Bridgman Rd, Singleton Heights	Linear drainage reserve (east-west); mown grass; swaled; scattered trees plus grouped trees; shared path running to the west; exercise hubs 2x (2-3 items per hub) plus roadside reserve on Bridgman Rd (north-south); shared path along road frontage; mown grass with street trees; fitness stations (several); shared path to west

APPENDIX G

Feedback Form

HOWE PARK

Its Future - Your Views



Howe Park Plan of Management

Singleton Council is preparing a Plan of Management for Howe Park, Singleton, and would like your opinions, ideas and input.

Howe Park is one of Singleton's major, and oldest, parks and sporting venues. It is located approximately 1.2 kilometres east/north-east of the Singleton town centre (east of the New England Highway) bounded by Boundary, Queen and Boonal Streets. Howe Park was initially reserved as a public park in 1887.

Singleton Council has engaged consultants Gondwana Consulting to assist in is preparing the Plan of Management for the park. This plan will set out how Howe Park is to be used, developed and managed over the coming years. Opportunities for community input and involvement are an important part of the planning process.

The site covers a total area of around 17.3 hectares. Much of this area (approximately 13.5 hectares) is Crown land managed by Singleton Council – comprising the oval, Howe Park Tennis Club and courts, and much of the Singleton Golf Course (including the Singleton Golf Club building). The remaining area (approximately 3.8 hectares) is Council-owned "community land" and comprises part of the Singleton Golf Course.



The Howe Park Oval has a turf wicket, and features an historic timber grandstand. It has been used for cricket matches since the early 1900s and today is the town's premier cricket venue used primarily by Singleton District Cricket Association in Summer. In Winter, the oval is used for football by the Singleton Strikers Football Club.

Howe Park is Singleton's regional tennis venue. The Howe Park Tennis Club offers 8 grass and 6 synthetic courts (most floodlit) and 2 synthetic junior courts, plus a small club building and ancillary facilities. The courts are used for social and competitive tennis, as well as coaching, school sport, and croquet.

The Singleton Golf Club occupies much of the plan of management area (under a licence agreement) and manages the 9 hole golf course, club house (including a barbeque area, beer garden and children's playground), Pro shop, adjacent car park (only part of which is on the Council-managed Crown land) and associated maintenance areas and out-buildings.

The publicly accessible areas of Howe Park is a valuable green open space for casual activities such as walking, informal games, fitness training, dog-walking, socialising and relaxing – as well as adding to the visual amenity of the surrounding residential areas. The park is also on the Singleton Heritage Walk.

It is important that users of the park, neighbours and the wider community have a role in preparing the Plan of Management. Your input early in the planning process will help identify what you value about the park, how you use or enjoy it, perceived management issues or challenges to address, and your desires for the park's future character, use and management.

This brief (6 questions) reply-paid Feedback/Input Form is one of the first steps in formulating the Draft Plan of Management. Your responses, inputs and ideas would be appreciated and will contribute to the new Plan's preparation. **Please complete and return this Form by Friday 20 December 2019, or**

sooner. There will be several opportunities for community involvement during the Plan's preparation, including a formal public exhibition of a Draft Plan.

For further information about this Feedback/Input Form or to offer your ideas and input to the Plan's preparation please contact Alan Ginns, at Gondwana Consulting on e-mail gwanacon@tpg.com.au, or (02) 9913 3720, or mobile 0429 913 300. For information about the park, and the Plan of Management project overall, please contact Council's Recreation Planner, Myffy Doyle, on e-mail council@singleton.nsw.gov.au or (02) 6578 7290.

Your Views/Input:

Your gender (please circle)	<i>Male</i>	<i>Female</i>	<i>Other</i>
Your age group (please circle)	15 and under *	16 to 20	21 to 25
	36 to 55	56 to 70	71 and over
Where do you live?			

1. What do you value most about Howe Park, or why is the Park important to you?

2. How often do you visit Howe Park? How do you usually get to the park (walk, bicycle, car, etc.)? What facility(s) or area(s) do you visit most often? And what do you typically do there?

3. What do you consider to be the main issues or challenges that should be addressed in the future management of Howe Park? (Please list in your order of importance/concern)

(1)

(2)

(3)

Others:

4. How would you suggest these issues or problems be addressed in the park's future planning and management?

(1)

(2)

(3)

Others:

5. What other changes would you like to see in the development, facilities, management or use of Howe Park?

6. Any other comments, ideas or suggestions you would like to make would be welcome.
(feel free to attach additional pages)

Contact details for future involvement/notification:

If you would like to be kept informed of further opportunities to provide input or comments during preparation of the Howe Park Plan of Management, or the availability of material for public review (such as public exhibition of the Draft Plan) please provide your name and preferred contact details below.

Name:	Preferred contact details (e-mail, telephone or postal address):

(Privacy Statement: All information collected is to assist in the development of the Howe Park Plan of Management and related documents. A summary of submissions may be published as part of the Plan however individual respondents will not be identified (please note that these may be made available through Freedom of Information processes if requested).

(* If you are under 16 years old please ensure you have a parent's or guardian's permission or supervision when completing this Feedback/Input Form [in accordance with Australian Market and Social Research Guidelines].)

Thank you for your time and responses

TO RETURN THIS FEEDBACK/INPUT FORM

Fold it into thirds (at edge marks shown), with the mailing label below showing on the outside (& your contact details folded inside), & seal the end & edges with tape. Then drop it into any Australia Post mailbox, **YOU DO NOT NEED A STAMP.**

Please complete and return your Feedback/Input Form by Friday 20 December 2019, or sooner.

Delivery Address:
23 Sydney Rd
WARRIEWOOD NSW 2102

No stamp required
if posted in Australia



Gondwana Consulting
Reply Paid 84252
WARRIEWOOD NSW 2102

APPENDIX H

Analysis of Feedback Form and On-site Kiosks Inputs/Feedback

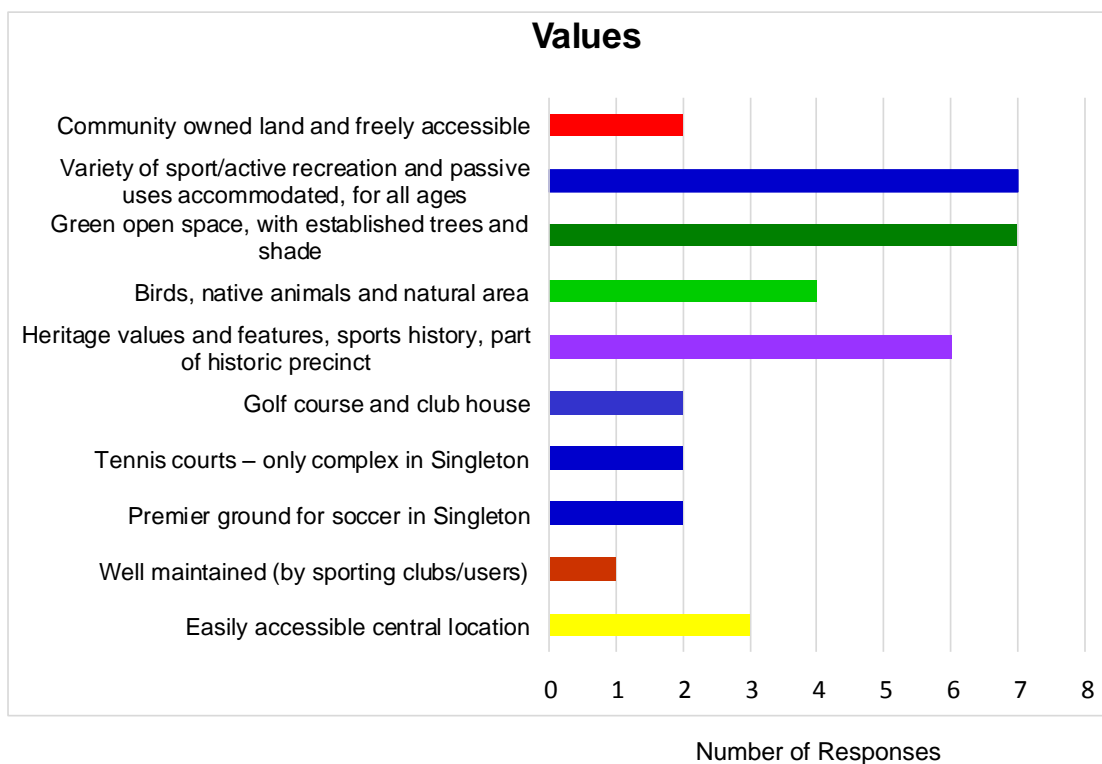
Values

Respondent Identified Value	Response Items *	
	Number	%
Community owned land and freely accessible	2	5.6
Variety of sport/active recreation and passive uses accommodated, catering to all age groups	7	19.4
Green open space, with established trees and shade	7	19.4
Birds, native animals and natural area	4	11.1
Heritage values and features (building and plantings) / History of sports, recreation and open space use / Part of Singleton's "old town" precinct	6	16.7
Golf course and club house	2	5.6
Tennis courts – only complex in Singleton	2	5.6
Premier ground for soccer in Singleton	2	5.6
Well maintained (by sporting clubs/users)	1	2.8
Easily accessible central location	3	8.3
Total "Response Items"	36	(100.0)

(percentages may not total 100.0% due to rounding)

Top 3 responses >10% of responses

* From all respondents – 6 completed Feedback Forms, 2 e-mail submissions, 20 kiosk attendees. Multiple responses possible = 36 individual response "items".



Selected Cross-section of Comments (Values)

Belongs to the community.

The historic cricket pavilion.

So many tennis courts, including lawn courts, the venue is used for many district events.

It is a great recreation area for everyone.

There are many birds attracted to this area.

Historical use of the park is important.

It is a space used by all age groups in our community.

Provides trees for shade.

Park/green open space for use by the people of that community.

To have Howe Park situated centrally in the town is an asset.

Howe Park is premier ground for soccer, as fenced and has large changerooms.

Good mix of passive and active uses.

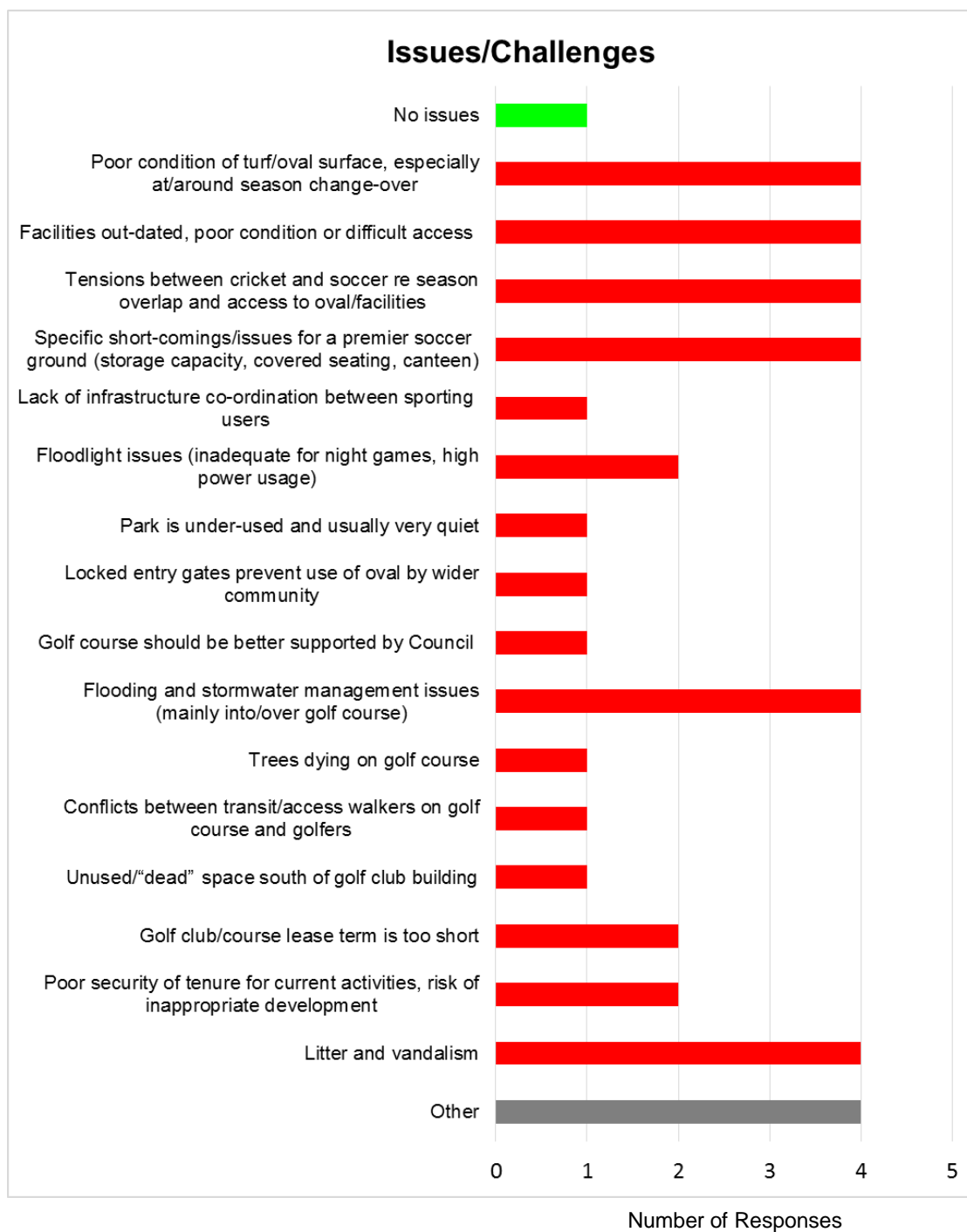
Issues and Challenges

Respondent Identified Issues	Response Items *	
	Number	%
No issues	1	2.4
Poor condition of turf/oval surface, especially at/around season change-over	4	9.5
Facilities out-dated, poor condition or difficult access (toilets, disabled toilet, changerooms)	4	9.5
Tensions between cricket and soccer re season overlap and access to oval/facilities	4	9.5
Specific short-comings/issues for a premier soccer ground (storage capacity, covered seating, canteen)	4	9.5
Lack of infrastructure co-ordination between sporting users (cricket, soccer, tennis)	1	2.4
Floodlight issues – inadequate for night games, high power usage	2	4.8
Park is under-used and usually very quiet	1	2.4
Locked gates on entry prevent use of oval by wider Singleton community	1	2.4
Golf course should be better supported by Council (poor standard facilities, questionable viability)	1	2.4
Flooding and stormwater management issues (mainly into/over golf course)	4	9.5
Trees dying on golf course	1	2.4
Conflicts between transit/access walkers on golf course and golfers	1	2.4
Unused/"dead" space south of golf club building	1	2.4
Golf club/course lease term is too short, should be longer	2	4.8
Poor security of tenure for current activities (particularly on council owned land), risk of inappropriate development	2	4.8
Litter and vandalism	4	9.5
Other (minor or operational issues)	4	9.5
Total "Response Items"	42	(100.0)

(percentages may not total 100.0% due to rounding)

Top responses >5% of responses

* From all respondents – 6 completed Feedback Forms, 2 e-mail submissions, 20 kiosk attendees. Multiple responses possible = 42 individual response "items".



Selected Cross-section of Comments (Issues)

No issues or problems as far as I am concerned

Vandalism - seems to be a growing problem

The Howe Park oval area is locked off to the Singleton community ... by locking the entrances to the oval

Grass cover to oval does not survive the soccer season

Existing amenities are outdated

Soccer and cricket seasons overlap meaning oval is not available to soccer for first 5 weeks

Existing halogen floodlights pull too much power, now have added shorter LED lights

Poor turf surface

Groundsman does not fence off centre pitch so that others can train

Remove and replace the canteen – re food standards (soccer canteen)

Viability of golf course, needs to be supported by council – poor standard of facilities

Security or tenure by all activities over the site – particularly over the community land owned by council at north end of golf course

Conflicts with cross public access and playing golf

Directions or Changes

Respondent Identified Directions or Changes	Response Items *	
	Number	%
No change / Maintain as is - major sporting/recreation area and open space that is freely accessible / Do not sell or develop for housing	14	15.7
Access improvements / Walking paths and shared paths / Perimeter path around golf course / Exercise circuit / Open Boundary St gate during daylight hours	10	11.2
No exclusion fencing around golf course / Allow open access to/across course	2	2.2
Replace or extend golf course fencing / Perimeter or security fence around golf course	5	5.6
Improved collaboration/co-ordination between sporting users/clubs (infrastructure provision and maintenance, storage, maintenance equipment share ground staff, etc.)	5	5.6
Develop a new building for shared use by golf, cricket, soccer and tennis clubs (change-rooms, toilets, showers, gymnasium, storage, function area, deck, etc.)	6	6.7
Develop a new building for shared use by cricket, soccer and tennis clubs only (excluding Golf Club)	2	2.2
Retain and improve/support Golf Club, develop as a community/sports club (stand-alone)	2	2.2
Refurbish/modernise Tennis Club building or develop new (separate) facility	2	2.2
Retain and improve golf course, do not encroach into course	3	3.4
Provide female change rooms – as new building or refurbish an existing building	1	1.1
Provide more seating around oval for spectators / More seats and shelters	7	7.8
Picnic and barbecue area/facilities	2	2.2
Provide activities for primary children and teenagers - a “public” playground, BMX or “pump track”, skate park, adventure/challenge activities (climbing nets, obstacle course, etc.)	4	4.5
Address/improve flooding issues and develop natural water course as a feature / Manage Boundary St stormwater / Use golf course dam to irrigate oval	4	4.5
Retain and enhance natural character / Tree planting and replacement / Install gardens and decorative features / Botanic garden / Bird breeding boxes	6	6.7
Better manage Boundary St frontage / Develop footpath along Boundary St	2	2.2
Retain locked gates to control vehicle access to oval	2	2.2
Improved facilities for dog walkers (including possible off-leash area)	2	2.2
Retain heritage values and setting	1	1.1
Other (various – from more bins to assured maintenance funding)	7	7.8
Total “Response Items”	89	(100.0)

(percentages may not total 100.0% due to rounding)

Top responses >5% of responses

 Divergent responses/directions

* From all respondents – 6 completed Feedback Forms, 2 e-mail submissions, 20 kiosk attendees. Multiple responses possible = 42 individual response “items”.



Selected Cross-section of Comments (Directions or Changes)

Do not put medium/high density housing in ... talk to community NOT developers

Make it more accessible for aged members

I think Howe Park is great and should continue as it is ... no changes

I would like to see the Howe Park Tennis Club building refurbished and modernised

Allocate a sum of money for regular maintenance

The natural watercourse could be developed as a feature

More access for people who do not play any of the sports

The golf course must stay, even though we do not play golf

Gardens would be good

The fencing needs to be replaced around the golf course

Leave it open for Singleton to enjoy

The cricket, soccer and tennis clubs can band together to provide infrastructure for their sports collaboratively

Provide a more substantial building that can be used by the tennis, soccer and cricket clubs, not only as change-rooms, but offices, a function centre and viewing platform

Security fence around the golf course

Soccer needs additional seating (under trees if possible) a single bench around the oval would suffice

Women's change room – perhaps new building south of existing buildings or refurbish grandstand to include women changing

Perimeter shared path for walkers and golf karts around the golf course

Off leash area – e.g. oval perhaps

Central building for sports and golf clubs, at depot site, including changerooms, toilets, showers

Shared pathway/bike path in Howe – linked to wider recreation area

Central club building – target young sporting families

Special event uses (markets, displays, etc.)

Keep it open and nice

Walk on golf course at quiet times

New joint club house used by all sporting clubs – with changerooms, gymnasium – overlooking all facilities – with licence – allow functions

No need for exclusion fencing to golf course

Improve golf course/club as a community/sports club, faithful to original historic sports use

Don't allow community land to be sold off

Sportsman's club for all (golf, cricket, tennis, soccer)



ENGAGEMENT OUTCOMES AND SUBMISSIONS REPORT

Draft Howe Park Plan of Management

April 2022

1. INTRODUCTION

Plans of management are important documents that guide the use, development and management of areas of land that a local council owns, or manages, on behalf of and for the benefit of the community.

They are prepared under the Local Government Act 1993 (and previously for Crown reserves under the former Crown lands legislation). The Local Government Act 1993 includes provisions regarding the preparation of plans of management for community lands under a Council's ownership or management, how a plan of management is to be prepared (including community engagement activities), and what must be included in a plan.

From 1 July 2018 the new Crown Land Management Act 2016 requires local councils that are appointed to manage a dedicated or reserved area of Crown land – as in the case of Singleton Council being the “Council manager” for Howe Park – to manage that land as if it were public land under the Local Government Act 1993. This includes applying the plan of management requirements of that Act.

At its meeting of 19 October 2020 Council endorsed the exhibition of the draft Howe Park Plan of Management pending exhibition concurrence from NSW Department of Planning, Industry and Environment (DPIE -Crown Lands). DPIE -Crown Lands' exhibition approval received late November 2021. An engagement plan was subsequently developed for the exhibition period from 31st January until 11th March 2022. The exhibition period included a “Categorisation Hearing”, as also required under the legislation, that was held on 17th February 2022.

A total of 4 written submissions were received during the consultation period in addition to feedback received during the public hearing. This report provides an overview of the engagement methods used to inform and seek feedback on the draft plan, the outcomes of the engagement process including a summary of the submission responses and engagement recommendations.

This report does not include any issues raised in one-on-one conversations with individuals. In the event that any issues were raised in conversations with Council Officers during the exhibition period, individuals were directed to prepare a formal submission, either in writing or online, for Council's consideration.

2. METHOD

The draft Howe Park Plan of Management was exhibited period from 31st January until 11th March 2022.

A range of online and offline engagement methods were used to inform and consult with the community, including presentations and online engagement using social media. Further details of all engagement methods are detailed below.

COUNCILS WEBSITE

The exhibition of the draft Howe Park Plan of Management and the associated public hearing was advertised/promoted via the “Public Exhibition” page on Council's website.



Attachment 2 Draft Howe Park Plan of Management - Engagement and Submissions Report

MEDIA

Information regarding the exhibition of the draft Howe Park Plan of Management was provided through the following media channels;

- Media Release (24 January 2022)
- Article in the Singleton Argus (27 January 2022)
- General Manager's radio interview (25th January and 9th February)
- On-line article – Hunter News (25 January 2022)

The community was encouraged to read the strategy and forward their thoughts to the General Manager via email or post.



Draft management plan for the future of historic Singleton park open for community feedback

25 January 2022, 9:38 AM

With a long history as one of Singleton's oldest parks, the future management and land use of Howe Park is under the spotlight in a draft Plan of Management and Masterplan to be exhibited for community feedback from January 31, 2022.

In line with requirements under Crown land legislation, the document was developed by open space, recreation and environmental planners Gondwana Consulting with extensive consultation with the community, particularly user groups of the site, and Singleton Council staff.

SPORTS COUNCIL

Regular updates on the progress of the draft Howe Park Plan of Management have been provided to the members of the Sports Council at the monthly meetings. The members were advised at the February meeting that the draft plan was now on public exhibition and encouraged to view the document on Council's website and provide feedback.

SOCIAL MEDIA

Councils Facebook Page was utilised during the consultation period to promote the exhibition of the draft Howe Park Plan of Management and the Public Hearing. Eight posts were published on the page between 3rd and 16th February 2022.

Facebook posts provided a summary of the strategy, a link to the document on Council's webpage and instructions on how to provide feedback. An "event" for the Public Hearing was also created. The event reached 3,225 people and had 3 responses.

Singleton Council

PUBLIC HEARING TO DISCUSS PROPOSED MANAGEMENT OF HISTORIC PARK

With a long history as one of Singleton's oldest parks, the future management and land use of Howe Park is under the spotlight in a draft Plan of Management and Masterplan currently on public exhibition.

In line with requirements under Crown land legislation, the document was developed by open space, recreation and environmental planners Gondwana Consulting with extensive consultation with the community, particularly user groups of the site, and Singleton Council staff.

The draft Plan proposes to categorise the land as:

- sportsground for the greater of the park including the oval, tennis courts and golf course (barways and adjacent areas) in line with the core objective to encourage, promote and facilitate recreational pursuits in the community, and ensure activities are managed with regard to any adverse impact on nearby residences; and
- general community use in the park's north-west corner, encompassing the golf club building, carpark and related infrastructure in line with the core objective to promote, encourage and provide for the use of the land, and provide facilities to meet the current and future needs of the local community.

A public hearing to discuss the proposed categorisations will be held on Thursday 17 February at 5.30pm at Council's Administration Building. All interested people are invited to attend.

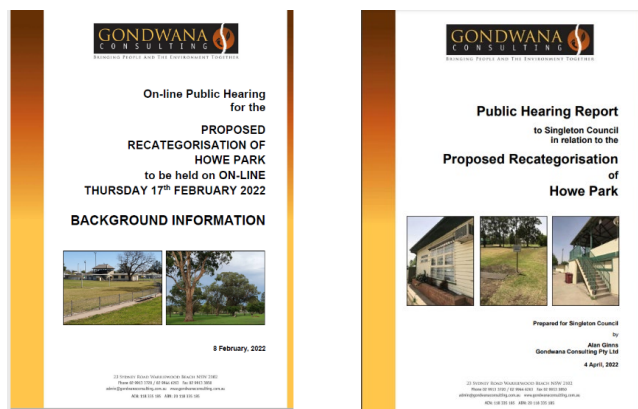
You can also make a submission in writing to the General Manager before 11 March 2022.

- Check out the Draft Howe Park Plan of Management on Council's website at <https://www.singleton.nsw.gov.au/310/Public-Exhibition>
- Find the document in hard copy at Council's Administration Building, Singleton Public Library or Singleton Visitor Information Centre.



*Image 3: An example of a Facebook Post***RECATAGORISATION BACKGROUND INFORMATION BOOKLET**

A background information booklet for the proposed recategorisation of Howe Park was prepared to provide information regarding the categorisation process, the current categorisation and Draft Plan of Management's proposed categorisation, and the public hearing's purpose and process. The booklet was available for download from the "Draft Howe Park Plan of Management" item on "Public Exhibition" page on Council's website and provided to all attendees of the public hearing.

**PUBLIC HEARING**

Section 40A of the Local Government Act 1993 requires (with some limited exclusions in relation to lands categorised as a natural area) that where a draft plan of management would have the effect of altering the current categorisation of an area of community land or categorising an area of community land not previously categorised, then a "public hearing" is to be held in respect of the draft plan and its proposed categorisation.

As required by section 47G of the Local Government Act 1993 Singleton Council appointed an independent chairperson – Alan Ginns, Director of Gondwana Consulting – to chair the Public Hearing.

Due to the prevailing Covid-19 requirements, the Public Hearing was held on-line (using Microsoft Teams) on Thursday 17 February 2022. The advertised starting time was 5.30pm. Intending participants had previously registered with Council and been provided with log-in details to join the on-line session.

A total of 5 people had registered their intention to participate – 3 representing local sporting groups using the Park and 2 participants from a local media outlet (1 joining the session after its commencement).

A separate report presents the oral submissions made at the Public Hearing and written submissions regarding the proposed recategorisation subsequently received by Singleton Council and forwarded to Gondwana Consulting. The report is available on Council's website.



3. SUBMISSIONS

A formal submission process was utilised to seek community feedback on the publicly exhibited draft Howe Park Plan of Management from 31st January until 11th March 2022. Feedback was able to be provided in writing.

A total of 4 written submissions were received.

RESPONSE TO FEEDBACK RECEIVED

Council's response to issues raised through feedback received is provided in Table 1 below.

Table 1: Response to Feedback Received

ITEM	SUMMARY OF ISSUE	SUBMISSION REFERENCE	RESPONSE
1	The finished Howe Park oval will be recognised at the premiere cricket grounds in the Hunter region, and it seems only appropriate to have training nets included in the redevelopment plan. As the premier cricket ground, teams will be expecting to have net facilities to warm up at as well as local clubs needing a safer facility to train upon. The Cook Park facilities for cricket training are in need of a significant maintenance.	22/13166	Ideally there would be cricket nets at this site. Unfortunately, there is no available space within the vicinity of the sports field to construct cricket nets in the correct orientation without impacting other users.
2	If the decision is made to re-build amenities in their current location but 10m from the grandstand, the addition of the 10m space on either side of the grandstand is a wasted area that adds absolutely no benefit to those that use the facilities. It pushes the canteen and other facilities further away from the area where people congregate (halfway mark) and takes up space that could be better utilised for carpark space as it is currently used.	22/13616	The draft plan of management and masterplan have been updated to provide greater flexibility in the architectural design of any future buildings adjacent to the grandstand. The plans now state "Preferably" located no more than 10m the grandstand.
3	Categorisation of the General Community Use area to the immediate south of the clubhouse boundary needs to be redefined to align with the approved northern limit of the buildings of the new maintenance complex.	22/15546	Figure 9 Categorisation plan within the plan of management has been amended to reflect the revised alignment between the General Community Use and Sportsground categorisation.
4	The relocation of the machinery complex has shown that the area to be taken from the Golf Course precinct interfered significantly with the Practice area in regard line of flight. With agreement with Council officers it was agreed to narrow this area by 9m	22/15546	The plan of management and masterplan have been amended to reflect these changes.



	and modify the proposed carpark design and intersection onto Boundary St.		
5	<p>The Draft document limits increasing the dam capacity to 50%. To improve the flood management and drainage control the Golf Club has investigated a much larger water management system designed to improve water quality and storage capacity to feed a proposed computer controlled irrigation system which will be far more efficient in water management. It is proposed to increase the storage from 2 days capacity to 7 days capacity by increasing the capacity of the current dam from 6ML to 12ML, excavate the swampy area behind the ninth green to form a settlement dam of 8ML capacity. This would also remove the exotic willow trees behind the green. A filtration channel would be rock lined feeding this settlement dam so that the water discharged into the main dam is much cleaner enhancing the irrigation capability. A new pump station is proposed replacing the current smaller system.</p> <p>To maintain water in the dams a small weir is proposed along with a shallow 0.5ML dam at the eastern discharge from the site under Boonal Street. The drain itself is proposed to be realigned and widened to improve the aesthetics of the golf course and also it is envisaged that it will hold up to 0.5ML when full. This will provide a total maximum holding capacity of the drainage system of 21 ML. The drainage proposal will go a long way to improving the flood management of the area and hopefully will be incorporated into a much larger flood study needed for the whole of the Howe Park precinct.</p>	22/15546	<p>The Plan of Management has been updated to allow for;</p> <ul style="list-style-type: none"> - the increasing of the dam capacity by up to 100% (up to 12-13ML) - the upgrade of the pump station as required - The installation of a new settlement pond/dam (up to 8-9ML) - The provision of a new small detention weir and shallow dam (up to 0.5ML)
6	The plan of management allows for an increase and extension of the clubhouse building by 25% to 1250 sq m. Singleton golf club have recently engaged an architect to design future extension and refurbishment of the clubhouse which has been presented to Council in a DA Pre-lodgement meeting. The proposed floor area		The plan of management and masterplan have been amended to allow the refurbishment, enlargement, or redevelopment of the Golf Clubhouse, or its relocation/redevelopment elsewhere within the Golf Clubhouse and Services



	including decks is 1464 sq m. This however includes incorporating the Proshop into the building which has been allowed for in the draft at 140sq m. The Draft also allows for an ancillary building of 100 sq m which totals 1490 sqm. We would request that the limit on the clubhouse building be extended to 1500 sq m and the ancillary building of 100 sq m remains. This will give the club some minor flexibility in future for any ancillary undertakings that may be considered.	22/15546	Precinct, to a maximum building footprint of 1,500 square metres (if this building is to incorporate the course's Pro Shop, or 1,375 square metres if the Pro Shop is not included in this building but remains as a separate structure).
7	PDFF31 in the Draft Plan requires separate access to the maintenance depot. In its new location access will be shared utilising the Service access to the club kitchen (Southern end, gravel road). This access will be upgraded as part of the current relocation project.	22/15546	The plan of management and masterplan have been amended to reflect these changes. PDFF31 now reads "This relocated/redeveloped maintenance depot and stockpile/storage area will be accessed via the existing service vehicle access at the southern side of the Golf Clubhouse, or directly off Boundary Street (appropriately located in terms of traffic management and safety), or both."
8	The need for an overall flood study to manage the water from each of the different usage areas and minimise the cumulative effects. Water management has been identified as a concern in several areas of the POM and an overall review of the flood and drainage mechanisms affecting the whole park area, including the Council and Golf Club owned land, would result in the most effective and efficient solution being determined.	22/15546	It is acknowledged that an overall flood study of this general area is required. As the area contributing to the flooding is outside of Howe Park this is not required to be and, has not been, included as an action within the Plan of Management. Improvements to drainage and stormwater management across the site have been included with the action plan of the plan of management
9	Fitz Street has an open access to the reserve and no mention is made of gating this road say similar to Cameron St to manage vehicle access onto the Reserve	22/15546	A new action has been included in the plan of management action plan that reads "A lockable vehicle gate, and flanking fencing or vehicle barriers, will be installed at the north end of Fitz Street, to prevent private vehicle access to the golf



			course. However, pedestrian and bicycle entry will be provided for, to access the proposed sealed shared path along the Park's southern boundary (see Action AM24)."
10	One of the most important pieces of infrastructure to support the Plan of Management is the provision of a multi lane cricket training net facility. This has been identified in CNSW Infrastructure Strategy as well as my Greater Hunter Strategic Plan as vital for cricket in Singleton given the continued flooding and damage caused to the current cricket training nets at Rose Point Park.	22/16033	Ideally there would be cricket nets at this site. Unfortunately, there is no available space within the vicinity of the sports field to construct cricket nets in the correct orientation without impacting other users.



APPENDIX A: SUBMISSIONS

To the General Manager,

I would like to submit a recommendation to be included as part of the renovation of Howe Park.

The finished Howe Park oval will be recognised at the premiere cricket grounds in the Hunter region, and it seems only appropriate to have training nets included in the redevelopment plan. As the premier cricket ground, teams will be expecting to have net facilities to warm up at as well as local clubs needing a safer facility to train upon. The Cook park facilities for cricket training are in need of a significant maintenance.

Our town, and Howe Park in particular, has a rich history of attracting and hosting exhibition games of the highest calibre, such as the great Sir Donald Bradman and party. Last year the over 50s Queensland vs NSW sides were scheduled to play in Singleton. There are many state and regional representative players who originate from Singleton, and this trend is something that we would like to see continue.

Upgraded training facilities will be a step towards ensuring we attain such heights.

Regards

Bruce Dempster

President of SDJCA (acting)

Vice President of JPCC.

SUBMISSION 22/13166



SUBMISSION

Public Exhibition Item

Howe Park Draft Plan of Management

Submission

I have reviewed the Howe Park Draft Plan of Management. The document is very detailed and full credit to the council and those involved from Gondwana Consulting Pty Ltd for it's development.

My questions are in regard to:

PDFF13 - The northern most building, currently a canteen and storage facility demolished and rebuilt with a footprint up to 150 square metres however the building is to be located no closer than 10m to the grandstand to avoid cluttering or detracting for the heritage character / presentation of this structure; and

PDFF15 - When additional sports facilities / capacity are developed, remove the existing structure attached to the southern side of the grandstand (now used as a female toilet and accessible toilet, and for sports club equipment storage) - to recapture the grandstands original footprint and character; and

PDFF16 - Redevelop / refurbish the existing building south of the grandstand (now used as male toilet and officials change room / toilet) for use as sports facilities.

Whilst I understand the want or need for some to retain the grandstand and its character I think it is just as important to ensure the facilities that are going to be built are built for the intended purpose of the ground now and not what it was used for back in the early 1900's.

When a game of football is played at Howe Park the area in front of the canteen and the grandstand is where people congregate. There is a number of reasons for this, it is:

1. Where the canteen and bar are located
2. The half way mark is the best position to watch a game of football
3. In close proximity to the facilities, both the male and female toilets.

If action PDFF18 does not go ahead and the decision is made to re-build these facilities in their current location, the addition of the 10m space on either side of the grandstand is a wasted area that adds absolutely no benefit to those that use the facilities. It pushes the canteen and other facilities (amenities, storage etc.) further away from the area where people congregate (half way mark) and takes up space that could be better utilised for carpark space as it is currently used.

I don't understand why the refurbishment of the facilities on either side of the grandstand could not be done in a way that ties in with the grandstand and enhances it whilst also providing practical solutions to those that use the facilities. There are architects that do this type of work all over the country that could be engaged to assist with this approach. I believe PDFF15 and PDFF16 should be joined, this would provide additional space and better quality facilities that would be located in the best location for all users.



The other concern about the focus on the grandstand is the current lack of maintenance and protection provided to ensure it is maintained and kept in a safe state. As this is a space that is currently used by the Singleton Strikers Football Club for seating, we are regularly required to paint over graffiti, remove rubbish and broken glass and report defects to council. If this grandstand is so significant, that we have to move buildings 10m away on either side "to avoid cluttering or detracting for the heritage character / presentation of this structure" than there should be a plan put in place to increase controls that maintain and protect this structure. If all of the buildings near the grandstand are removed and the new facilities built as per PDFF17 then there is a real risk that the grandstand will become a derelict building full of rubbish and graffiti that adds no value to anybody. I am not sure if this is something that this report should address however as someone who has used the facilities a lot in the last 3 - 5 years it is a reality that needs to be taken into consideration.

SUBMISSION 22/13616



Attachment 2 Draft Howe Park Plan of Management - Engagement and Submissions Report

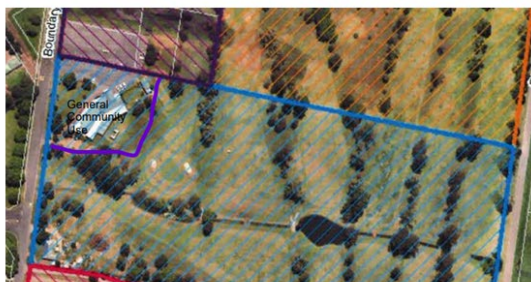
The General Manager
Singleton Council

Dear Jason,

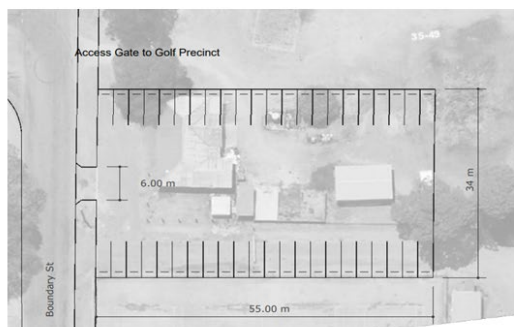
Howe Park Plan of Management – Submission Singleton Golf Club

As President of Singleton Golf Club, I have been involved with the draft document since the public exhibitions in December 2019. In parallel with these exhibitions Singleton Golf Club prepared grant applications for the Resources for Region program, one of which was successful. This grant involved the reconstruction of the golf club maintenance/greenkeepers compound. A second grant application was unsuccessful in 2020 and will be resubmitted in 2022 for improvements to the drainage and irrigation of the golf course leased area in Howe Park.

- A. In the intervening period of two years the grant process has progressed and works have been agreed with Council and undertaken which do not now align with the Draft Howe Park Plan of management. The Draft plan needs to incorporate those changes being:
1. Categorisation of the General Community Use area to the immediate south of the clubhouse boundary needs to be redefined to align with the approved northern limit of the buildings of the new maintenance complex as outlined below with my poor drafting straightened. (purple lines)



2. The relocation of the machinery complex has shown that the area to be taken from the Golf Course precinct interfered significantly with the Practice area in regard line of flight. With agreement with Council officers it was agreed to narrow this area by 9m and modify the proposed carpark design and intersection onto Boundary St. See plan below. There would be an access gate into the Golf Course Precinct at the corner of the new lease boundary.



3. The Draft document limits increasing the dam capacity to 50%. To improve the flood management and drainage control the Golf Club has investigated a much larger water management system designed to improve water quality and storage capacity to feed a proposed computer controlled irrigation system which will be far more efficient in water management. It is proposed to increase the storage from 2 days capacity to 7 days capacity by increasing the capacity of the current dam from 6ML to 12ML, excavate the swampy area behind the ninth green to form a settlement dam of 8ML capacity. This would also remove the exotic willow trees behind the green. A filtration channel would be rock lined feeding this settlement dam so that the water discharged into the main dam is much cleaner enhancing the irrigation capability. A new pump station is proposed replacing the current smaller system. To maintain water in the dams a small weir is proposed along with a shallow 0.5ML dam at the eastern discharge from the site under Boonal Street. The drain itself is proposed to be realigned and widened to improve the aesthetics of the golf course and also it is envisaged that it will hold up to 0.5ML when full. This will provide a total maximum holding capacity of the drainage system of 21 ML. This concept was put to Council in the Resources for Regions grant program and is yet to be approved.

A rough schematic layout is below:



The drainage proposal will go a long way to improving the flood management of the area and hopefully will be incorporated into a much larger flood study needed for the whole of the Howe Park precinct.

4. The plan of management allows for an increase and extension of the clubhouse building by 25% to 1250 sq m. Singleton golf club have recently engaged an architect to design future extension and refurbishment of the clubhouse which has been presented to Council in a DA Pre-lodgement meeting. The proposed floor area including decks is 1464 sq m. This however includes incorporating the Proshop into the building which has been allowed for in the draft at 140sq m. The Draft also allows for an ancillary building of 100 sq m which totals 1490 sqm. We would request that the limit on the clubhouse building be extended to 1500 sq m and the ancillary building of 100 sq m remains. This will give the club some minor flexibility in future for any ancillary undertakings that may be considered. The Golf Club is currently negotiating a 21 Year lease from Council on both the Crown and Council Community land areas to demonstrate our dedication to Howe Park as the home of golf in Singleton.
5. PDFF31 in the Draft Plan requires separate access to the maintenance depot. In its new location access will be shared utilising the Service access to the club kitchen (Southern end, gravel road). This access will be upgraded as part of the current relocation project.
- B. Other comments on the plan now the entire document is publicly available include:
 1. The need for an overall flood study to manage the water from each of the different usage areas and minimise the cumulative effects. Water management has been identified as a concern in several areas of the POM and an overall review of the flood and drainage mechanisms affecting the whole park area, including the Council and Golf Club owned land, would result in the most effective and efficient solution being determined.
 2. Fitz Street has an open access to the reserve and no mention is made of gating this road say similar to Cameron St to manage vehicle access onto the Reserve

In closing I must thank council for the opportunity to be involved in the development and now the concluding stage of this management plan.

Regards,

Des George
President
Singleton Golf Club Cooperative Ltd

SUBMISSION 22/15546





7 March 2022

Mr Jason Linnane
General Manager
Singleton Council
E: council@singleton.nsw.gov.au

RE: Cricket NSW Submission to Howe Park Draft Plan of Management

Dear Mr. Linnane

Cricket NSW (CNSW) thanks Singleton Council (Council) for the opportunity to provide feedback into the Plan of Management for Howe Park (Complex), Singleton.

CNSW acknowledges that Council's Plan of Management aims to develop the existing complex into a destination that will attract additional visitors, increased usage, and tourism as well as an upgraded amenities buildings and other improvements.

There are an estimated 68,671 cricket participants in the Greater Hunter area which currently generates a total economic contribution of \$43M per annum¹. The continued population growth will have a significant impact on cricket participation and as a result, the areas local economy.

The facility is extremely valuable to cricket and is the premier home for local clubs in Singleton. The venue is also utilised by the Singleton District Cricket Association, and with the new improvements will attract cricket fixtures for the Coalfields Cricket Association, Hunter Valley Junior Cricket Council and Hunter Valley Cricket Council when available.

One of the most important pieces of infrastructure to support the Plan of Management is the provision of a multi lane cricket training net facility. This has been identified in CNSW Infrastructure Strategy as well as my Greater Hunter Strategic Plan as vital for cricket in Singleton given the continued flooding and damage caused to the current cricket training nets at Rose Point Park.

In developing the *CNSW Infrastructure Strategy 2020 – 2030* (CNSWIS), the following has been identified as some of the infrastructure priorities for CNSW:

- **The provision of cricket training facilities;** *Identify priority sites for the upgrade or installation of cricket training facilities.*
- **The provision of off-field supporting infrastructure;** *Identify key sites for the installation of lighting for training and games.*
- **Welcoming and inclusive facilities;** *Prioritise infrastructure projects which help deliver greater diversity and inclusion outcomes for the community.*
- **Facilities to Support Growth of Female Cricket;** *Ensuring female cricket has adequate access to facilities to support the growth in participation at all levels.*

Local government is one of the biggest supporters of community cricket in Australia. Cricket at all levels must continue to collaborate and strengthen its relationship with local governments across NSW to support the development and growth in the sport. There is also an opportunity for greater collaboration between sporting codes to assist in identifying and collectively addressing shared infrastructure and facility needs.

CNSW acknowledges that it must work collaboratively with key stakeholders to address the needs identified in this submission and where possible, provide support and access to funding through the Australian Cricket

¹ 2021 CNSW Infrastructure Strategy 2020-2030





CRICKET NSW

Infrastructure Fund. We understand that Council will continue to consult directly with CNSW and local cricket during the process to get their input and to maximize cricket's use of the Complex in the future.

Should you require any additional information or wish to discuss the above, please do not hesitate to contact Gary Fisher or myself. We look forward to working with you on this important master plan.

Kind Regards


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Teale.blessington@cricketnsw.com.au


GARY FISHER
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NSW
GOVERNMENT


CRICKET NSW

MAJOR PARTNER

New South Wales Cricket Association
6 Harb Elliot Avenue, Sydney Olympic Park / PO Box 268 Sydney Markets NSW 2129
T +61 2 8302 0000 / W cricketnsw.com.au

SUBMISSION 22/16033



15



Public Hearing Report

to Singleton Council
in relation to the

Proposed Recategorisation of Howe Park



Prepared for Singleton Council

by

Alan Ginns
Gondwana Consulting Pty Ltd

4 April, 2022

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Statement of Report Purpose and Compliance

This Public Hearing Report has been prepared and submitted by:

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In relation to a Public Hearing, held on-line (using Microsoft Teams) on Thursday 17 February 2022, into the proposed recategorisation of part of Howe Park as "Sportsground" and "General Community Use". This report has been prepared for Singleton Council.

Certification:

I certify that I acted in the role of Independent Chairperson at the above mentioned Public Hearing, have prepared this Report myself, and that the contents of this Report are a true and fair account of the Public Hearing's discussions and subsequent written submissions around recategorisation of part of Howe Park in all material particulars and do not (by the presentation or omission of information) materially mislead.



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4 April, 2022

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1. INTRODUCTION

1.1 Purpose of this Report

This report is intended to present to Singleton Council the community submissions made in relation to the proposed recategorisation of part of Howe Park as “Sportsground” and “General Community Use” by the Draft Plan of Management for Howe Park (Version 5, dated 17 January 2022). It has been prepared under section 40A of the *Local Government Act 1993*.

This report presents the oral submissions made at the Public Hearing, held on-line (using Microsoft Teams) on Thursday 17 February 2022, and written submissions regarding the proposed recategorisation subsequently received by Singleton Council and forwarded to Gondwana Consulting.

It discusses the submissions received, addresses the issues raised in these submissions, and provides recommendations for Council's consideration in relation to the proposed recategorisation.

This report is limited to the proposed recategorisation of Howe Park. It does not address other management directions, actions or proposals for Howe Park that are contained in the Draft Plan of Management for Howe Park.

1.2 Land Covered by this Report

Howe Park is one of Singleton's oldest parks and sporting venues. It is located approximately 1.2 kilometres east/north-east of the Singleton town centre (east of the New England Highway) and bounded by Boundary, Queen and Boonal Streets as shown on Figure 1.

The Park covers a total area of 17.28 hectares.

It comprises the following lands (in the Parish of Whittingham in the County of Northumberland) as outlined by the solid red line in Figure 1:

- Lot 7003 DP 93614 – Crown land (Crown Reserve No. 570035), originally reserved as “public park” in August 1887 with the additional purpose of “urban services” gazetted in September 2010 – covering 13.48 hectares from Boonal Road in the east to Boundary Road in the west; and
- Lot 2 DP 337895 – community land owned and managed by Singleton Council, covering 3.80 hectares, located south of Queen Street and west of Boonal Street.

Singleton Council is the appointed “Council Crown Land Manager” for Crown Reserve No. 570035 (Lot 7003 DP 93614), in accordance with the *Crown Land Management Act 2016*. This Crown Reserve portion of the Park comprises the oval, Howe Park Tennis Club and courts, and much of the Singleton Golf Course (including the Singleton Golf Club building) – as shown on Figure 1.

The remaining part of Howe Park (approximately 3.8 hectares) is “community land” owned and managed by Singleton Council. This area (Lot 2 DP 337895) comprises the northern portion of the Singleton Golf Course – as also shown on Figure 1.



Figure 1 Howe Park, land to which the Draft Plan of Management for Howe Park applies
source: Google Earth (base)

1.3 Draft Plan of Management for Howe Park

Singleton Council has prepared a Draft Plan of Management for Howe Park, Singleton.

Plans of management are important documents that guide the use, development and management of areas of land that a local council owns, or manages, on behalf of and for the benefit of the community.

They are prepared under the *Local Government Act 1993* (and previously for Crown reserves under the former Crown lands legislation). The *Local Government Act 1993* includes provisions regarding the preparation of plans of management for community lands under a Council's ownership or management, how a plan of management is to be prepared (including community engagement activities), and what must be included in a plan.

From 1 July 2018 the new *Crown Land Management Act 2016* requires local councils that are appointed to manage a dedicated or reserved area of Crown land – as in the case of Singleton Council being the “Council manager” for Howe Park – to manage that land as if it were public land under the *Local Government Act 1993*. This includes applying the plan of management requirements of that Act.

Howe Park was previously included in Singleton Council's *Plan of Management - Singleton Sports Grounds and Riverside Parks* (2011). This earlier document will be replaced by the site-specific Plan of Management for Howe Park once it is adopted by Council and receives Ministerial Consent.

As required by the *Local Government Act 1993*, Singleton Council placed the Draft Plan of Management for Howe Park on public exhibition to allow members of the community to provide comment and feedback.

Council exhibited, and sought feedback from the community, on the Draft Plan from 31 January until 11 March 2022

The Public Hearing, that is the subject of this report, is part of that public exhibition process – in terms of the community feedback in relation to the Draft Plan's proposed recategorisation of parts of Howe Park.

1.4 Requirement for a Public Hearing

Section 40A of the *Local Government Act 1993* requires (with some limited exclusions in relation to lands categorised as a natural area) that where a draft plan of management would have the effect of altering the current categorisation of an area of community land, or categorising an area of community land not previously categorised, then a “public hearing” is to be held in respect of the draft plan and its proposed categorisation.

This also applies to that portion of Howe Park that is a Crown Reserve managed by Singleton Council (Crown Reserve No. 570035 - Lot 7003 DP 93614).

The Draft Plan of Management for Howe Park Reserve proposes to recategorise the entire area of Crown Reserve No. 570035 from its current (initial) categorisation as “Park” to a revised categorisation as part “Sportsground” and part “General Community Use” – see

Section 3.2. This triggers the “public hearing” requirement of section 40A of the *Local Government Act 1993*.

The Act also requires such public hearings to be chaired by an “independent facilitator”. Section 47G of the Act defines this by specifying that “the person presiding at a public hearing must not be:

- a councillor or employee of the council holding the public hearing, or
- a person who has been a councillor or employee of that council at any time during the 5 years before the date of his or her appointment.”

Gondwana Consulting's Director, Alan Ginns, meets this definition of an “independent person” under the Act (despite Gondwana Consulting having prepared the Draft Plan of Management for Howe Park). Accordingly Alan Ginns was the “independent” chairperson presiding over the public hearing, and responsible for preparation of this Public Hearing Report for Council's consideration.

Section 47G of the Act also requires that a council makes a copy of the public hearing report available for inspection by the public no later than 4 days after it receives the report from the independent person presiding at the public hearing.

2. PLANNING CONTEXT

2.1 Public Land Management

The *Crown Land Management Act 2016* and the *Local Government Act 1993* together provide the legal framework for the management of public land by NSW local councils. As described in Section 1.3 the *Crown Land Management Act 2016* requires local councils, that are the appointed "Council Crown Land Manager" for a Crown reserve, to manage that land as if it were public land under the *Local Government Act 1993*, including this Act's public land provisions and plan of management requirements.

Section 26 of the *Local Government Act 1993* requires that all public land owned by a council must be classified as either "community" or "operational" land.

However the *Crown Land Management Act 2016* is more specific in regards to council-managed Crown reserves. Section 3.22 of this Act provides that council-managed Crown reserves must be considered and managed as "community" land (unless the Council has the written consent of the Minister to classify an area as operational land).

Figure 2 shows this classification of public land managed by a local council – as either "community" or "operational" land.

Community land is land that is primarily managed for community use, enjoyment or benefits – for purposes such as leisure and recreational uses, cultural or social activities, educational activities, environmental protection, or landscape and scenic preservation. Community land cannot be sold, and cannot be used beyond the above "community benefit" purposes. Community land can be leased or licensed for up to 21 years (without Ministerial consent, but up to 30 years with the Minister's approval).

Conversely, operational land can be leased for more extended periods and can also be sold. It can be used for any purpose that a council considers appropriate, including for commercial purposes, and may need not be accessible to the public. Examples of operational land include a works depot, council garage or other facilities necessary for a council to carry out its functions as well as land held as a temporary asset or an investment.

2.2 Categorisation of Community Land

The *Local Government Act 1993* (section 36) requires that community land is "categorised" according to the five categories of:

- natural area;
- sportsground;
- park;
- area of cultural significance; or
- general community use.

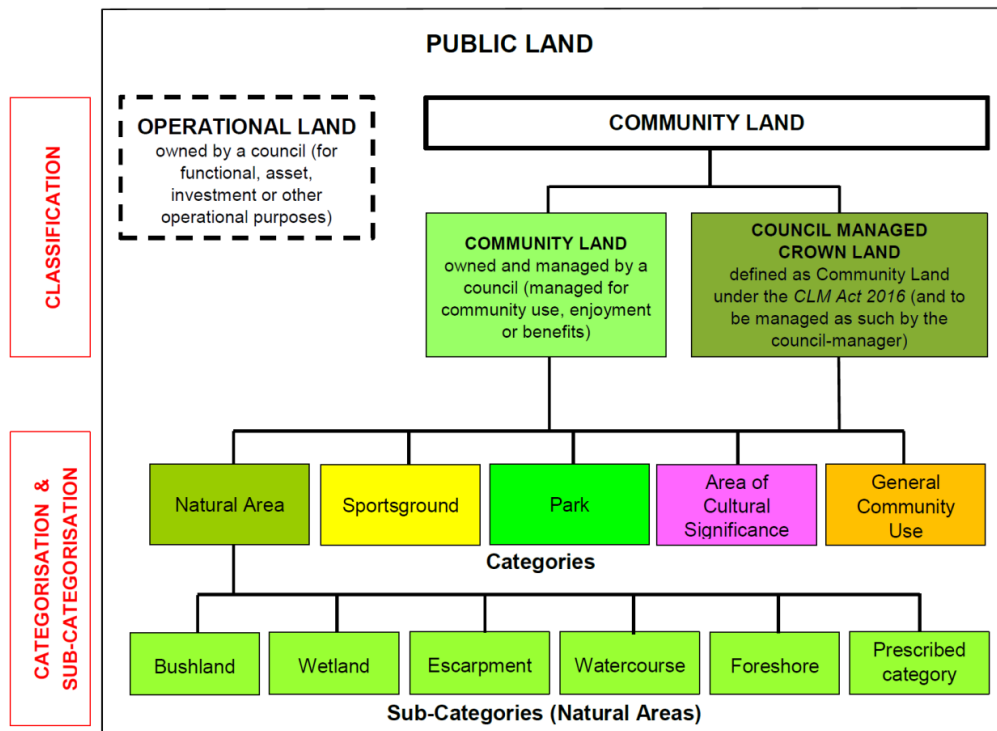


Figure 2 Classification and categorisation of public land (council owned land and council-managed Crown land)

Land categorised as natural area is to be further categorised into one of the following six sub-categories:

- bushland;
- wetland;
- escarpment;
- watercourse;
- foreshore; or
- a category prescribed by the regulations.

The *Crown Land Management Act 2016* provides that this same requirement also now applies to Crown reserves under the control of a “Council manager” – such as the larger part of Howe Park (Crown Reserve No. 570035 - Lot 7003 DP 93614).

A plan of management must identify the category, or categories, that apply to an area of community land or to a Crown reserve under a “Council manager”

2.3 Guidelines for Categorising Community Land

The *Local Government (General) Regulation 2005* (clauses 102 to 111) set out guidelines for the categorisation of community land, including the attributes or values warranted for areas to be included in the various categories. These guidelines are summarised in Table 1.

Table 1 *Local Government (General) Regulation 2005 Guidelines for Categorisation*

Category (or Sub- category)	Guideline for Categorisation (Local Government (General) Regulation 2005)
Natural Area	Land, whether or not in an undisturbed state, possessing a significant geological feature, geomorphological feature, landform, representative system or other natural feature/attribute sufficient to further categorise the area as bushland, wetland, escarpment, watercourse or foreshore.
▪ <i>Natural Area – Bushland</i>	<i>Land containing primarily native vegetation that (a) is the natural vegetation or a remainder of the area's natural vegetation, or (b) although not remnant natural vegetation is still representative of the structure or floristics, or structure and floristics, of the locality's natural vegetation.</i>
▪ <i>Natural Area – Wetland</i>	<i>Land with marshes, mangroves, backwaters, billabongs, swamps, sedgelands, wet meadows or wet heathlands forming a waterbody that is inundated cyclically, intermittently or permanently with fresh, brackish or salt water.</i>
▪ <i>Natural Area – Escarpment</i>	<i>Land that includes such features as a long cliff-like ridge or rock, and the land includes significant or unusual geological, geomorphological or scenic qualities.</i>
▪ <i>Natural Area – Watercourse</i>	<i>Land that includes (a) any stream of water, whether perennial or intermittent, flowing in a natural channel (or in a natural channel that has been artificially improved, or in an artificial channel that has changed the course of the stream of water, and any other stream of water into or from which the stream of water flows), and (b) associated riparian land or vegetation, (including land that is protected under applicable rivers and foreshores improvement or Native Vegetation Conservation legislation)</i>
▪ <i>Natural Area – Foreshore</i>	<i>Land is situated on the water's edge and forming a transition zone between the aquatic and terrestrial environment.</i>
Sportsground	Land used (or proposed to be used) primarily for active recreation involving organised sports or the playing of outdoor games.
Park	Land that is (or is proposed to be) improved by landscaping, gardens or the provision of non-sporting equipment and facilities, for use mainly for passive or active recreational, social, educational and cultural pursuits
Area of Cultural Significance	Land that is an area of Aboriginal significance, of aesthetic significance (by virtue of a strong visual/sensory appeal, a significant landmark, or features of technical or architectural excellence), of archaeological significance, of historical significance, of technical or research significance, or of social significance.
General Community Use	Land that is or may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public, and is not required to be categorised as a natural area under section 36A, 36B or 36C of the Act and does not otherwise satisfy the guidelines for categorisation as a natural area, a sportsground, a park or an area of cultural significance.

The (then) Department of Local Government's *Practice Note on Public Land Management (revised edition, 2000)* also provides advice and guidelines for categorising community land. It states:

- Council must have regard to the guidelines in determining a category (cl.9) but are not required to adopt any category merely because the land fits the description in the guidelines. Council should look at all the circumstances of the land in making a decision as to categorisation. For example, a piece of land may seem to satisfy the guidelines for more than one category. Council has a discretion in this case to look at the land in context, taking into account all relevant material before determining a category. It is important that Council be able to justify a decision; and
- It is strongly recommended that the land in each category not overlap. Overlapping categories may cause conflict in management objectives and will create confusion in the minds of Council staff and the community.

Categorisation is an important step in the planning process, as the *Local Government Act 1993* sets out management objectives for each of the five categories, as well as five of the six natural area sub-categories (in Sections 36E to 36N of the Act).

These objectives provide broad directions to be pursued in the management of an area – as summarised in Table 2.

Table 2 Prescribed Core Objectives for Land Categories and Sub-categories

Local Government Act 1993	Categorisation (or Sub-categorisation)	Prescribed Core Objectives for Management
Section 36E	Natural Area	<ul style="list-style-type: none"> • To conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area, and • To maintain the land, or that feature or habitat, in its natural state and setting, and • To provide for the restoration and regeneration of the land, and • To provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion, and • To assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the <i>Threatened Species Conservation Act 1995</i> or the <i>Fisheries Management Act 1994</i>.
Section 36F	Sportsground	<ul style="list-style-type: none"> • To encourage, promote and facilitate recreational pursuits in the community involving organised and informal sporting activities and games; and • To ensure that such activities are managed having regard to any adverse impact on nearby residences.

Local Government Act 1993	Categorisation (or Sub-categorisation)	Prescribed Core Objectives for Management
Section 36G	Park	<ul style="list-style-type: none"> • To encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities; and • To provide for passive recreational activities or pastimes and for the casual playing of games; and • To improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
Section 36H	Area of Cultural Significance	<ul style="list-style-type: none"> • To retain and enhance the cultural significance of the area – namely its Aboriginal, aesthetic, archaeological, historical, technical or research or social significance – for past, present or future generations by the active use of conservation methods. • Conservation methods may include any or all of the following methods – continuous protective care and maintenance of the land or context and setting of the area of cultural significance; restoration of the land (without the introduction of new material), reconstruction of the land (returning it as nearly as possible to a known earlier state), adaptive reuse of the land to allow compatible uses (including the introduction of sympathetic alterations or additions, that are substantially reversible or of minimum impact), or preservation of the land (maintenance in its existing state and the retardation of deterioration). • “Land” includes any buildings erected on that land.
Section 36I	General Community Use	<ul style="list-style-type: none"> • To promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public: <ul style="list-style-type: none"> (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).

Local Government Act 1993	Categorisation (or Sub-categorisation)	Prescribed Core Objectives for Management
Section 36J	<i>Bushland (Natural Area sub-category)</i>	<ul style="list-style-type: none"> • To ensure the ongoing ecological viability of the land by protecting the ecological biodiversity and habitat values of the land, the flora and fauna (including invertebrates, fungi and microorganisms) of the land and other ecological values of the land; and • To protect the aesthetic, heritage, recreational, educational and scientific values of the land; and • To promote the management of the land in a manner that protects and enhances the values and quality of the land and facilitates public enjoyment of the land, and to implement measures directed to minimising or mitigating any disturbance caused by human intrusion; and • To restore degraded bushland; and • To protect existing landforms such as natural drainage lines, watercourses and foreshores; and • To retain bushland in parcels of a size and configuration that will enable the existing plant and animal communities to survive in the long term; and • To protect bushland as a natural stabiliser of the soil surface.
Section 36K	<i>Wetland (Natural Area sub-category)</i>	<ul style="list-style-type: none"> • To protect the biodiversity and ecological values of wetlands, with particular reference to their hydrological environment (including water quality and water flow), and to the flora, fauna and habitat values of the wetlands; and • To restore and regenerate degraded wetlands; and • To facilitate community education in relation to wetlands, and the community use of wetlands, without compromising the ecological values of wetlands.
Section 36L	<i>Escarpment (Natural Area sub-category)</i>	<ul style="list-style-type: none"> • To protect any important geological, geomorphological or scenic features of the escarpment; and • To facilitate safe community use and enjoyment of the escarpment.
Section 36M	<i>Watercourse (Natural Area sub-category)</i>	<ul style="list-style-type: none"> • To manage watercourses so as to protect the biodiversity and ecological values of the instream environment, particularly in relation to water quality and water flows; and • To manage watercourses so as to protect the riparian environment, particularly in relation to riparian vegetation and habitats and bank stability; and • To restore degraded watercourses; and • To promote community education, and community access to and use of the watercourse, without compromising the other core objectives of the category.

Local Government Act 1993	Categorisation (or Sub-categorisation)	Prescribed Core Objectives for Management
Section 36N	<i>Foreshore (Natural Area sub-category)</i>	<ul style="list-style-type: none">• <i>To maintain the foreshore as a transition area between the aquatic and the terrestrial environment, and to protect and enhance all functions associated with the foreshore's role as a transition area; and</i>• <i>To facilitate the ecologically sustainable use of the foreshore, and to mitigate impact on the foreshore by community use.</i>

3. PROPOSED RECATEGORISATION OF HOWE PARK

3.1 Current Categorisation of Howe Park

The current categorisation of Howe Park, under section 36 of the *Local Government Act 1993*, is shown on Figure 3.

Singleton Council's *Plan of Management - Singleton Sports Grounds and Riverside Parks* (2011) categorised all of Howe Park – both the community land (Lot 2 DP 337895) and Crown Reserve No. 570035 (Lot 7003 DP 93614) – as “Sportsground”.

However when the new *Crown Land Management Act 2016* came into force on 1 July 2018 this required (under section 3.23) Singleton Council to assign “one or more categories of community land referred to in section 36 of the *Local Government Act 1993*” to all Crown reserves under Council’s management. This applied to the larger, Crown Reserve, southern portion of Howe Park (Lot 7003 DP 93614). These initial categorisations were required to be those that most closely aligned with the reservation purpose of each Crown reserve.

Council subsequently sought, and gained in February 2019, approval from the delegate of the Minister for Lands and Forestry (Department of Industry [Crown Lands]) for the “initial categorisation” of the Crown Reserve portion of Howe Park as “Park”. The reservation purpose for Crown Reserve No. 570035 is “public park” (dating from 1887, with an additional purpose of “urban services” gazetted in 2010) so, in applying the Department of Industry (Crown Lands) guidelines, this categorisation as “Park” was deemed the most applicable.

However the plan of management process affords a council manager the opportunity to revisit the “initial categorisation” of a Crown reserve under their management.

The categorisation of the community land portion of Howe Park (Lot 2 DP 337895), as “Sportsground”, was unaffected by this “initial categorisation” of Crown Reserve No. 570035.

3.2 Draft Plan of Management’s Proposed Recategorisation of Howe Park

Considering the values, uses, type and level of development, and management of Howe Park (current and proposed) the Draft Plan of Management identified the most appropriate and applicable categorisations for the various parts of Howe Park as:

- “Sportsground” – covering the greater part of the Park including the oval, tennis courts and golf course (fairways and adjacent areas, as well as the existing and proposed maintenance depot site); and
- “General Community Use” – in the Park’s north-west corner encompassing the golf club building, carpark and related facilities/infrastructure.

Figure 4 shows this proposed recategorisation, as in the Draft Plan of Management for of Howe Park. Table 2 explains the Draft Plan’s rationale underlying this recategorisation.



Figure 3 *Current categorisation of Howe Park*

source: Google Earth (base)



Figure 4 Proposed recategorisation of Howe Park (as shown in the Draft Plan of Management)

Base source: Google Earth

This proposed recategorisation does not change the current categorisation of the community land portion of Howe Park (Lot 2 DP 337895), as “Sportsground”.

However it does alter the categorisation of Crown Reserve No. 570035 (Lot 7003 DP 93614) from the current (“initial”) categorisation of “Park” to “Sportsground” for the most part as well as a smaller area of “General Community Use” encompassing the golf club building and surrounds. This proposed recategorisation triggers the public hearing requirement of section 40A of the Local Government Act 1993.

Table 3 Rationale for Recategorisation of Howe Park

Category (or Sub-category)	Guideline for Categorisation (Local Government (General) Regulation 2005)	Applicability to Howe Park
Natural Area	Land, whether or not in an undisturbed state, possessing a significant geological feature, geomorphological feature, landform, representative system or other natural feature/attribute sufficient to further categorise the area as bushland, wetland, escarpment, watercourse or foreshore.	Not applicable – Park is a significantly disturbed or cleared area (with no representative natural vegetation) and without sufficient existing or potential natural area to justify/warrant further sub-categorisation as bushland, wetland, escarpment, watercourse or foreshore.
Sportsground	Land used (or proposed to be used) primarily for active recreation involving organised sports or the playing of outdoor games.	Applicable to the oval, tennis courts and golf course and associated facilities and surrounds – as used for organised sports, including training, and outdoor games. Including the proposed sport/community facility which will principally service sporting and active uses (based on the intended use of the majority of this facility's area/floorspace). Including the maintenance depot necessary for the golf course's up-keep.
Park	Land that is (or is proposed to be) improved by landscaping, gardens or the provision of non-sporting equipment and facilities, for use mainly for passive or active recreational, social, educational and cultural pursuits	Not applicable – while the Park includes numerous tree plantings and some minor garden/amenity planting beds, the Park's modified/managed grounds primarily service organised sports and active recreation uses (rather than passive or casual recreation/leisure, social, educational and cultural pursuits – with these activities being secondary and/or incidental to organised sporting uses).
Cultural Significance	Land that is an area of Aboriginal significance, of aesthetic significance (by virtue of a strong visual/sensory appeal, a significant landmark, or features of technical or architectural excellence), of archaeological significance, of historical significance, of technical or research significance, or of social significance.	Not applicable – while the Park includes a number of sites/features of local historical interest (including the grandstand) none are listed as heritage or archeological items in the <i>Singleton Local Environmental Plan 2013</i> or other (legislative) heritage registers and are not of sufficient significance to warrant cultural significance categorisation.

Category (or Sub- category)	Guideline for Categorisation (<i>Local Government (General) Regulation 2005</i>)	Applicability to Howe Park
General Community Use	Land that is or may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public, and is not required to be categorised as a natural area under section 36A, 36B or 36C of the Act and does not otherwise satisfy the guidelines for categorisation as a natural area, a sportsground, a park or an area of cultural significance.	Applicable to the golf club building, associated facilities, carpark and related community/visitor use infrastructure in the Park's north-west corner.

4. THE PUBLIC HEARING PROCESS AND SUBMISSIONS

4.1 Promoting the Public Hearing

The Public Hearing was advertised/promoted via the “Public Exhibition” page on Council’s website, under the sub-heading “Public Hearing” in the “Draft Howe Park Plan of Management” item. The Public Hearing, and Draft Plan’s public exhibition, was also the subject of 8 posts on Council’s Facebook page between the 3rd and 16th of February 2022.

Council informed sporting groups using the Park, as well as those people/groups who made a submission or expressed an interest during the Draft Plan’s preparation, to alert them to the Draft Plan’s exhibition and the recategorisation Hearing.

The Draft Plan’s exhibition, and the Public Hearing, were also covered in an on-line article on the community website “www.thehunternews.com.au”.

The on-line nature of the Hearing (due to the prevailing Covid-19 requirements), required interested persons to register their intention to participate with Council’s Project Manager and be provided with a log-in to access the Microsoft Teams session. As at the afternoon of the Hearing 5 people had registered their interest and been provided log-in access details.

A “Proposed Recategorisation of Howe Park - Background Information” booklet was prepared for intending participants, and other interested people, to provide information regarding the categorisation process, the current categorisation and Draft Plan of Management’s proposed categorisation, and the public hearing’s purpose and process. The booklet was available for download from the “Draft Howe Park Plan of Management” item on “Public Exhibition” page on Council’s website. The Draft Plan of Management was also available to download from the website – or viewing as a hard copy at Council’s Administration Building, Singleton Public Library or Singleton Visitor Centre.

4.2 Conduct of the Public Hearing

As required by section 47G of the *Local Government Act 1993* Singleton Council appointed an independent chairperson – Alan Ginns, Director of Gondwana Consulting – to chair the Public Hearing.

The Public Hearing was held on-line (using Microsoft Teams) on Thursday 17 February 2022. The advertised starting time was 5.30pm. Intending participants had previously registered with Council and been provided with log-in details to join the on-line session.

A total of 5 people had registered their intention to participate – 3 representing local sporting groups using the Park and 2 participants from a local media outlet (1 joining the session after its commencement).

No Councillors participated in the Hearing. Amanda McMahon, Council's Co-ordinator Recreation and Facilities, participated in the Hearing representing Council to introduce the session, provide information and answer questions on behalf of Council, discuss wider comments/views on other aspects of the Draft Plan, and assist in documenting comments and submissions. Pam Fletcher, Gondwana Consulting's Landscape Architect, participated to assist in documenting the discussions.

The Public Hearing was also recorded by Council, with participants' agreement.

The Public Hearing commenced at 5.35pm with a brief introduction by Council officer Amanda McMahon. The independent chairperson, Alan Ginns, then facilitated the remainder of the hearing. A PowerPoint presentation – at Attachment 1 – was used to work through the following points:

- Introductions;
- Hearing Purpose and Protocols;
- Community Comment and Interaction;
- Plans of Management – What / Why ?;
- Overview of the Howe Park Plan of Management;
- Public Hearing – What / Why ?;
- Land Categorisation
- Current and Proposed Categorisation of Howe Park;
- Categorisation – Your Say (the opportunity for participants to comment specifically on categorisation matters);
- Other Categorisation Submissions (how to lodge categorisation comments after the Hearing);
- Other Plan of Management Comments; and
- What Happens Next ?

Both Alan Ginns (Chair) and Pamela Fletcher took notes as participants spoke.

Most participants spoke during the Hearing, and particularly those representing sporting user groups. However only one comment or discussion point related to the proposed recategorisation of part of the Park – in the vicinity of the Golf Club building. These comments are discussed in Section 4.3 below.

The greater majority of comments were more general feedback about the Draft Plan of Management's proposed directions for Howe Park, the area's importance as a sports/recreation and open space asset for Singleton and a number of the Draft Plan's specific management actions/proposals (mainly around facilities). These were also recorded as community feedback to be addressed (by Council) as part of the wider public exhibition and comment process for the Draft Plan of Management overall. The advertising of the Public Hearing and community awareness of the opportunity was also discussed and Amanda McMahon explained the measures Council undertook – including notification of the Singleton Sports Council.

All comments/submissions at the hearing were made verbally, no participants used the "Meeting Chat" function in Microsoft Teams to offer written comments.

Participants were advised that written submissions could also be made after the Public Hearing, until Friday 11 March 2022 – by e-mail to council@singleton.nsw.gov.au or by post to Singleton Council, P.O. Box 314, Singleton, NSW, 2330.

Participants were advised of the process for the review and reporting of the categorisation submissions received and Hearing outcomes. It was explained that independent chairperson must consider all categorisation comments received and prepare a report for

Singleton Council – including recommendations in relation to the recategorisation proposed in the Draft Plan of Management. Further that Council is required to make a copy of the public hearing report “available for inspection by the public at a location within the area of the council” no later than 4 days after it has received the final report from the independent chairperson (as required by section 47(G)(3) of the *Local Government Act 1993*).

With there being no further questions of discussion, the independent chairperson closed the hearing at 6.20pm.

4.3 Public Submissions Regarding Categorisation

Comments specifically relating to the Park’s categorisation and the recategorisation proposed by the Draft Plan of Management were raised in relation to the following three issues.

1. No concerns or objections were raised at the Public Hearing – or in subsequent written submissions received by Council – regarding the recategorisation of Crown Reserve No. 570035 from its current (initial) categorisation as “Park” to a revised categorisation as “Sportsground” for most part as well as a smaller area of “General Community Use” in the north-west corner (around the Golf Clubhouse area).
2. However concern was expressed from one hearing participant – and reiterated/detailed in a subsequent written submission to Council regarding the Draft Plan of Management more widely – in relation to the alignment/location of the southern boundary of the proposed “General Community Use”, and in particular the south-eastern “bulge” of this area.

Since preparation of the Draft Plan the Singleton Golf Club has progressed plans for the possible redevelopment of the Golf Clubhouse and for the relocation, northwards, of the golf course’s maintenance and works depot (as identified in the Draft Plan, at Action PDFF31). These proposals have been the subject of preliminary discussions with Council. The result is that the Singleton Golf Club’s current plans/proposals vary slightly from what was envisaged or allowed for in Draft Plan of Management. The area now required for redevelopment of the Clubhouse and its associated facilities being smaller than the proposed “General Community Use” area, and the maintenance/works depot now likely to cover a possibly larger, more east-west, footprint than envisaged by the Draft Plan (and reflected in the proposed recategorisation).

The suggestion made – both at the Hearing and in a written submission – was that the proposed “General Community Use” area be reduced in extent by realignment of its southern edge (as now proposed in the Draft Plan) to follow “the immediate south of the clubhouse boundary” and “redefined to align with the approved northern limit of the buildings of the new maintenance complex”. A rough sketch plan of this proposed adjustment was provided as part of the written submission, which in effect removes the “bulge” in the proposed “General Community Use” area with this area becoming part of the larger adjoining area proposed as “Sportsground”.

3. A question/concern raised at the Public Hearing was – could any of the categorisation boundaries be later amended and parts of the land sold off ?

Beyond the single submission reiterating the issue around realignment of the southern boundary of the proposed “General Community Use” area, none of the other three

submissions received by Singleton Council as part of the Draft Plan of Management's wider public exhibition and comment period (submissions closed on 11 March 2022) raised issues regarding categorisation and recategorisation matters.

5 CONSIDERATION OF SUBMISSIONS AND RECOMMENDATIONS

5.1 Discussion of Submissions

The following discussion and responses apply to the three submissions received regarding categorisation and recategorisation matters.

Issue No. 1

- Recategorisation of Crown Reserve No. 570035 from its current (initial) categorisation as “Park” to revised categorisations as “Sportsground” for the most part and a smaller area of “General Community Use” in the north-west corner.

No concerns or objections were raised, in broad terms, regarding this recategorisation from the Crown Reserve’s current “Park” category to the two proposed categories of “Sportsground” and “General Community Use” (as shown in Figure 4). The proposed categories more appropriately match the current (and continuing or proposed) uses of this Crown Reserve – and are more compliant/consistent with the guidelines for categorisation of community land as set out in the *Local Government (General) Regulation 2005*.

Recommendation:

No alterations to the Draft Plan of Management’s overall proposed recategorisation of Crown Reserve No. 570035 are recommended (other than the fine-tuning adjustment as described at Issue No. 2 below).

Issue No. 2

- Adjustment to the southern boundary of the proposed recategorised “General Community Use” area, to slightly reduce the size of this proposed area while correspondingly increasing the size of the area proposed to be recategorised as “Sportsground”, to better align with the actual on-ground extent/limits of the Golf Clubhouse and surrounds and the relocated golf course’s maintenance and works depot adjacent.

Categorisation should reflect the use and types of development, as well as the values and management, of an area of community land. Accordingly it is appropriate that category boundaries, as far as possible, align with and reflect the actual on-ground circumstances and state of an area’s development, use and management (both existing and, where appropriate, proposed).

Subsequent to preparation of the Draft Plan of Management more detailed site and development planning has been undertaken by Singleton Golf Club, including discussions with Council regarding the Club’s proposals. This has resulted in probable changes to the likely location and extent of facilities/developments, as well as the associated uses of some areas, in the north-west corner of Crown Reserve No. 570035.

The site likely to be used for any redevelopment of the Clubhouse and its associated facilities (and the footprint of the present Clubhouse) is now expected to be less than the

area proposed for recategorisation as “General Community Use”. The site for relocation of the course’s maintenance/works depot has been modified to now probably cover a slightly larger area and with a more east-west footprint. This would include part of the area now proposed for recategorisation as “Sportsground” (in the west) and part of the area proposed for recategorisation as “General Community Use” (in the east).

The maintenance/works depot could be consistent with the “General Community Use” category. However it would more appropriately be categorised as “Sportsground” – for the reasons set out in “Table 10 Rationale for Categorisation” in the Draft Plan of Management (and in Table 3 above). The maintenance/works depot is necessary for the golf course’s up-keep, and hence the course’s primary use for “active recreation involving organised sports or the playing of outdoor games”. Therefore a “Sportsground” recategorisation for the entire maintenance/works depot site – the area as now proposed by Singleton Golf Club, in discussions with Council, and as expected to eventuate on-the-ground – is considered appropriate.

Recommendation:

That the proposed recategorisation of Crown Reserve No. 570035, from its current (initial) categorisation as “Park” to revised categorisations as “Sportsground” for most part and a smaller area of “General Community Use”, be amended slightly in the Crown Reserve’s north-west corner – as shown on Figure 5. This will have the effect of slightly reducing the area proposed to be recategorised as “General Community Use” and correspondingly increasing the area proposed to be recategorised as “Sportsground”. This adjustment will better align these categories with the actual on-ground extent/limits of the redeveloped Golf Clubhouse and surrounds (“General Community Use”) and the adjacent relocated golf course’s maintenance and works depot (“Sportsground”) in this area, if/when these works are realised.

Issue No. 3

- Possibility of categorisation boundaries being later amended to allow parts of the Park to be sold off.

Any sale of parts or all of Howe Park is not related to the area’s categorisation, or proposed recategorisation.

Section 45(1) of the *Local Government Act 1993* provides that “A council has no power to sell, exchange or otherwise dispose of community land”.

Sale of the Community Land (northern) portion of Howe Park would first require this area to be reclassified as Operational Land. Under Section 30(1) of the *Local Government Act 1993* such a reclassification must be via a local environmental plan that reclassifies community land as operational land and that the land is (with some minor exceptions) “by operation of the plan discharged from any trusts, estates, interests, dedications, conditions, restrictions and covenants affecting the land or any part of the land”. Operational Land is not required to be classified under the *Local Government Act 1993*, and so any categories would lapse as part of such a reclassification from Community to Operational Land.

The Crown Reserve portion of Howe Park can only be sold following the revocation of this area’s “reservation from sale”. This can only be done by the Minister administering the Crown Land Management Act 2016 under section 2.11 of the Act, by a “notice published in the Gazette”. An area’s categorisation is irrelevant to this process.



Figure 5 Recommended adjustments to the Draft Plan of Management's proposed recategorisation of Howe Park (north-west area of Crown Reserve No. 570035)

Base source: Google Earth

Recommendation:

No alterations to the Draft Plan of Management's proposed recategorisation of Crown Reserve No. 570035, or the continuing categorisation of the Park's Community Land portion as "Sportsground", are required. Any possibility of the sale of parts of Howe Park is not related to the area's categorisation, or proposed recategorisation, and is dependent on actions beyond a plan of management's ambit.

5.2 Report Recommendations

On the basis of the consideration and discussion of submissions in Section 5.1, it is recommended that:

1. That the proposed recategorisation of Crown Reserve No. 570035, from its current (initial) categorisation as "Park" to revised categorisations as "Sportsground" for most part and a smaller area of "General Community Use", be amended slightly in the Crown Reserve's north-west corner – as shown on Figure 5. This will have the effect of slightly reducing the area proposed to be recategorised as "General Community Use" and correspondingly increasing the area proposed to be recategorised as "Sportsground".

It is also recommended that:

2. This *Public Hearing Report – Proposed Recategorisation of Howe Park*, dated 4 April 2022, be received and noted.
3. A copy of this *Public Hearing Report* is provided for Councillor's information and review when considering adoption of the Howe Park Plan of Management.

5.3 Report Availability

Within four days of receiving this final *Public Hearing Report – Proposed Recategorisation of Howe Park*, Council is required under Section 47G(3) of the *Local Government Act 1993* to make a copy of this report available for public inspection at a location within the Council area.

Accordingly it is recommended that Council:

- A. Make this *Public Hearing Report* available for downloading, or reading, on Council's website.
- B. Make a copy of this *Public Hearing Report* available for inspection at Council's Administration Building, Singleton Public Library and Singleton Visitor Centre.
- C. Notify those community members who participated in the on-line Public Hearing of this *Public Hearing Report's* availability.

ENDS