NOTICE OF MEETING

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993* that a **Meeting of Singleton Council** will be held in the **Council Chambers, Queen Street Singleton**, on **Tuesday 19 May 2026**, commencing after the Public Forum at **6.00PM**.

Emergency Evacuation - Council Chambers

In case of an emergency, for example a fire, please evacuate the building via the marked exit doors (*Mayor points to the doors*). The order to evacuate may be signified by an alarm siren or by a Council officer or myself. Please proceed to the green "emergency assembly area" signs either near the cycleway on Queen Street *(Mayor points in direction of Queen Street)* or at the other side of the carpark towards the Gym & Swim (*Mayor points again*). An instruction to evacuate to a marked area should be followed without delay to assist Council in ensuring the Health and Safety of all staff and visitors.

Privacy/Webcasting

In accordance with the NSW *Privacy & Personal Information Protection Act, 1998*, you are advised that all discussion held during the Open Council Meeting is public information. This will include any discussion involving the Mayor, a Councillor, staff member or a member of the public. All persons present or attending via audio-visual link should withhold from making public comments about another individual without seeking the consent of that individual in the first instance.

Please be aware that Council webcasts its Open Council Meetings via its website. All persons should refrain from making any remarks that could potentially be considered defamatory. Council accepts no liability for any defamatory remarks made during the course of the Council Meeting. No other persons are permitted to record the Meeting, unless specifically authorised by Council to do so.

General

All persons present either in the Council Chambers or via audio-visual link are requested to turn their mobile devices to silent during the course of the Council Meeting. Any persons attending via audio-visual link are required to have their camera on at all times.

Statement of Ethical Obligations

The Mayor and Councillors are reminded that they remain bound by the Oath or Affirmation of Office made at the beginning of the Council term to undertake their civic duties in the best interests of the people of the Singleton community and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act or any other Act, to the best of their ability and judgement.

Council Officials are also reminded of the requirement to declare and appropriately manage any conflicts of interest they may have in relation to matters considered at this meeting in accordance with the Code of Conduct and Code of Meeting Practice.

AGENDA **PAGE**

Opening of Meeting

Acknowledgement of Country

I would like to begin by paying my respects to Elders past and present of the Wanaruah, Wonnarua people and acknowledge their custodianship of the land on which we are meeting today. I also pay my respects to all Aboriginal people from other nations that are here today and live in Wanaruah, Wonnarua country.

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1. 21 Apr 2026

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Justin Fitzpatrick-Barr
GENERAL MANAGER

MEETING PRINCIPLES

Council and Committee meetings should be:

- *Transparent:* Decisions are made in a way that is open and accountable.
- *Informed:* Decisions are made based on relevant, quality information.
- *Inclusive:* Decisions respect the diverse needs and interests of the local community.
- *Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.
- *Trusted*: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.
- *Respectful*: Councillors, staff and meeting attendees treat each other with respect.
- *Effective*: Meetings are well organised, effectively run and skilfully chaired.
- *Orderly*: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

MM4/26. Mayoral Minute - The Country Mayors Association of NSW (CMA) Invest in Us Campaign - Support for Campaign to Increase Federal Assistance Grants to Local Government
Author: Governance Lead

FILE: 26/00006/004

The Country Mayors Association of NSW (CMA) is inviting all its member Councils to participate in a vital campaign advocating for the restoration of the Commonwealth Financial Assistance Grants to Local Governments.

The campaign seeks to restore at least 1% of total Commonwealth taxation revenue for local Councils under the rallying call: 'Invest in us so we can invest in them.'

The past several years have seen unprecedented operational cost increases with successive Australian Governments rolling back Financial Assistance Grants to close to half of the one percent they started at. There are other federal funding programs accessed by rural, remote and regional Councils in NSW but they are project-based and do not help to keep the lights on.

Local Governments are the backbone of our communities, delivering essential services and infrastructure that shape the daily lives of Australians. Despite this, funding constraints continue to limit our ability to meet growing demands. This strategy outlines a comprehensive communications approach to raise public awareness, build coalitions, and influence Federal policymakers.

Lobbying has been undertaken by your CMA, Local Government NSW (LGNSW), Australian Local Government Association (ALGA) and more. This is a different, positive approach and strong backing is encouraged at local levels.

Councils don't ask much from our communities - now is the time to help us help you.

RECOMMENDED that

1. Notes the Country Mayors Association of NSW “Invest in Us” campaign advocating for increased Commonwealth Financial Assistance Grants to local governments. The campaign seeks to restore at least 1% of total Commonwealth taxation revenue for local Councils across Australia
2. Recognises the critical role Local Government plays in delivering essential services and infrastructure that underpin community wellbeing, economic vitality, and national resilience.
3. Supports the campaign's core message: 'Invest in us so we can invest in them.'
4. Commits to participating in the campaign by:
   a. Sharing campaign materials through Council communication channels
   b. Engaging with local media and community stakeholders to raise awareness.
   c. Lobbying Federal representatives to support the funding increase.
5. Write to the relevant Prime Minister, Treasurer, Federal Minister for Local Government, the Shadow Minister for Local Government, our local Member of

Parliament and NSW Duty Senator expressing Council's strong support for the campaign and urging their commitment to the proposed funding increase.

Attachments
There are no attachments for this report.

QG2/26. Questions with Notice - Response - Cr McGowan **FILE:**
Author: Governance Lead 26/00215/002

Councillor McGowan submitted Questions with Notice in accordance with section 3.14 of the Code of Meeting Practice. This provision establishes the process by which Councillors may formally submit questions seeking clarification or additional information relating to Council business outside of ordinary meetings, supporting transparency, accountability, and informed decision-making.

The questions have been received, reviewed, and referred to the relevant Council officer/s for investigation and response. In accordance with section 3.16 of the Code of Meeting Practice, the responses to the Questions with Notice are provided below for the information of Council.

Question

1. When are the pedestrian crossings in the Singleton CBD scheduled for assessment and reapplication?

Response

The crossing markings along John Street and all adjoining street crossings were reapplied in December 2025 using a waterborne linemarking treatment. These crossings are now on a 12 month inspection and renewal schedule due to the high use nature of the area. This frequency will be maintained until the underlying material defect is addressed.

There are only two generally accepted methods of line marking pedestrian crossings. One method uses water borne paint to spray and apply a paint treatment with a small amount of texture/reflectant added. The second method is to apply thermoplastic panels, suitably heated, to bond to the road. This generally looks thicker and more substantial.

The root cause issue for the line marking durability in these locations stems from the material that was originally used in the crossings. Most of these crossings have utilised a granite cobble, inset in concrete, which was presumably done for aesthetic purposes.

Unfortunately applying line marking to hard rock such as granite is problematic and the treatment fails to bond adequately. In the past 9 years Council has tried both waterborne and thermoplastic linemarking, through a number of contractors, and observed each to wear/fail earlier than we would generally expect it to. We have resolved to only use waterborne line marking until the root cause is fixed as it is more cost effective and was observed to last longer than the thermoplastic.

Question

2. What would be the cost to reschedule them for 2026/2027 financial year?

Response

When completed in December 2025, the renewal of all pedestrian crossing markings on John Street, including traffic control, cost $14,107.60. Should this be required to be completed in FY2026/2027 it would cost circa $15,250.

In order to address the root cause issue, Council will need to remove and replace the granite cobbles with either infil concrete, or remove the entire crossing and replace in asphalt. This is a significant amount of work and would cost in the order of $800,000 to $1M to fully remove and reinstate in asphalt. Council continues to investigate the reasons for the defects currently observed and will put this work forward for consideration in future years capital works programs.

FOR COUNCIL'S INFORMATION

Attachments
There are no attachments for this report.

QG3/26. Questions with Notice Response - Cr Watson **FILE:**
Author: Governance Lead 26/00215/002

Councillor Watson submitted Questions with Notice in accordance with section 3.14 of the Code of Meeting Practice. This provision establishes the process by which Councillors may formally submit questions seeking clarification or additional information relating to Council business outside of ordinary meetings, supporting transparency, accountability, and informed decision-making.

The questions have been received, reviewed, and referred to the relevant Council officer/s for investigation and response. In accordance with section 3.16 of the Singleton Code of Meeting Practice, the responses to the Questions with Notice are provided below for the information of Council.

Question
1. What was the money spent on?

Response
Funds were used to engage consultants to investigate, develop and supply plans and specifications for a replacement dome structure. These were procured to allow a development application for the replacement dome to be undertaken.

Question
2. Were the funds spent on consultant fees, plans, specification etc

Response
The funds were spent on the engagement of a principal consultant (GHD

Question
3. Was there report received?

Response
A report was received that provided all drawings and specifications, reports and documentation requested in the scope of works of the original engagement

Question
4. Is there a roof design?

Response
There is a full set of detailed design documentation that is at a level to use to issue a construction certificate.

Question
5. If so, can we use it for the upcoming proposed works

Response
One of the options identified in the current tender utilises this design.

FOR COUNCIL'S INFORMATION

Attachments
There are no attachments for this report.

NR2/26. Notice to Rescind a Resolution - GM21/26 - Draft Singleton Town Centre Masterplan **FILE:** 26/00033
Author: Governance Lead

The purpose of this report is to consider the Notice to Rescind a Resolution relating to Council's decision of 21 April 2026 being Item GM21/26 in respect of Draft Singleton Town Centre Masterplan.

At its meeting held on 21 April 2026, Council considered GM21/26 concerning the Draft Singleton Town Centre Masterplan and resolved as follows:

1. Endorse the Draft Singleton Town Centre Masterplan to be placed on Public Exhibition for a period of 28 as per Council's adopted Community Engagement Strategy.

2. Receive a further report following completion of the public exhibition period that includes how the draft Singleton Town Centre Masterplan has been revised to take into consideration feedback from the community and the councillor workshop.

A Notice to Rescind a Resolution has been received, signed by Councillor Mayor Moore, Councillor McLachlan, and Councillor George, seeking to rescind the above resolution.

The rescission motion is as follows:

That the resolution of Council dated 21 April 2026, being item GM21/26 in respect to the Draft Singleton Town Centre Masterplan, be rescinded.

If the rescission motion is carried, the proposed amended motion is:

1. Endorse the Draft Singleton Town Centre Masterplan to be placed on Public Exhibition for a period of 28 as per Council's adopted Community Engagement Strategy with the following changes incorporated:
    - Review all photos to ensure that they are relevant to our local government area and remove Maitland photos of levy,
    - Address and incorporate the Councillor workshop feedback prior to the exhibition of the draft Masterplan particular in relation to parking, usability of vehicles in the CBD,
    - Address and incorporate the community feedback prior to the exhibition of the draft Masterplan particular in relation to parking, usability of vehicles in the CBD,
    - Redraft the actions in the masterplan to include parking and usability of vehicles in the CBD,
    - Consider permanently closing Burns Lane and Anns Lane for recreational greenspace,
    - Review the feasibility of the creation of riverside precinct due to the location and distance of the river to the CBD.

2. Receive a further report following completion of the public exhibition period that includes how the draft Singleton Town Centre Masterplan has been revised to take into consideration feedback from the community and the councillor workshop.

Attachments

AT-1⇩ Report - Council Meeting - 21 April 2026
AT-2⇩ Engagement Report
AT-3⇩ Draft Singleton Town Centre Masterplan

DOCVARIABLE "dvReportName" *Charformat *General Manager's Report (Items Requiring Decision) - GM21/26*

GM21/26. Draft Singleton Town Centre Masterplan **FILE:** 23/00549
Author: Coordinator Strategic Planning

Executive Summary

The purpose of this report is to seek Council endorsement to place the Draft Singleton Town Centre Masterplan (Draft Masterplan) (**Attachment 3**) on public exhibition in accordance with Council's adopted Community Engagement Strategy.

The Draft Masterplan has been prepared following a comprehensive review of the existing Singleton Town Centre Masterplan (2013) and builds on its established objectives and principles. It identifies a strategic framework to guide the future development of the Singleton CBD, with a focus on enhancing public realm quality, protecting heritage values, supporting economic vitality, and responding to emerging priorities.

The Draft Masterplan also seeks to facilitate the delivery of diverse and affordable housing within the town centre, strengthen business activation beyond passing traffic, improve connectivity and movement, and reinforce key links between John Street, the Railway Precinct, surrounding neighbourhoods, and the river.

The Draft Masterplan will inform future strategic planning, infrastructure prioritisation, place-based investment, and partnership opportunities, positioning Council to proactively manage growth and change within the CBD while supporting a vibrant, connected and resilient town centre.

RECOMMENDED that Council:

1. Endorse the Draft Singleton Town Centre Masterplan **Attachment 3** to be placed on Public Exhibition for a period of 28 as per Council's adopted Community Engagement Strategy.
2. Receive a further report following completion of the public exhibition period that includes how the draft Singleton Town Centre Masterplan has been revised to take into consideration feedback from the community and the councillor workshop.

Report

On 26 May 2025, Council received funding under the Regional Housing Strategic Planning Fund – Round 3 (RHSPF) to support the review and update of the Town Centre Masterplan 2013. Council staff have worked in collaboration with planning consultants URBIS to undertake this review, recognising that many of the objectives and principles established in 2013 remain relevant, particularly those relating to public realm quality, heritage protection and economic vitality. The updated Masterplan builds on these established directions while responding to emerging priorities.

The CBD Masterplan review is focussed on John Street as it extends from the Railway Station through to Campbell Street. A separate grant application under the Federal government's Regional Precincts and Partnerships Program (RPPP) - Stream One: Precinct development and planning was made in March 2025, in collaboration with Transport for NSW and with the support of local businesses. Council staff have been advised that the application is continuing to work through the assessment phase. An internal

project control group (PCG) is being established to identify opportunities to continue to support post-bypass transport, connectivity and business needs.

A key catalyst for change is the delivery of the Singleton Bypass, which will divert heavy vehicle traffic away from the CBD and create an opportunity to reposition the centre as a place for people, supported by improvements to the public domain and increased activation of key destinations, including the riverfront and railway station precinct.

The draft masterplan includes the following key components:

- Updating the existing Singleton Town Centre Masterplan to better support the delivery of affordable and diverse housing within the town centre, with John Street as a key public space in the Singleton town centre;
- Identifying and unlocking additional housing opportunities within the town centre and connected neighbourhoods;
- Identifying opportunities for business activation and attraction beyond passing traffic, and developing and refining the Railway Precinct concept to better support movement of people and connection to place; and
- Investigating the connection between John Street, Rose Point Park, Cook Park, and the river.

To assist in preparing an updated masterplan, a baseline analysis of the CBD has been completed, and a survey of the local community and businesses has been conducted and informs the draft masterplan.

The baseline analysis provides a clear understanding of the current state of the CBD, identifies what has been achieved since the adoption of the 2013 Masterplan, and highlights the opportunities and constraints that will shape the next iteration of the plan. The analysis is designed to ensure the revised Masterplan is grounded in evidence, aligned with contemporary policy directions, and responsive to the changing needs of Singleton's community, economy, and environment.

The survey was conducted from 18 February to 11 March 2026, with over 400 responses received. Further information relating to the results of the survey is included within the 'Consultation' section of this report.

Community Strategic Plan

Action:		2 Our Places 2.1 Our Places are sustainable, adaptablke and inclusive 2.1.1 Provide facilities, infrastructure and land that are accessible to the whole community
Deliverable:	2	Our Places 2.1 Our Places are sustainable, adaptablke and inclusive Deliverable: 2 Our Places 2.1 Our Places are sustainable, adaptable and inclusive

Council Policy/Legislation

Singleton Local Strategic Planning Statement (LSPS)
The draft Masterplan helps to achieve the following priorities from the LSPS:

- 2.1 Places are well planned and maximise access to infrastructure and services
- 2.2 The significance of heritage and cultural identity is embraced
- 2.3 The housing stock is high-quality, affordable and provides for a range of accommodation choices

Singleton Local Housing Strategy (LHS)
The draft Masterplan helps achieve Principle 2 'Housing will be Diverse and Affordable' from the LHS.

Community Engagement Strategy
If endorsed by Council, the draft Masterplan will be publicly exhibited in accordance with Council's Community Engagement Strategy.

Financial Implications

There are no financial implications arising from the adoption of the draft Masterplan.

The adopted Singleton Local Infrastructure Contributions Plan (**Plan**) includes the following items relevant to upgrades within the Town Centre, subject to the apportionment outlined in the adopted Plan:

- Town Centre Upgrade - $11.916M
- Shared Paths - $1.5M
- Ryan Avenue Toilets - $549.5K
- Youth Venue - $400K
- Civic Masterplan and Upgrades - $14.5M

Implementation of the draft Masterplan and its associated actions will be incorporated into future Operational Plans utilising existing resources and grant funding where available.

The completion of the draft Masterplan is funding dependent, with adoption of the draft Masterplan required by no later than 28 August 2026. By exhibiting the draft Masterplan during April/May, sufficient time will be available for both the consultant and staff to review submissions, make amendments and prepare a Council report seeking adoption.

Consultation

Internal

The draft Masterplan has been prepared in consultation with relevant sections of Council.

An information report was reported to the March 2026 Council Meeting.

A strategic workshop was held with Councillors on 31 March 2026.

External

Council undertook a community survey to inform the review of the Singleton Town Centre Masterplan, attracting responses from more than 400 participants. Respondents included residents, business owners, workers, property owners and visitors, with the majority regularly accessing the CBD for shopping, services and everyday needs. As such, the feedback reflects a strong understanding of the day-to-day function and performance of the town centre.

Overall, the survey indicates that while the Singleton CBD is functional, convenient and valued by the community, it is widely perceived as having significant unrealised potential. Key strengths identified include accessibility, walkability, parks and greenery, and a strong local business and community presence. However, consistent issues were raised, including parking and traffic challenges, shop vacancies, limited retail and dining options, and concerns regarding public domain quality, accessibility and safety. Many respondents also identified a lack of activation, identity and overall destination appeal.

There was strong community support for improvements to amenity and activation, including additional seating and shade, enhanced greenery, better use of parks and the riverfront, increased outdoor dining, events and cultural activities, and a more diverse mix of retail and hospitality. The Singleton Bypass was also identified as a key catalyst for change, presenting an opportunity to reposition the town centre as a destination rather than a movement corridor. The survey data has been collated and is included in **Attachment 1**. An engagement report from the survey can be found at **Attachment 2.**

If endorsed by Council, the draft Masterplan will be publicly exhibited in accordance with Council's Community Engagement Strategy.

Exhibition will include a public notice published in a local newspaper and on Council's website. The draft Masterplan will be available for inspection on Council's website, and at the Administration Building, Singleton Library and the Singleton Visitor Information Centre.

Submissions can be made to Council during the public exhibition period. A review of the grant program is currently being undertaken to determine whether there is sufficient funding to undertake a further community survey on the draft Masterplan.

It is also proposed to run a second survey with respect to the draft actions within the plan during the public exhibition of the draft masterplan, and to incorporate any feedback within the final version of the plan.

Following exhibition, a report will be prepared to summarise any submissions received and to seek Council approval to finalise the draft Masterplan.

Sustainability

The Draft Masterplan promotes long-term social, economic and environmental sustainability by providing a strategic framework to guide the future development and revitalisation of the Singleton town centre. It recognises that a well-designed, accessible and vibrant CBD is essential to supporting a resilient, inclusive and economically active community.

The Masterplan focuses on creating the spatial, policy and investment conditions that enable improved public domain outcomes, business activation, and the delivery of diverse and affordable housing within the town centre. This includes identifying opportunities to enhance key public spaces, strengthen connections between destinations, support local businesses, and leverage infrastructure investments such as the Singleton Bypass to reposition the CBD as a destination.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk that without an updated Masterplan, the current Town Centre Masterplan that was developed in 2013 will continue to be used despite its age and the many changes that have occurred in this time, which may lead to changes in service delivery and reputational damage.	Medium	Adopt the recommendation	Low	Yes
There is a risk that without an updated Town Centre Masterplan, there would be no clear strategic basis for Council's future work in relation to the Town Centre. This may limit Council's ability to influence planning policy, access external funding, or demonstrate alignment with State and regional housing objectives, which may lead to changes in service delivery and reputational damage.	Medium	Adopt the recommendation	Low	Yes

Options

The following options are available to Council:

1. That Council:
   a) Endorse the Draft Singleton Town Centre Masterplan Plan **Attachment 1** to be placed on Public Exhibition for a period of 28 as per Council's adopted Community Engagement Strategy.

b) Receive a further report should objections or feedback be received during the public exhibition period.
c) If no submissions are received, adopt the Draft Singleton Town Centre Masterplan following the public exhibition period.

2. That Council does not endorse the recommendations.

Option one is recommended.

Conclusions

The Draft Singleton Town Centre Masterplan represents a key strategic document to guide the future growth, revitalisation and place-based development of the Singleton CBD. It builds on the strengths of the existing centre while responding to emerging opportunities, including those associated with the Singleton Bypass, changing economic conditions and evolving community expectations.

Public exhibition of the Draft Masterplan will provide an opportunity for the community, stakeholders and government agencies to review the proposed directions and provide feedback to inform the final document. This process is consistent with Council's Community Engagement Strategy and will ensure the Masterplan reflects local priorities and aspirations.

This report seeks Council endorsement to place the draft Singleton Town Centre Masterplan on public exhibition in accordance with Council's adopted Community Engagement Strategy. The report also recommends that Council receive a further report should objections or feedback be received during the public exhibition period, or if no submissions are received, adopt the Draft Singleton Town Centre Masterplan following the public exhibition period.

Attachments

AT-1	Attachment 1 - Singleton CBD Masterplan - Survey Data - Survey Monkey Results March 2026	Attachment Under Separate Cover
AT-2	Attachment 2 - Engagement Report	Attachment Under Separate Cover
AT-3	Attachment 3 - Draft Singleton Town Centre Masterplan	Attachment Under Separate Cover

URBIS

What We Heard

Community Feedback on the Future of Singleton's Town Centre

March 2026

Prepared for: Singleton Council

Acknowledgment of Country

Urbis acknowledges the Traditional Custodians of the lands we operate on.
We recognise that First Nations sovereignty was never ceded and respect First Nations peoples continuing connection to these lands, waterways and ecosystems for over 60,000 years.
We pay our respects to First Nations Elders, past and present.

Urbis is committed to incorporating our respect for First Nations cultures, peoples and storytelling in our work across the Country. We are proud to have partnered with Darug Nation artist, **Hayley Pigram**, and to profile her artwork - **Sacred River Dreaming**.



The river is the symbol of the Dreaming and the journey of life. The circles and lines represent people meeting and connections across time and space. When we are working in different places, we can still be connected and work towards the same goal.

All information supplied to Urbis in order to conduct this research has been treated in the strictest confidence. It shall only be used in this context and shall not be made available to third parties without client authorisation. Confidential information has been stored securely and data provided by respondents, as well as their identity, has been treated in the strictest confidence and all assurance given to respondents have been and shall be fulfilled.

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1 Executive Summary

Singleton Council undertook an online community survey to inform the review of the Singleton Town Centre Masterplan. More than **400 people** participated, including residents, business owners, workers, property owners, and visitors. Most respondents visit the town centre frequently — many on a daily or weekly basis — and rely on it for shopping, services, and everyday activities. As a result, the feedback reflects lived experience and regular use of the CBD.

Overall, the survey revealed a town centre that is **functional and valued** but widely seen as having **significant unrealised potential**.

Who We Heard From

Survey responses were dominated by local residents, particularly older adults, many who use the CBD regularly for essential services. A strong proportion of respondents also work in Singleton, own property, or run businesses locally, reinforcing that feedback is grounded in practical, day-to-day interaction with the town centre.

How the CBD Is Used

The CBD continues to function primarily as a place for **shopping and services**, with most people visiting for retail, banking, medical, and government services. Dining and cafes play a secondary role, while social and community use is more limited. Most people access the CBD by **car**. While walking is also important for some residents, it made up a significantly smaller portion of respondents. Public transport and cycling currently play only minor role.

Overall Experience

Respondents generally rated their experience of the CBD as **neutral to moderately positive**, with nearly half describing it as functional but unremarkable. A notable proportion expressed dissatisfaction, indicating clear scope to improve the quality and appeal of Singleton's town centre.

Strengths to Build On

The most commonly identified strengths were:

- **Convenience and accessibility**, services are conveniently located close together
- **Walkability**, wide footpaths and pedestrian crossings
- **Parks, open spaces, and greenery**, particularly strong along John Street and the river
- **Local businesses and community atmosphere,** where cafes, pubs and other services are valuable to residents

These assets provide a strong foundation for future improvement.

Key Issues and Priorities

Across almost every question, several consistent concerns emerged:

- **Parking and traffic management**, particularly on John Street, including narrow lanes, small parking spaces, and difficulties for larger vehicles and older users
- **High levels of shop vacancy**, detracts from appearance, activity, and confidence in the town centre
- **Limited retail, dining, and entertainment choice**, especially outside daytime hours
- **Public domain quality and maintenance,** including cleanliness, lighting, seating, shade, and paving
- **Accessibility and safety**, particularly weak for older people, families, and those with mobility needs
- A perceived lack of **identity, activation, and destination appeal**

What People Want to See

The community strongly supports:

- More **seating and shade**, improved greenery, and comfortable places to gather
- Better use of **parks, public spaces, and the riverfront**
- **Outdoor dining, markets, events, and cultural activity** to bring life into the CBD
- A broader mix of **everyday retail, hospitality, and entertainment**, including facilities for children, teenagers, and young adults
- Stronger support for **local and independent businesses**

Drivers of Change

Respondents identified population and demographic change, evolving retail habits, economic shifts, and transport projects as the main forces shaping the CBD since 2013. Many also pointed to the impacts of COVID-19, high rents, and competition from larger centres.

Looking Ahead

There is strong community awareness of the **Singleton Bypass** as a turning point for the town centre. Many respondents see this as an opportunity to reposition the CBD from a place people pass through to a place people choose to visit, spend time, and invest in.

Overall Message

The feedback presents a clear mandate for a **refreshed, practical, and place-led Masterplan** that:

- Addresses parking and movement challenges
- Support retail tenancy and business viability
- Improves comfort, accessibility, and amenity
- Strengthens identity and heritage
- Delivers activation and experiences for all ages

Above all, the community wants a town centre that reflects Singleton's character, supports local life and business, and offers compelling reasons to visit, stay, and spend locally now and into the future.

2 Introduction

Singleton Council invited the community to share their views on the future of the Singleton town centre as part of the review of the Singleton Town Centre Masterplan. This What We Heard report summarises the feedback received through an online community survey and highlights the key themes, priorities, and ideas raised by participants.

The survey attracted strong interest, with more than 400 people responding across the full range of questions. Respondents included residents, business owners, workers, property owners, and visitors, with people of different ages, backgrounds, and levels of connection to the town centre taking part. Many respondents visit the CBD daily or several times a week, and most rely on it for shopping, services, and everyday needs. This reflects the important role the town centre continues to play in daily life across the Singleton LGA.

Overall, the feedback was thoughtful, detailed, and often passionate. Participants acknowledged the town centre's strengths, including its central location, walkability, parks, and essential services, while also clearly articulating concerns and aspirations for the future. Across the survey, consistent messages emerged around the need to address shop vacancy, improve parking and access, enhance comfort and amenity, support local businesses, and create more reasons for people of all ages to spend time in the CBD.

This report does not seek to respond to individual comments. Instead, it brings together the common themes and ideas raised by the community to provide a clear picture of what matters most to people. The feedback will directly inform the updated Singleton Town Centre Masterplan and help guide future decisions.

Most importantly, this report reflects the community's strong interest in the future of Singleton's town centre and a shared desire to see it become a more welcoming, functional, and distinctive place for residents, businesses, and visitors over time.

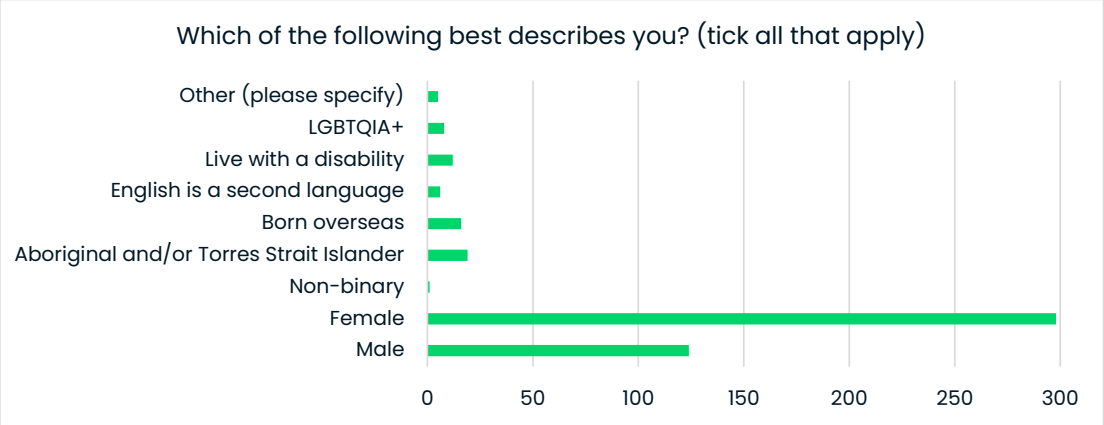
3 Survey Results

Q1 Which of the following best describes you?

A total of 428 respondents completed the survey and provided information about themselves. The majority of respondents identified as female (69.6%), with 29.2% identifying as male. A small number of respondents identified as non-binary (0.2%).

The survey captured input from people with a range of lived experiences. Around 4.4% of respondents identified as Aboriginal and/or Torres Strait Islander, while 3.7% were born overseas and 1.4% indicated that English is a second language. Approximately 2.8% of respondents identified as living with a disability, and 1.9% identified as LGBTQIA+.

A small number of respondents selected "other" to describe their circumstances, including people who preferred not to say or who identified with additional personal or family situations.



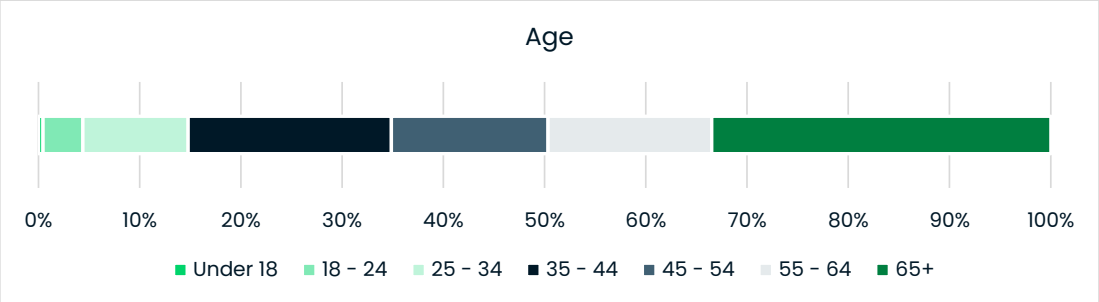
Q2 Age

A total of 428 respondents provided information about their age. The survey was strongly represented by older age groups, reflecting the people who most frequently use and rely on the town centre.

More than one-third of respondents (33.9%) were aged 65 years or over, making this the largest age group. This was followed by people aged 35–44 years (20.3%), 55–64 years (16.4%), and 45–54 years (15.7%). Together, these age groups account for the majority of survey participants.

Younger age groups were less represented, with 10.5% of respondents aged 25–34 years, 4.0% aged 18–24 years, and fewer than 1% aged under 18.

Overall, the age profile indicates that feedback largely reflects the perspectives of adults and older residents.



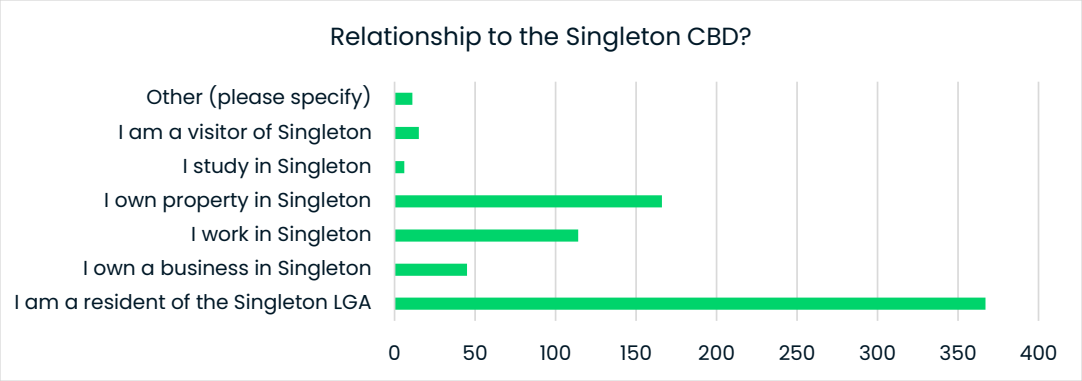
Q3 Relationship to the Singleton CBD?

A total of 428 respondents described their relationship to the Singleton CBD, with many people selecting more than one option.

The vast majority of respondents (85.8%) identified as residents of the Singleton LGA, highlighting that the feedback primarily reflects local perspectives. A significant proportion also identified as property owners (38.8%) and people who work in Singleton (26.6%), demonstrating strong economic and day-to-day ties to the town centre.

Around 10.5% of respondents indicated they own a business in Singleton, while smaller numbers identified as visitors (3.5%) or students (1.4%). Additional responses included people who regularly travel to Singleton for shopping, have long-standing family connections to the area, or previously lived in the LGA.

Overall, the results show that the feedback is grounded in lived experience, with most respondents having frequent and meaningful interactions with the Singleton CBD as residents, workers, business owners, or property owners.

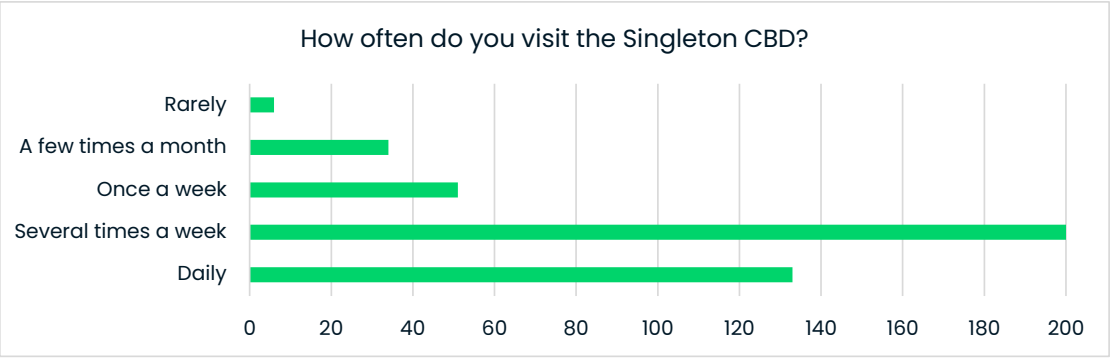


Q4 How often do you visit the Singleton CBD?

A total of 424 respondents indicated how often they visit the Singleton CBD. The results show that the town centre is used very frequently by most participants.

Nearly one-third of respondents (31.4%) reported visiting the CBD daily, while almost half (47.2%) visit several times a week. Together, this means that almost eight in ten respondents use the CBD multiple times each week.

A smaller proportion visit once a week (12.0%) or a few times a month (8.0%), while very few respondents (1.4%) indicated that they visit the CBD rarely.



Q5 What are your main reasons for visiting the CBD?

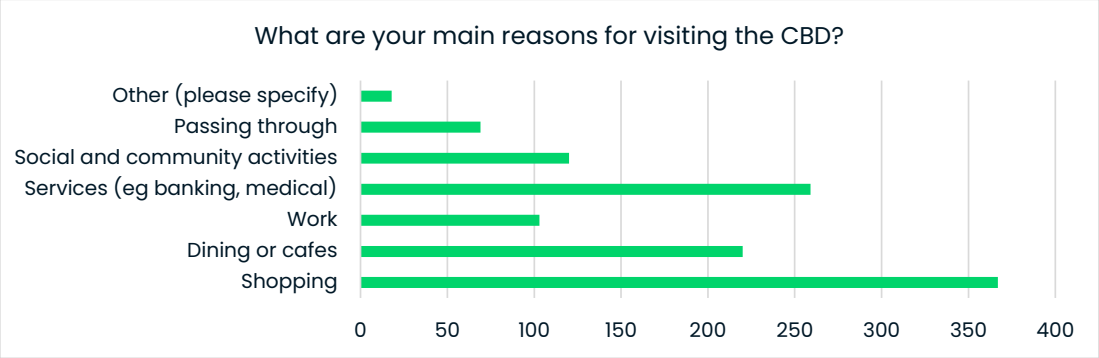
A total of 424 respondents identified their main reasons for visiting the Singleton CBD, with most people selecting more than one reason. The results confirm that the town centre continues to function primarily as a place for everyday needs.

The most common reason for visiting the CBD was shopping, selected by 86.6% of respondents. This was followed by accessing services such as banking, medical, and government services (61.1%), reinforcing the CBD's role as a key service hub for the community.

Just over half of respondents (51.9%) indicated they visit the CBD for dining or cafes, while around 28.3% visit for social and community activities. A smaller proportion of respondents visit the CBD for work (24.3%), and 16.3% indicated they are primarily passing through the town centre.

Additional responses highlighted specific reasons such as volunteering, exercise, visiting parks, attending the gym, or accessing essential services like the post office and pharmacy.

Overall, the results show that while the CBD is strongly used for shopping and services, there is also a meaningful level of use for dining, social activities, and everyday routines.



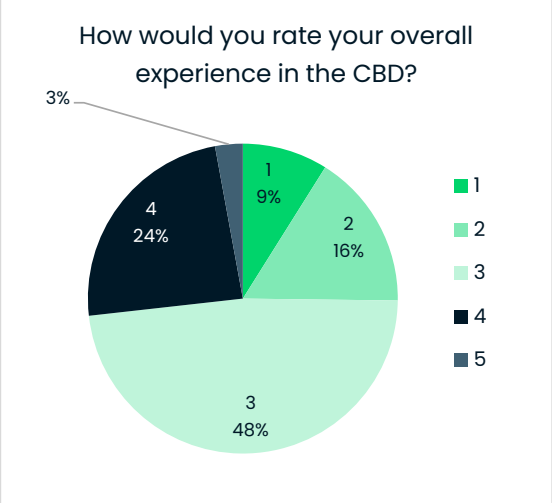
Q6 How would you rate your overall experience in the CBD?

A total of 381 respondents rated their overall experience of the Singleton CBD on a scale from 1 (very poor) to 5 (excellent). The results indicate a mixed but generally moderate experience of the town centre.

Nearly half of respondents (48.0%) rated their experience as 3 (neutral), suggesting that many people see the CBD as functional but not particularly positive or negative. Around one-quarter of respondents (23.9%) gave a rating of 4, indicating a generally positive experience, while only a small proportion (2.9%) rated their experience as 5 (excellent).

At the same time, a notable proportion of respondents expressed dissatisfaction, with 16.3% rating their experience as 2 and 8.9% rating it as 1 (very poor).

Overall, the results suggest that while the Singleton CBD meets basic needs for many users, there is significant scope to improve the quality and overall experience of the town centre.



Q7 What do you think are the CBD's greatest strengths?

A total of 286 respondents provided feedback on the perceived strengths of the Singleton CBD. Overall, responses highlighted a small number of consistent strengths, alongside a significant proportion of respondents who felt the town centre currently has limited or unrealised strengths.

The most frequently identified strengths related to **convenience and accessibility**, with many respondents noting that shops, services, and daily needs are centrally located and generally easy to access on foot. **Walkability**, including wide footpaths, pedestrian crossings, and relatively easy parking, was commonly cited as a positive aspect of the town centre.

The **quality of the streetscape and public domain**, particularly along John Street, was also recognised. Respondents frequently mentioned trees, landscaping, shade, cleanliness, and recent paving upgrades as contributing positively to the appearance and comfort of the CBD. **Parks and open spaces**, especially Rose Point Park, Cook Park, and the riverside areas, were identified as valued assets.

Many respondents highlighted the **range of essential services and local businesses**, including supermarkets, cafes, specialty shops, and professional services, as key strengths. The **friendliness of local business owners and community atmosphere** was also noted as a distinguishing feature of the CBD.

At the same time, a notable number of respondents indicated that the CBD has **few clear strengths or unrealised potential**, often describing it as functional but not particularly inviting or vibrant. These responses reinforce the need for a refreshed Masterplan that builds on existing assets — such as walkability, greenery, and local businesses — while addressing gaps in activation, identity, and destination appeal.

Q8 What aspects of the CBD do you think need improvement?

A total of 327 respondents identified aspects of the Singleton CBD that they believe require improvement. Feedback was extensive and strongly aligned around several recurring themes.

The most frequently raised issue was **parking and traffic management**, particularly along John Street. Respondents consistently raised concerns about the narrow street width, small and constrained parking spaces, difficulties for larger vehicles, safety when entering and exiting parked cars, and congestion during busy periods. Many respondents indicated that parking challenges discourage them from visiting or spending time in the CBD.

A second dominant theme was the **high number of vacant and underutilised shopfronts**, which were widely described as detracting from the appearance, vibrancy, and economic confidence of the town centre. Respondents expressed a strong desire for a greater **variety of retail, dining, and entertainment options**, including cafes with extended hours, outdoor dining, family-friendly activities, and reasons to visit the CBD beyond essential services.

Public domain quality and maintenance was also a common concern. Respondents highlighted issues with cleanliness, faded or damaged paving, lighting, seating, signage, and the presentation of vacant properties. While recent streetscape upgrades were acknowledged by some, many felt ongoing maintenance and refinement are required to improve comfort, safety, and visual appeal.

Concerns regarding **pedestrian safety, accessibility, and comfort** were frequently raised, particularly for older people, families, and those with mobility needs. These included crossing safety, visibility, ramp gradients, shade, seating, public toilets, and shelter from heat and rain.

Finally, many respondents noted the CBD lacks a strong **sense of identity, activity, and destination appeal**. Feedback highlighted a desire for stronger connections to the river and parks, better activation of public spaces, support for local businesses, and a clearer vision for how the town centre should function following the opening of the Singleton Bypass.

Together, the feedback provides consideration for the Masterplan to respond to parking and movement challenges. It also identifies opportunities to reduce shop vacancy, improve amenity and accessibility, and reposition the CBD as a more welcoming and resilient centre for the community.

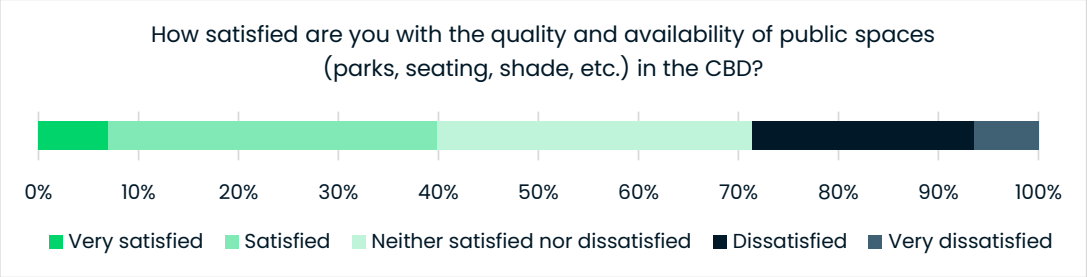
Q9 How satisfied are you with the quality and availability of public spaces (parks, seating, shade, etc.) in the CBD?

A total of 374 respondents rated their satisfaction with the quality and availability of public spaces in the Singleton CBD, including parks, seating, and shade.

Overall, responses indicate mixed levels of satisfaction. Just under 40% of respondents (39.8%) reported being either satisfied or very satisfied with public spaces. A similar proportion (31.6%) selected neither satisfied nor dissatisfied, suggesting that many people view existing public spaces as adequate but not exceptional.

Around 28.6% of respondents indicated dissatisfaction, with 22.2% reporting they were dissatisfied and 6.4% very dissatisfied.

The results suggest that while public spaces are valued by many, there is a clear opportunity to improve their quality, comfort, and functionality — particularly in relation to seating, shade, accessibility, and maintenance.

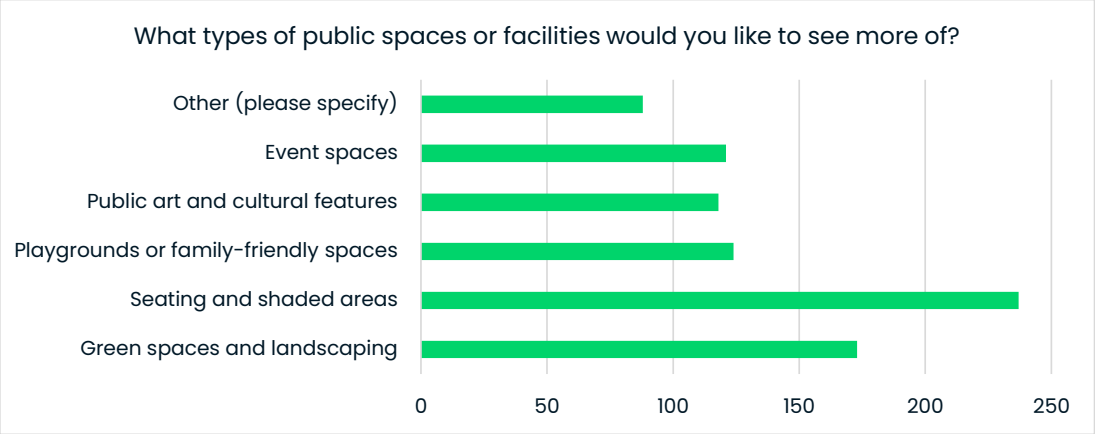


Q10 What types of public spaces or facilities would you like to see more of?

A total of 374 respondents identified the types of public spaces and facilities they would like to see more of within the Singleton town centre.

The strongest community preference was for **seating and shaded areas**, selected by almost two-thirds of respondents (63%). **Green spaces and landscaping** were also strongly supported (46%), with respondents highlighting the importance of trees, shade, and greenery in improving amenity, comfort, and the overall appearance of the town centre. Around one-third of respondents supported increased provision of **event spaces** (32%), **playgrounds and family-friendly spaces** (33%), and **public art and cultural features** (32%).

Open-ended responses reinforced these findings and highlighted additional priorities. Common themes included the need for more **public toilets**, improved **accessibility and disability-friendly infrastructure**, additional **seating and shade**, and facilities for **youth and teenagers**, such as informal recreation and safe places to gather. Many respondents also expressed interest in **outdoor dining**, pop-up food and coffee vendors, and improved activation of existing parks and riverfront areas.



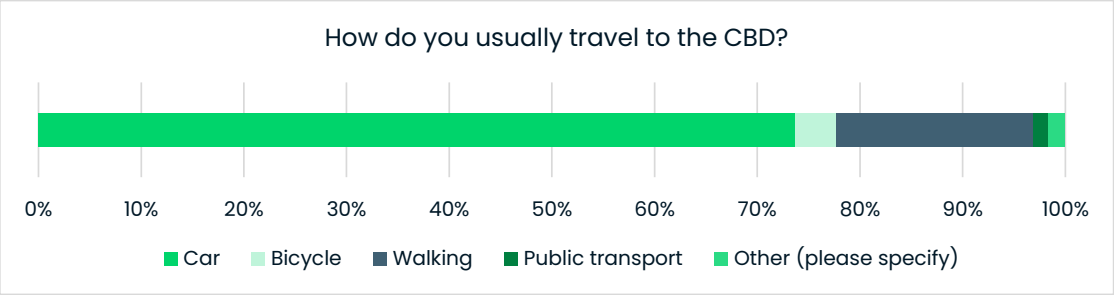
Q11 How do you usually travel to the CBD?

A total of **372 respondents** identified how they usually travel to the Singleton CBD, with many selecting more than one option. The results show a strong reliance on private vehicles.

The vast majority of respondents (**95.7%**) reported travelling to the CBD by **car**, highlighting the central role of vehicle access and parking in how people use the town centre. Around **25.0%** of respondents also indicated that they **walk** to the CBD, reflecting the importance of walkability for local residents.

A smaller proportion of respondents reported travelling by **bicycle (5.1%)**, while very few use **public transport (1.9%)**. Additional responses included people using mobility scooters, motorcycles, or community transport services.

Overall, the results indicate that while walking plays a role for some users, the CBD is predominantly accessed by car, underscoring the importance of balancing vehicle access with improvements to walking, cycling, and public transport over time.



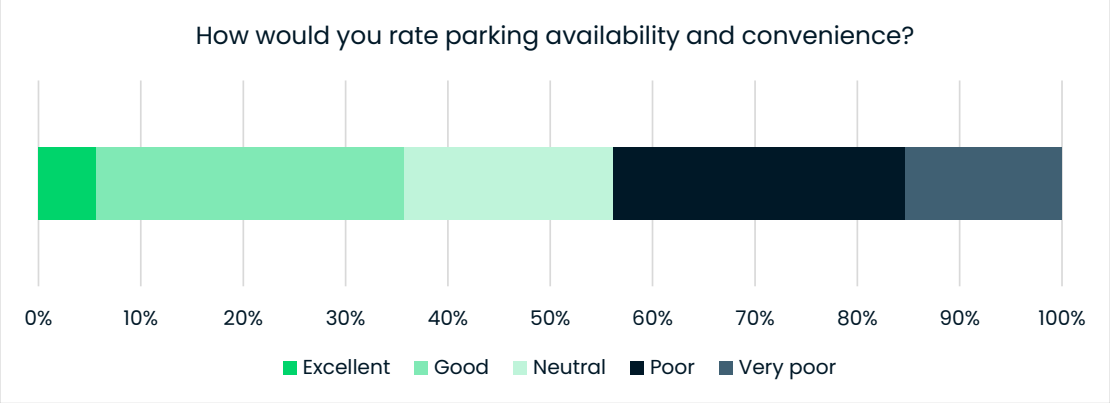
Q12 How would you rate parking availability and convenience?

A total of **372 respondents** rated parking availability and convenience in the Singleton CBD.

Responses were mixed, with opinions fairly evenly split. Just over one-third of respondents (**35.8%**) rated parking as **excellent or good**, while **20.4%** selected a **neutral** rating.

However, a substantial proportion of respondents expressed dissatisfaction, with **28.5%** rating parking as **poor** and **15.3%** as **very poor**. In total, **43.8% of respondents** indicated a negative experience with parking.

Overall, the results suggest that parking is a significant concern for many users of the CBD. While some people find parking adequate, many experience difficulty or inconvenience, reinforcing the importance of addressing parking design, availability, and access as part of future town centre planning.

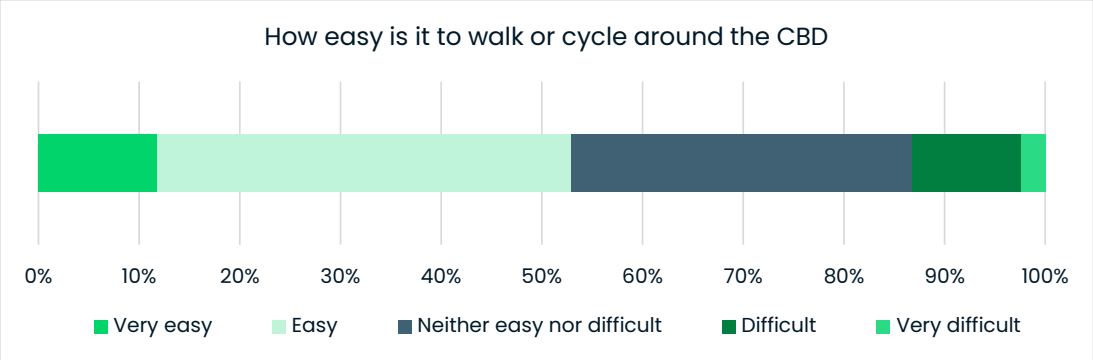


Q13 How easy is it to walk or cycle around the CBD?

A total of 372 respondents rated how easy it is to walk or cycle around the Singleton CBD.

Overall, responses indicate that walking and cycling are generally manageable, but not consistently easy for everyone. Just over half of respondents (53.0%) rated movement around the CBD as easy or very easy, suggesting that many people find the town centre reasonably accessible on foot or by bike.

Around 33.9% of respondents selected neither easy nor difficult, indicating a neutral experience. In contrast, 13.2% of respondents rated walking and cycling as difficult or very difficult, pointing to challenges for some users.



Q14 What changes or additions would make the CBD more attractive and vibrant?

A total of 256 respondents provided feedback on changes or additions that would make the Singleton CBD more attractive and active. Responses were strongly aligned around a small number of recurring themes.

The most consistent priority was the need to **reduce shop vacancy and increase the range of retail, dining, and entertainment options**. Many respondents expressed concern about the number of empty shopfronts and a perceived lack of choice, particularly in clothing, dining, and evening activities. There was strong support for cafes and restaurants with extended trading hours, outdoor and alfresco dining, and reasons to visit the CBD beyond essential services.

Comfort, shade, and seating were also widely raised. Respondents called for more seating throughout the town centre, particularly shaded seating suitable for older people and families. Increased **tree canopy, greenery, and weather protection** were also identified. These elements were seen as essential to encouraging people to linger and spend time in the CBD.

Parking and access featured prominently, with many respondents identifying parking space size, street width, and ease of manoeuvring as barriers to visiting the town centre. Improved parking design, safer access, and better integration between parking areas and main streets were seen as important to improving usability.

Respondents also highlighted opportunities to improve the **quality and character of the public domain**. This includes stronger heritage expression, removal or redevelopment of long-vacant or derelict sites, improved maintenance and cleanliness, and the use of public art, lighting, and seasonal decorations to create a more cohesive identity.

Finally, there was strong interest in **activation and programming**, including markets, events, street performance, cultural activities, and better use of parks and the riverfront. Many respondents emphasised the importance of creating spaces that support social interaction across different age groups, including young people, families, and older residents.

Q15 Are there particular types of businesses, events, or activities you'd like to see in the CBD?

A total of 244 respondents identified the types of businesses, events, and activities they would like to see in the Singleton CBD. Responses showed strong alignment around the need for greater diversity, activation, and reasons to stay local rather than travel to other centres.

The most frequently raised priority was the attraction of a **broader range of retail businesses**, particularly everyday and comparison retail such as clothing, footwear, furniture, whitegoods, electrical goods, and homewares. Many respondents specifically nominated larger-format retailers and department-style stores, reflecting a strong desire to meet day-to-day shopping needs locally and reduce the need to travel outside Singleton.

There was also strong support for an expanded **hospitality and dining offer**, including cafes and restaurants that operate beyond daytime hours and on weekends. Respondents consistently expressed a desire for alfresco dining, quality standalone restaurants (not located within pubs or clubs), and a greater variety of food options.

A significant theme across responses was the lack of **entertainment and activities**, particularly for children, teenagers, and young adults. Commonly cited needs included a cinema, bowling alley, indoor play and games venues, and spaces for youth-oriented activities. Many respondents noted that the absence of these uses contributes to people leaving town to spend time and money elsewhere.

Events and cultural activity were also strongly supported. Respondents called for regular street markets, food and wine events, live music, busking, festivals, and community celebrations held within the CBD. There was interest in both family-friendly daytime events and evening activities that support a more active night-time economy.

Finally, respondents emphasised the importance of **supporting local and independent businesses**, including creative and artisan enterprises, pop-up shops, and markets, alongside improved collaboration between Council, business groups, and landowners to reduce vacancy and improve business viability.

Q16 Since the master plan was developed in 2013, what do you see as the main drivers of change in Singleton's CBD?

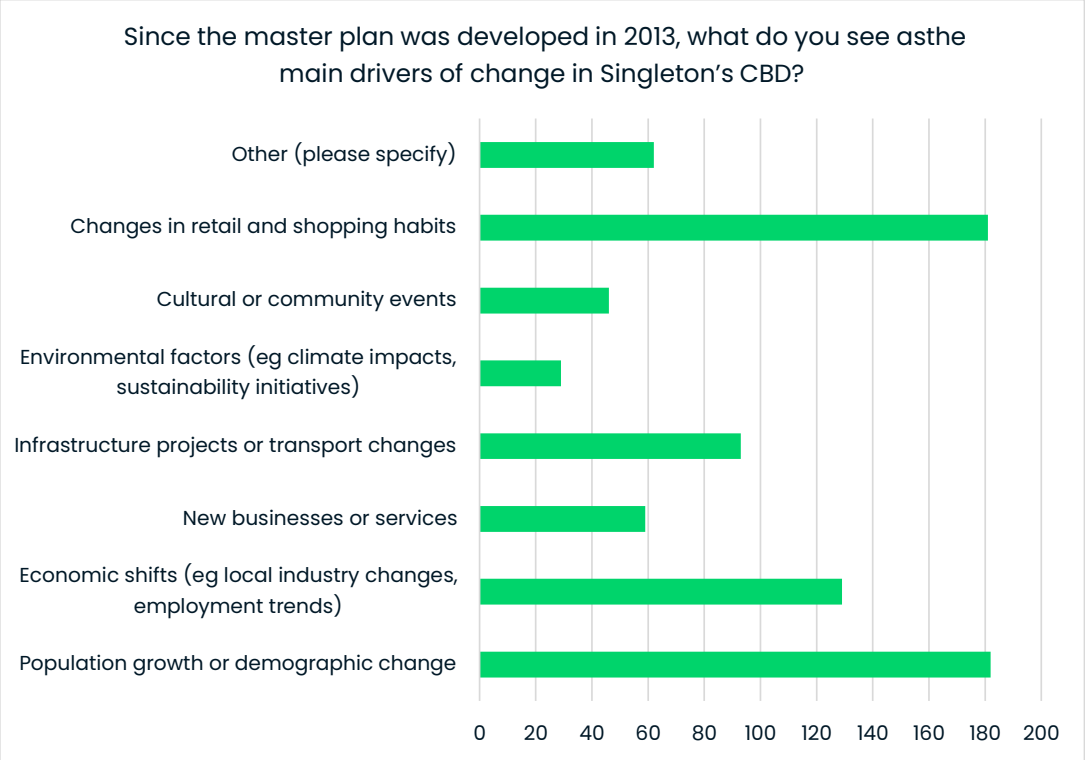
A total of **332 respondents** identified what they see as the main drivers of change in the Singleton CBD since the 2013 Masterplan was developed, with many selecting more than one option.

The most commonly identified drivers were **population growth and demographic change (54.8%)** and **changes in retail and shopping habits (54.5%)**, reflecting broader shifts in how people live, work, and shop. These factors were seen as having the greatest influence on the town centre over the past decade.

Economic shifts, including changes in local industries and employment patterns, were also widely recognised, selected by **38.9%** of respondents. **Infrastructure and transport projects** were identified by **28.0%** of respondents, highlighting the perceived impact of major investments and network changes on how the CBD functions.

Smaller proportions of respondents identified **new businesses or services (17.8%)**, **cultural or community events (13.9%)**, and **environmental factors such as climate impacts and sustainability initiatives (8.7%)** as key drivers of change.

Additional comments reinforced concerns about shop closures, high rents, the impacts of COVID-19, increased competition from larger centres, and the need for a clearer identity and direction for the town centre.



Q17 Do you have any other comments or ideas for the future of Singleton's CBD?

A total of 166 respondents provided additional comments and ideas for the future of Singleton's CBD. Overall, responses reinforced earlier feedback and highlighted a strong desire for a town centre that is practical, distinctive, and aligned with Singleton's character.

A recurring theme was the importance of establishing a **clear identity** for the CBD. Many respondents expressed a preference for a more traditional, country-town character that reflects Singleton's heritage and setting, rather than a modern or city-styled approach. There was strong support for design and public domain outcomes that respect heritage, enhance visual coherence, and celebrate the town's history and relationship with the Hunter River.

Respondents consistently emphasised the need to **address shop vacancy and business viability**, with frequent calls for action to reduce empty shopfronts, improve presentation, and support local businesses through collaboration with landlords and business groups. High rents were commonly identified as a barrier to attracting and retaining businesses.

Parking, access, and traffic management remained prominent concerns, particularly in relation to larger vehicles, ageing and mobility-impaired users, and safe movement through the CBD. Many respondents stressed that ease of access is critical to the survival of local businesses and cautioned against changes that would significantly reduce vehicle access to the main street.

There was also strong interest in improving **amenity, cleanliness, and maintenance**, including streets, parks, paths, lighting, and entry points to the town. Respondents highlighted the importance of ongoing upkeep to ensure the CBD feels safe, welcoming, and cared for.

A lack of **activities and spaces for young people** was repeatedly raised, with respondents calling for facilities and programs that cater to teenagers and young adults to support social interaction, reduce anti-social behaviour, and retain spending locally. More broadly, there was support for a balanced mix of activities and events that cater to all ages and encourage people to spend time in the CBD.

Finally, many respondents acknowledged the **opportunity created by the Singleton Bypass**, noting the need for a clear post-bypass strategy that repositions the CBD as a destination rather than a thoroughfare. Several respondents referenced other regional towns that have successfully adapted following bypass construction, reinforcing the importance of learning from comparable examples.

The feedback highlights strong community support for the Masterplan to builds on Singleton's strengths, supports local business, improves access and amenity, and provides clear reasons for people to visit, stay, and invest in the town centre.

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This report is dated 19 March 2026 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Ltd **(Urbis)** opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Singleton Council **(Instructing Party)** for the purpose of Community Engagement Summary **(Purpose)** and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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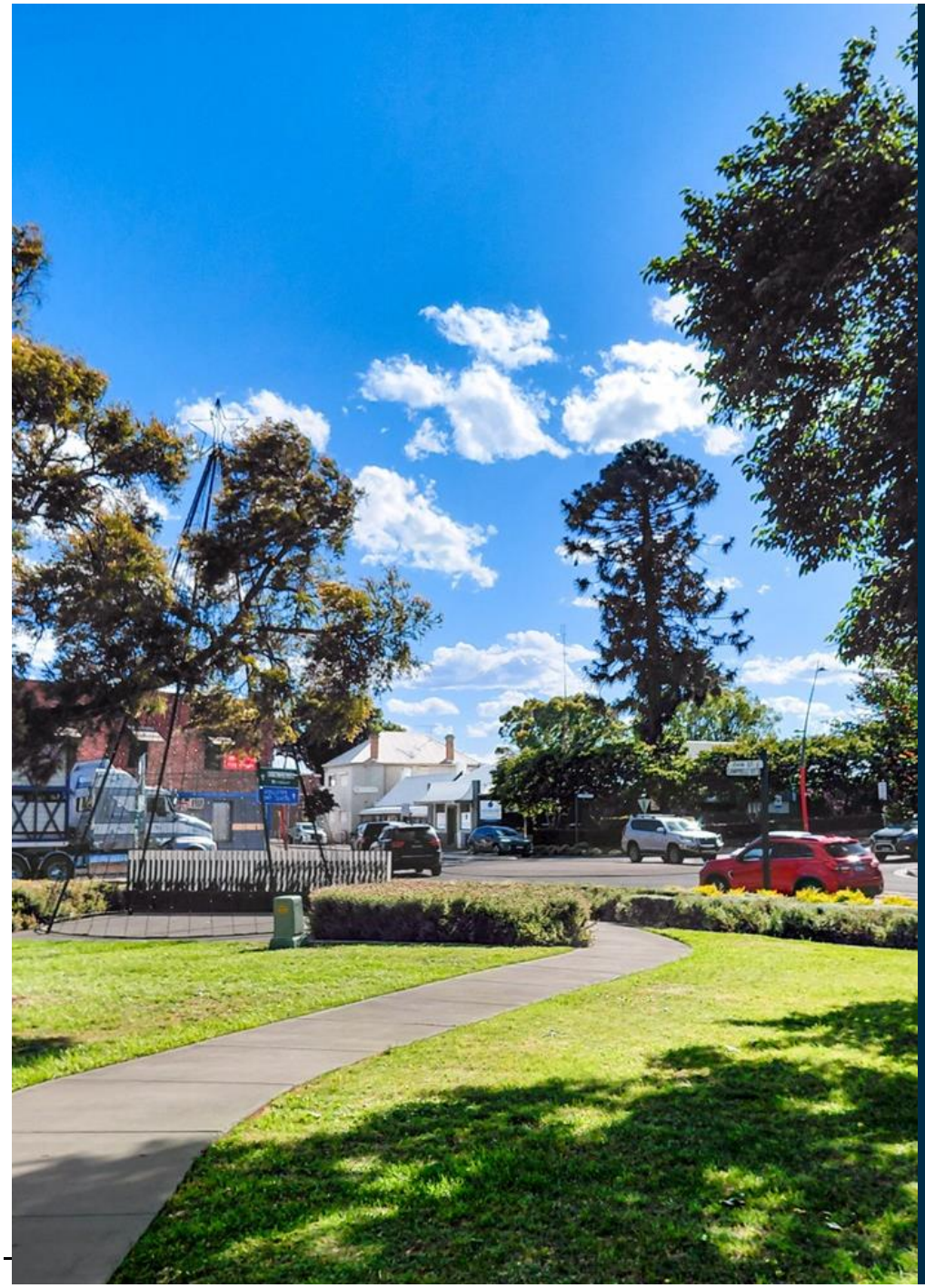
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URBIS

Singleton Town Centre Masterplan

2026 Draft

March 2026
Prepared for Singleton Council

SINGLETON COUNCIL

Acknowledgement of Country



Urbis acknowledges the Traditional Custodians of the lands we operate on.

We recognise that First Nations sovereignty was never ceded and respect First Nations peoples continuing connection to these lands, waterways and ecosystems for over 60,000 years.

We pay our respects to First Nations Elders, past and present.

The river is the symbol of the Dreaming and the journey of life. The circles and lines represent people meeting and connections across time and space. When we are working in different places, we can still be connected and work towards the same goal.

Urbis is committed to incorporating our respect for First Nations cultures, peoples and storytelling in our work across the Country. We are proud to have partnered with Darug Nation artist, **Hayley Pigram**, and to profile her artwork - **Sacred River Dreaming.**

Executive Summary

Overview

Singleton is a prosperous regional centre of approximately 25,600 residents in the Hunter Valley, located on the Hunter River. Its distinctive U-shaped town centre serves as the primary civic, retail and commercial hub for the local community and the broader Upper Hunter region.

The Singleton Town Centre Masterplan 2026 builds on the foundations of the 2013 masterplan and provides an updated strategic framework to guide planning, investment and coordinated action to revitalise the town centre and respond to future growth and economic change.

A key catalyst for change is the delivery of the Singleton Bypass, which will divert heavy vehicle traffic away from the town centre. This will create an opportunity to strengthen the role of the centre as a place for people, with improvements to the public domain and greater activation of key destinations, including the riverfront and railway station precinct.

Potential changes in freight movements on the Hunter rail line may also create opportunities to advocate for improved passenger rail services to Singleton over time, together with longer-term opportunities for transit-oriented development in the railway station precinct.

Vision & Masterplan

The Singleton town centre will be a vibrant and resilient centre that fulfils its role as a strategic hub in the Upper Hunter and celebrates its rich heritage and riverine setting.

The town centre leverages its two main streets as complementary activity spines — John Street as the primary civic and commercial spine, and George Street as the destination high street. Stitched together by an integrated network of leafy streets and engaging, multi-functional, flood-resilient open spaces, each spine supports a distinct role and mix of uses, enabling growth and strengthening the centre's long-term resilience.

Cook Park and Riverside Park will form an integral part of the town centre, with new development addressing these edges and Ryan Avenue transformed into an active, and vibrant promenade.

With the Singleton Bypass diverting heavy vehicles from the town centre, streets will be reshaped to prioritise walking, cycling and public transport, supported by streetscapes that enhance active mobility, amenity and human-scale engagement.

Character Areas

The 2026 Masterplan organises the town centre into five character precincts, each with a distinct role in shaping the centre's future:

- John Street Precinct – The main civic and commercial spine, activated by shops, services and focal public spaces.
- Railway Precinct – A revitalised station gateway with improved pedestrian streets and opportunities for housing and employment.
- Riverside Precinct – A leisure destination connecting Ryan Avenue with Cook Park and the Hunter River.
- George Street Precinct – A heritage high street supporting local businesses, tourism and social life.
- Residential Precinct – A low-scale neighbourhood with tree-lined streets that strengthens connections to the centre.

Together, these precincts create a coordinated framework to guide renewal, strengthen place identity and support a vibrant and resilient Singleton town centre.

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1 About this Masterplan

This chapter outlines the background, purpose and key objectives of the Singleton Town Centre Masterplan.

1.1 Background & Purpose

Singleton is a prosperous town of approximately 25,600 people, located along the banks of the Hunter River and at the heart of the Hunter Valley Region. It is approximately 70km north-west of Newcastle and 200km north of Sydney and is well connected via the New England Highway and Great Northern Railway.

Singleton's unique u-shaped town centre serves as the primary retail destination for residents and visitors. The town's strategic value is heighted by its proximity to mining and related industries - including power generation and defence - as well as the agriculture and viticulture sectors.

In 2013, the original Singleton Town Centre Masterplan was prepared by the NSW Government Architect's Office and adopted by the Singleton City Council. It set out an ambitious, design-led vision to revitalise the town centre and sought to strengthen the town's role as a regional service hub. While comprehensive, the 2013 plan saw limited implementation due to a lack of statutory weight and the complexity of the document, which constrained its effectiveness as an implementation framework.

An audit of the 2013 Masterplan identified clear opportunities to strengthen the town centre as a vibrant, pedestrian-focused core, supported by an activated riverfront and a revitalised railway station precinct as key destination areas. The review also highlighted the need to improve connectivity, public domain quality, and active transport links across the town centre and adjoining residential areas, while enabling tourism activity, redevelopment of underutilised sites, and climate-responsive streetscape upgrades.

Purpose of the 2026 Masterplan

The purpose of the 2026 Singleton Town Centre Masterplan is to build on the foundations of the previous masterplan to guide Singleton Council's strategic planning and investment decisions. This plan is informed by evidence, aligned with current policy directions, and designed to respond to the evolving needs of Singleton and its community.

This masterplan lays the foundation for positive and lasting change. Its success will rely on shared commitment over time, with coordinated action to help guide growth, manage change and support a resilient and vibrant Singleton for the future.



Figure 1: *2013 Singleton Masterplan*

1.2 Key Objectives & Scope

The key objectives of the 2026 Singleton Town Centre Masterplan are to:

- Establish a clear and shared long-term vision for the Singleton town centre that strengthens local identity, reinforces its role as the civic and commercial heart of the LGA, and responds to long-term economic transition.
- Enable coordinated decision-making and delivery across Council, government agencies, businesses, and landowners to align development, infrastructure, and land use planning with the Masterplan's desired outcomes.
- Guide coordinated renewal and maximise place-making opportunities in response to the delivery of the Singleton Bypass.
- Provide a clear spatial framework that articulates place-based planning and urban design principles for movement, public realm, built form, catalyst sites, and town centre activation.
- Identify a coordinated program of actions and catalyst projects that stimulate economic activity, support revitalisation, and encourage private investment in the town centre.
- Provide a staged implementation and delivery framework, including governance, partnerships and funding mechanisms, to support practical and achievable rollout of the Masterplan over time.

While George Street was included in the baseline analysis, Master Plan actions focus on John Street, with George Street to be investigated further through a separate grant application under the Regional Precincts and Partnerships Program.

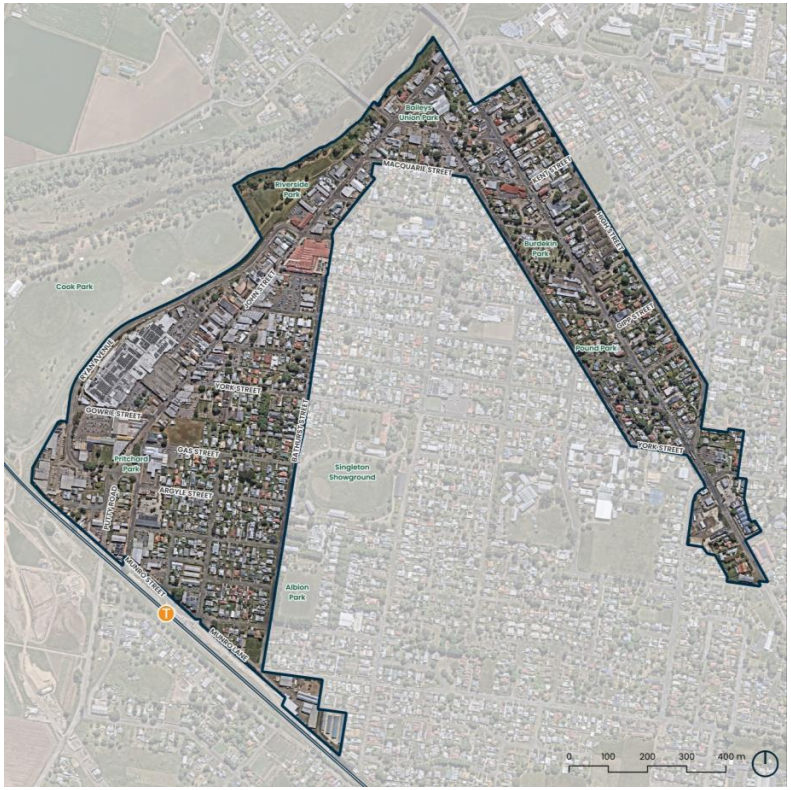


Figure 2: *Study area*



2 Existing Context

This chapter summarises the existing context of the Singleton Town Centre, identifies the drivers of change and outlines key opportunities to redefine the town centre.

2.1 History

Singleton lies on the traditional lands of the Wonnarua people, who have cared for the Upper Hunter Valley for more than 30,000 years.

European settlement began in the 1820s and, for much of its early history, the town's economy was centred on agriculture. Singleton's location amid the fertile soils of the Hunter River floodplain made it ideal for tobacco farming, wheat and viticulture industries – with the area's first winery being established in 1831.

In 1863, Singleton was connected by railroad after the Main Northern line was extended from Maitland. This allowed goods and people to be transported more easily into the region and further developed the town's economy.

While extraction of coal has been ongoing in the region since the 19th century, it wasn't until the 1970s that Singleton experienced significant transformation and became a key service centre for the Upper Hunter coalfields.

The mining boom brought steady population increases as workers and families relocated to the area. Population growth remained consistent through the 2000s with continued mining investment and associated industries like power generation and defence - notably the nearby Singleton Military Area.

As a result, Singleton is a prosperous town with residents being predominantly young and benefiting from higher-than-average weekly household incomes. Looking ahead, population growth is projected to continue at a gradual pace and reach close to 28,600 residents by the mid-2030s.

However, Singleton is entering a period of change, with emerging challenges and opportunities shaped by shifts in global energy markets and a gradual transition in demand away from fossil fuels.





View of town. George Street from Post Office – 1901 - State Library NSW



D'Ombrain, Athel, 1901-1985, Caledonian Hotel, Singleton, NSW, Living Histories



George Street Singleton, October 2025 - Urbis

2.2 Regional Planning Context

Singleton is within the Hunter Region and is influenced by a range of NSW Government strategies that coordinate land use planning, infrastructure delivery and economic development. These strategies guide the broader framework within which local planning and future development of the Singleton town centre occurs.

The **Hunter Regional Plan 2041** provides the overarching strategic land use framework for the Hunter Region over the next 20 years. The plan establishes a vision for a globally competitive, sustainable and connected region and guides planning and investment decisions by state agencies, local government and industry.

In 2025, the NSW Government released a suite of state-wide strategic planning reforms. This new phase of strategic planning removes district plans in favour of a three-tier system of state, regional and local plans. As part of this, the Hunter Regional Plan 2041 will be replaced with the **Plan for Regional NSW** by 2027.

The NSW Government's **New Approach to Strategic Planning Discussion** Paper proposes an integrated, outcomes-focused planning system that better aligns land use planning with infrastructure provision, economic development and environmental outcomes.

The **Hunter Strategic Regional Integrated Transport Plan** outlines the regional context for local access and movement strategies as reflected in the Singleton masterplan. It also identifies the Singleton Bypass priority project within and a blueprint for the Hunter's transport future. This plan takes a long-term view and seeks to create better connectivity, access to jobs and efficient freight links to the Port of Newcastle and other hubs.

The **Hunter Regional Economic Development Strategy** gives the economic rationale for revitalising the Singleton town centre. The masterplan directly contributes to the strategy's goals of strengthening regional competitiveness and economic resilience. This strategy focuses on strengthening the region's economic base though diversifying industries and creating conditions for sustainable job growth.

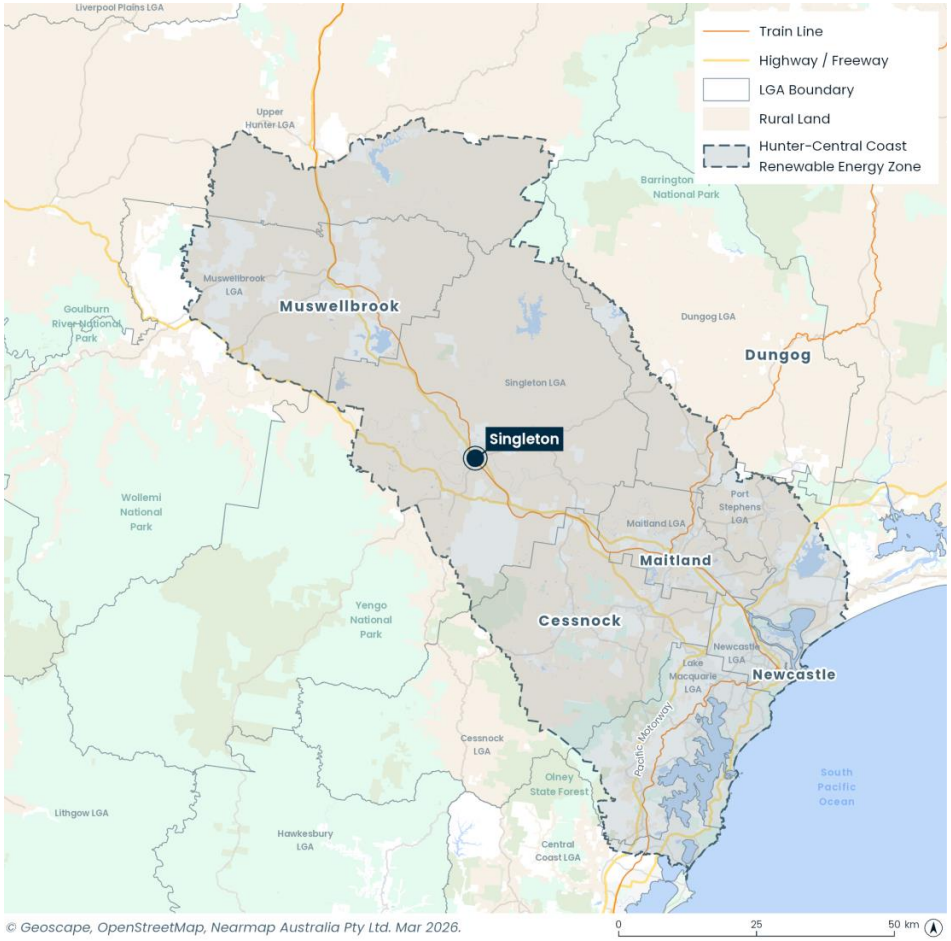


Figure 3: *Regional Context*

2.3 Local Planning Context

The Masterplan is underpinned by an existing policy framework, ensuring its objectives are consistent with local and state planning priorities.



Singleton Local Environmental Plan 2013 (LEP) provides the regulatory foundation for many of the masterplan's objectives. It is the key statutory document guiding land use and development in the Singleton LGA and sets zoning, development standards, heritage protections and environmental controls in line with NSW planning frameworks.

Singleton Development Control Plan (DCP) is an important tool for translating the masterplan's vision into practical design and development outcomes. The DCP supports the LEP by providing detailed, site-specific and design-oriented guidance to help achieve those outcomes. The DCP covers matters such as built form, streetscape and landscaping, parking and access provisions, and precinct-based controls.

Singleton Local Strategic Planning Statement 2041 (LSPS) identifies Singelton as a strategic centre and gives justification for the masterplan's initiatives. The LSPS outlines the 20-year vision for land use and development for the Singleton LGA. To meet the needs of a growing population, it also identifies priority planning areas needing further investigation, activation, or specific management.

Local Housing Strategy 2041 compliments housing objectives of the masterplan by providing a backbone around future housing development within the area over the next two decades. This policy aims to meet housing needs by encouraging a diverse range of housing types in well-located areas near the town centre and public transport and increasing in-fill density.

Create Singleton 2035 Community Strategic Plan provides the overarching community goals the masterplan seeks to deliver. The strategy looks ahead over the next 10 years and is developed in consultation with residents, businesses and stakeholders. The plan guiding document for all of Singleton Council's operations for the next decade and seeks to create a vibrant, connected and resilient Singleton community.

Singleton Traffic + Transportation Strategy guides master planning transport objective by outlining road and transportation infrastructure needs for current and planned urban release and growth areas. The plan looks to support the major developments including re-configuration of the New England Highway through Singleton following the opening of the Singleton Bypass.

Singleton Walking + Cycling Plan supports the masterplan's goals of improving active transport options across Singleton. This plan has been developed to enhance accessibility and provide better support for walking and cycling. It aims to extend the existing network and support active travel near schools, while also encouraging tourism by improving connectivity.

Social-Economic Development Strategy 2024 sets out a coordinated approach to diversifying Singleton's economy, supporting local jobs and strengthening community wellbeing.

2.4 Existing Planning Controls

The study area includes a mix of land use zones. MU1 Mixed Use generally follows John Street to George Street, with Singleton Square and areas further south zoned E2 Commercial Centre. Along George Street, MU1 transitions to E3 Productive Support. Surrounding residential areas are zoned R1 General Residential, while land along the Hunter River is zoned RE1 Public Recreation.

Building height controls under the DCP align with zoning. Mixed-use areas typically allow heights of up to 12 metres, with greater flexibility of up to 15 metres in Singleton Square and parts of the E3 zone. Residential areas are generally limited to 9 metres.

Heritage buildings are a defining feature of the town centre, particularly along George Street, with three items listed on the State Heritage Register.

The town centre is located on the Hunter River floodplain and is subject to a high level of flood risk. The Flood Planning Area, based on the Singleton Floodplain Risk Management Study and Plan (2023), shows the extent of a 1-in-100-year flood and informs freeboard requirements.

Planning controls in the Singleton town centre already support redevelopment and growth, with few statutory barriers. Limited change since the 2013 Masterplan reflects market conditions, infrastructure readiness, flood risk and investor confidence rather than planning constraints.

Broader economic shifts and changing retail patterns mean future growth will depend on improving amenity, accessibility and public spaces.

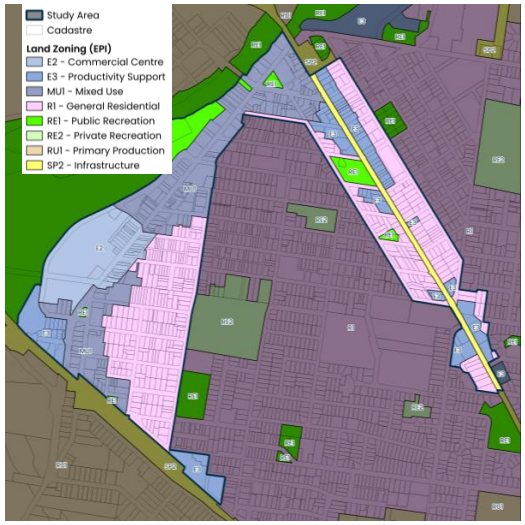


Figure 4: *Singleton LEP 2013 Land Zoning Study Area*

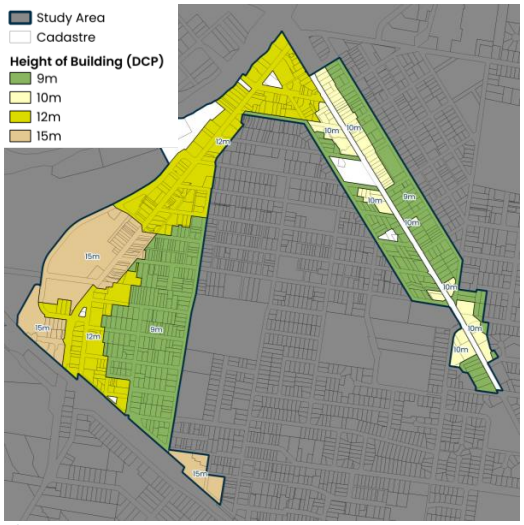


Figure 5: *Singleton DCP Height of Building*

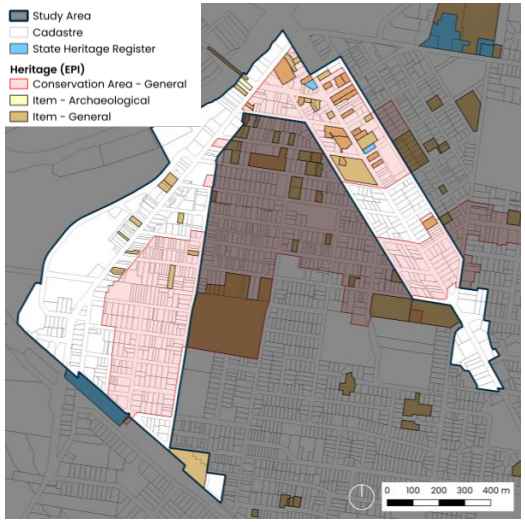


Figure 6: *Singleton LEP 2013 Heritage & State Heritage Register*

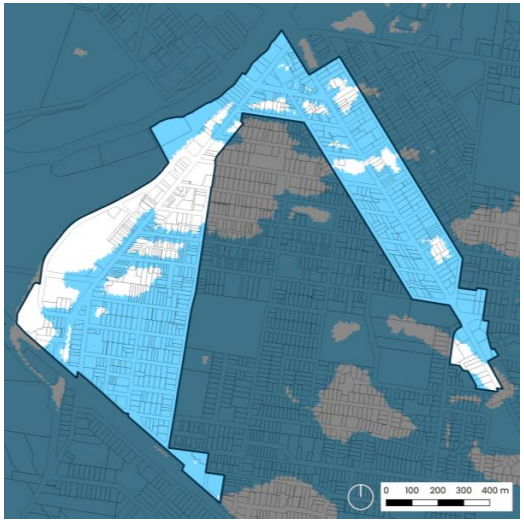


Figure 7: *Singleton Flood Planning Area*

2.5 Place Context

Singleton Town Centre has a consistent streetscape character, however a weak sense of arrival and limited visual differentiation at key entry points. Heritage buildings are present within the centre but are not prominent as visual reference points.

The town centre currently turns away from key attractors such as the riverside parklands, regional sporting facilities and the Hunter River, limiting their contribution to the centre's activity and identity. Retail and commercial uses are dispersed along extended main streets, diluting pedestrian activity and resulting in gaps in active frontages.

Public spaces are often mono-functional, exposed to traffic, and lack enclosure, reducing comfort and use.

Major community facilities are located on the edges of the town centre, weakening their role as civic landmarks and limiting the flow of foot traffic to surrounding businesses.

Based on observations of the study area, five character areas have been identified, each defined by a distinct combination of architecture, streetscape, public realm, land uses and activities that together shape their sense of place:

- Gowrie Street and Ryan Avenue Precinct
- Bathurst and Frederick Street Precinct
- John Street Precinct
- George Street North Precinct
- George Street South Precinct

An overview of each character area is provided on the following page.

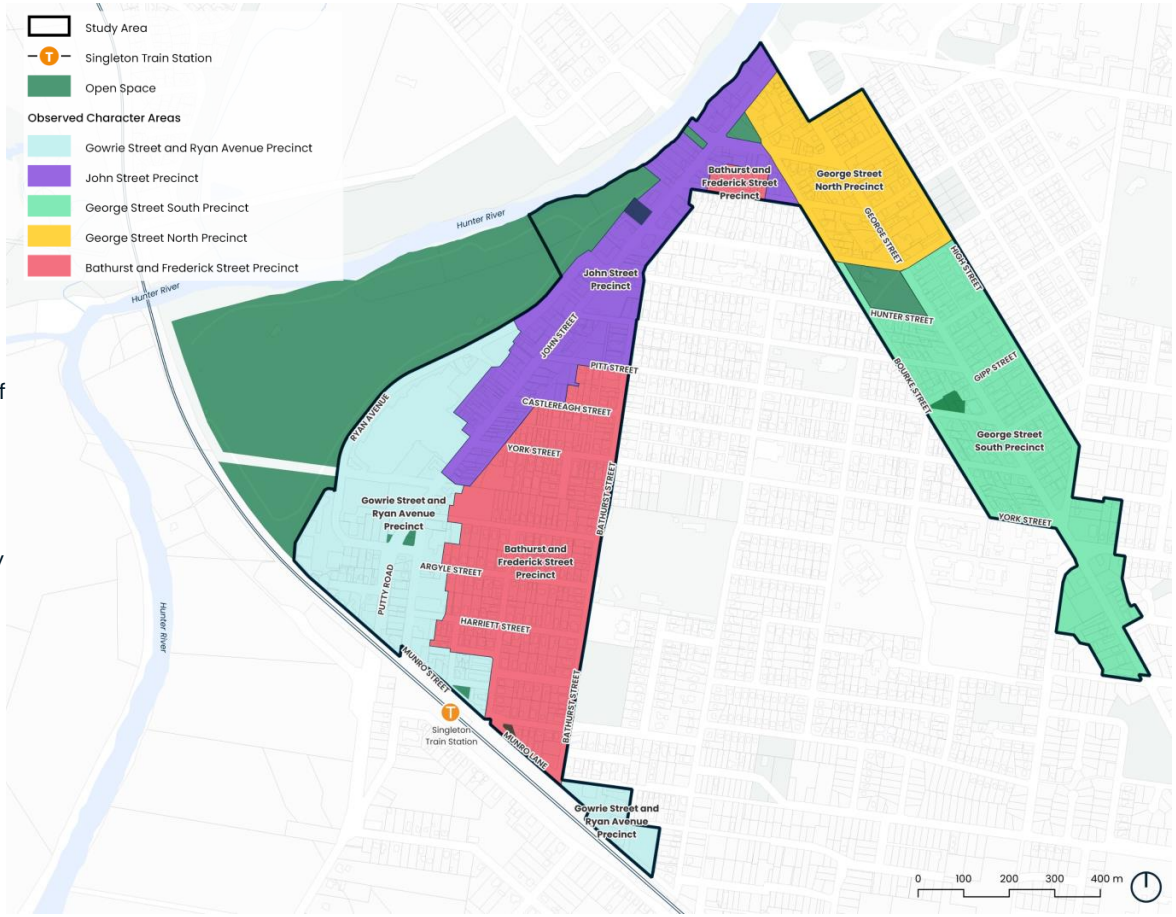


Figure 8: *Existing Character*

2.6 Existing Character

Gowrie Street & Ryan Avenue Precinct



The precinct features big box retail with rear parking, including Singleton Square. Single-storey buildings front John Street, while other street interfaces - especially along Ryan Avenue - have blank walls and servicing, turning away from Rose Point and Cook Parks.

John Street Precinct



John Street, the 1.3 km town centre main street, features fine-grain 1–2 storey shops and modern infill within a cohesive streetscape of footpaths, trees, awnings, and bespoke furniture. Heritage buildings add character, with opportunities for gateway and landmark buildings to enhance identity, legibility, and key activity nodes.

Bathurst & Frederick Street Precinct



This precinct has a regional-suburban character of single-storey weatherboard cottages with verandas and landscaped setbacks. Backyard trees soften rooflines, creating a cohesive, recognisable sense of place. Wide, grid streets provide clear sightlines, with potential for additional street trees to enhance vistas and shade.

George Street North Precinct



George Street North, from Burdekin Park to Cambridge Street, is a key heritage corridor with 19th–20th century buildings. Lack of greenery and heavy traffic make it unwelcoming. Pedestrianisation, trees, and streetscape upgrades could strengthen heritage identity. Burdekin Park anchors community activity, and heritage buildings support cultural use.

George Street South Precinct



This precinct features predominantly single-storey, low-density housing with varied setbacks and mature street trees, creating a spacious, leafy suburban streetscape. Inconsistent fencing, driveways, and building styles fragment the area, but trees unify it, reflecting a traditional, open, and green southern corridor.

2.7 Key Opportunities

The following key land use and development opportunities have been identified in the study area as described below and illustrated in Figure 9.

John Street

There are opportunities to reinforce the main town centre street and address the town centre's poor legibility, weak sense of arrival, and limited visual anchors by:

- Creating landmark gateways
- Reinforcing and ensuring continuity of active frontages
- Redevelopment of vacant or ageing sites

Riverside Public Domain

There are opportunities to better integrate the town centre and key riverside assets by:

- Activating Ryan Avenue with active ground floor uses and engaging interfaces
- Introducing a mix of uses such as residential or short-term accommodation to support local activity and tourism
- Improved streetscape and more pedestrian connections

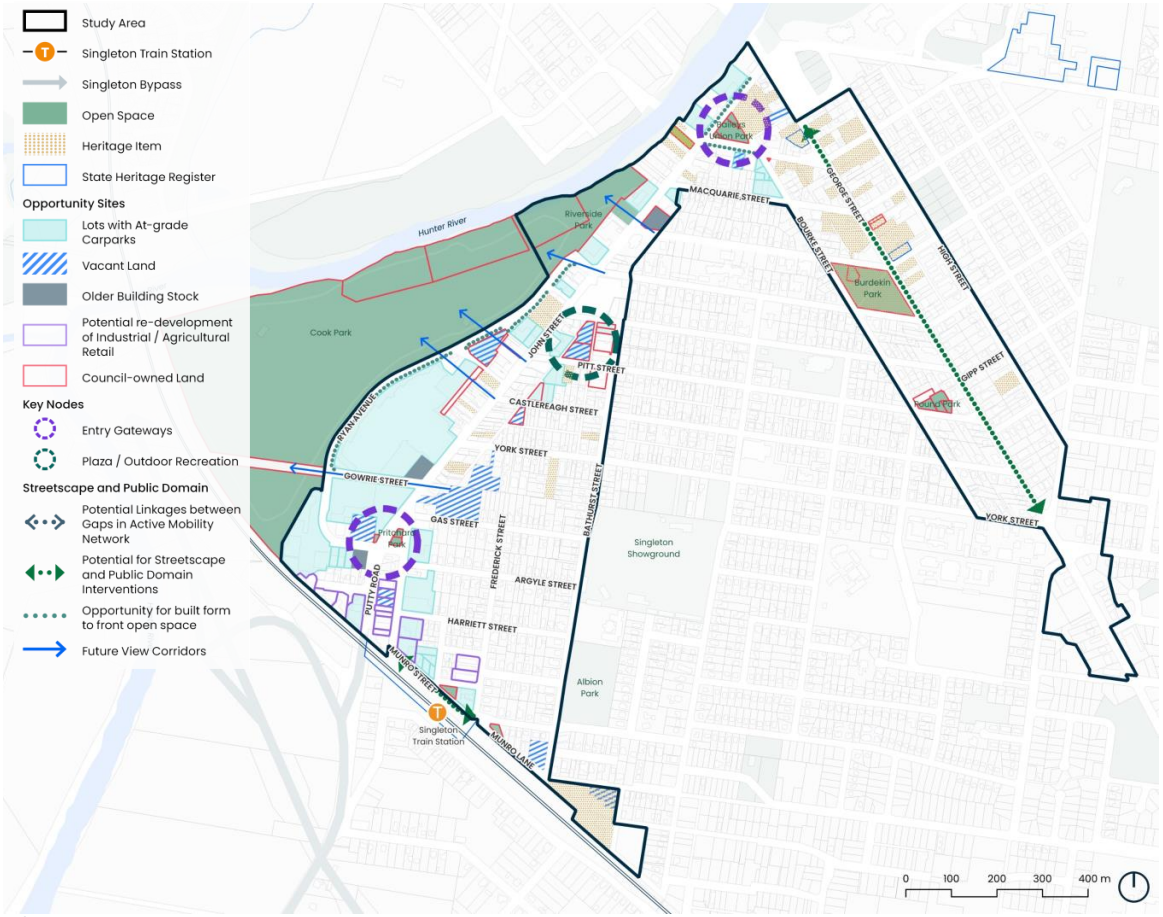


Figure 9: *Key Opportunities*

2.7 Key Opportunities

Singleton Station

Singleton Station is currently characterised by mono-functional public spaces, limited pedestrian amenity, high exposure to traffic, under utilised land around the station, and weak active transport connections. There are opportunities to address this through:

- Improvements to Munro Street streetscape, Rotary Park and Lions Park
- Introduce active transport corridors
- Strengthen heritage interpretation at Singleton Station and Rotary Park

George Street

George Street currently lacks greenery and presents as a traffic-dominated, unwelcoming environment. There is an opportunity to strengthen its streetscape character and heritage identity through streetscape and public domain upgrades and providing for a mix of active uses.

Residential Area

There are opportunities to enhance walkability, east–west connectivity, canopy cover, and open space quality through streetscape upgrades to address poor pedestrian amenity, weak links between key amenities, and the lack of street character and hierarchy.

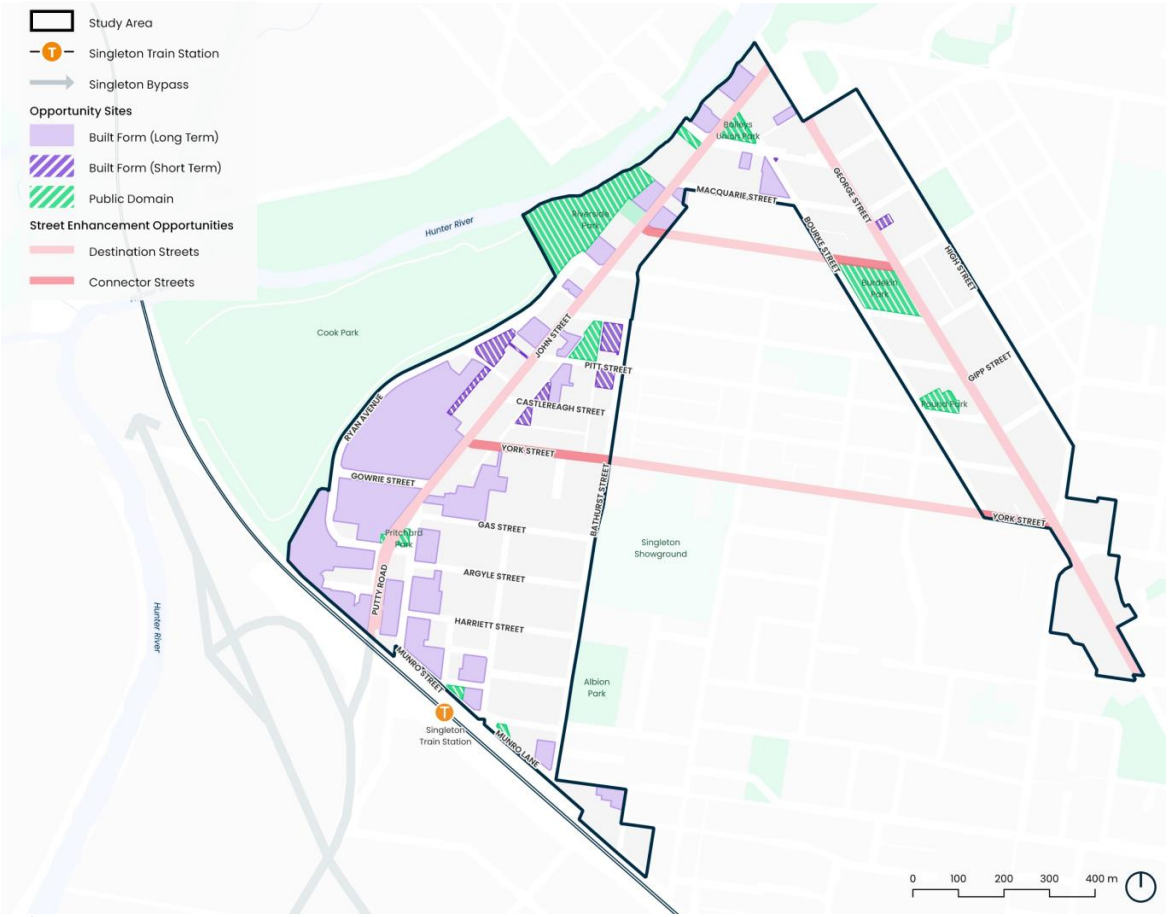


Figure 10: *Key Opportunities Sites*

2.8 Traffic & Transport Context

Travel Behaviour

An analysis was conducted of the home locations and mode split of people working within the Singleton SA2, with the following key points arising:

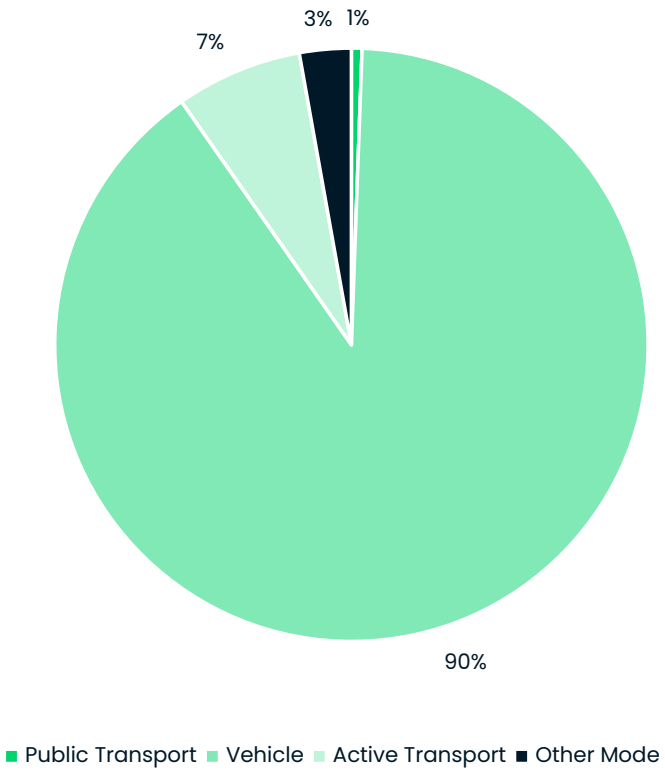
- Most people who are employed in Singleton also live there (51 per cent), with some residing in Singleton's broader region (9 per cent). Other workers travel from the surrounding regional areas and centres.
- Travel by private vehicle is the most common travel mode within Singleton, with 90 per cent of residents travelling to work by car. Some residents travel via active transport (7 per cent) and public transport (1 per cent), however these form a small portion of residents.
- Although most employees work near their homes, the high mode share of private vehicles and low uptake of active or public transport suggest that workers in Singleton are highly reliant on cars for local and regional travel.

A large proportion of people employed in Singleton live locally, creating an opportunity to strengthen active and public transport connections, particularly buses, to support more sustainable travel and reduce car reliance for work and daily trips.

Home Location of Workers Within Singleton

Home Location	Percentage working in Singleton SA2
Singleton	51%
Singleton Surrounds	9%
Branxton – Greta – Pokolbin	8%
Maitland – West	6%
Cessnock	3%
Muswellbrook	2%
Maitland – East	2%
Kurri Kurri - Abermain	2%
Other regions	17%

Journey to Work Mode Share Within Singleton



Source: Australian Bureau of Statistics 2016 Census, Singleton SA2

**Mode share only considers people who travelled to work and excludes those who worked from home or did not go to work.*

2.8 Traffic & Transport Context

Walking and Cycling

Existing pedestrian connectivity across the study area is varied. John Street has strong pedestrian amenity, with widened footpaths, raised wombat crossings, shade and seating. Elsewhere, footpaths are fragmented, with limited connections to surrounding streets and car parks. George Street generally has continuous footpaths, but lower amenity, limited crossings and narrow footpaths south of Burdekin Park. The wider street network has few continuous east–west pedestrian links between John and George Streets.

The existing cycle network consists of shared paths along John, Elizabeth, Queen, Civic Avenue, Munro and parts of Campbell Street, forming a continuous route through the town centre that connects key destinations and green spaces.

Building on the Singleton Walking and Cycling Plan, analysis found that there are opportunities to add further safe crossings, enhance east-west connectivity to the riverside and consider speed reductions (to 30km/hr or below) on select streets, to allow safer walking and cycling.

Passenger Rail

The study area is served by the Hunter Rail Line on the Scone branch, with Singleton Station located at the southern end on Munro Street.

There are six daily services in each direction, providing infrequent journeys throughout the day. This extremely limited schedule, with no PM peak service towards Newcastle, restricts the convenience of using passenger train services.

The dispersed town centre leads to long walking times from the station to key destinations, with trips to John Street and George Street exceeding 20 minutes, reducing the attractiveness of passenger rail for town centre travel. This is compounded by an unattractive pedestrian environment around the station due to limited safe crossings and the high-speed nature of Munro Street.

As outlined in the Hunter Strategic Regional Integrated Transport Plan, increasing passenger services along the Hunter Rail Line could provide major opportunities to optimise land use around the station and allow passenger rail to become a more viable transport option.

Bus

The study area is serviced by six public bus routes (180, 180X, 401, 402, 403, and 404). These routes provide loop services throughout Singleton, however services are infrequent. Several school bus routes also service Singleton Station and bus stops along George Street. There are no bus stops provided along the primary activity area of John Street, which may discourage usage for those accessing this area.

Bus stop amenity varies throughout the study area, with some areas providing shelter and seating while others only providing a bus pole. The varying amenity impacts people of all abilities to use the bus as a means of transport.

Compared to passenger rail, buses offer more immediate ways to improve public transport. Improving coverage, frequencies and upgrading bus stop amenities can improve the viability of buses and reduce the high reliance on private vehicles.

2.9 Drivers of Change



Energy transition

Singleton's economy has for decades been anchored by coal mining and related services. Significant economic and structural change is being driven by net zero emission commitments and Hunter Valley coal production is anticipated to decline after 2030. This presents opportunities to reposition Singleton toward alternative economic activities. Reduced coal volumes may free capacity on the Hunter rail line, enabling increased passenger services between Singleton, Maitland and Newcastle and supporting a stronger regional role for the town centre through improved workforce mobility, tourism and access to services.



Singleton Bypass

Key infrastructure changes are also taking place, most notably the new Singleton Bypass. Through diverting traffic away from Singleton, this project can encourage increased active mobility and a safer, slower vehicle movements along this section of the New England Highway. The reduction in traffic offers an opportunity to support local trips, which can provide greater amenity within the town centre, especially if coupled with improved local amenities.



Flood Risk & Climate Change

Given Singleton's proximity to the Hunter River, the town regularly experiences significant flooding. New flood risk information as part of the 2023 Singleton Floodplain Risk Management Study and Plan (FRMS&P) highlights how climate change will significantly worsen these events. It found during a 1-in-100-year flood the Singleton Levee is overtopped, leading to widespread inundation of the town centre. Therefore, proactive management of these risks is needed through guiding land use, built form and public domain outcomes to support flood resilience across the community.



Regional Growth

The Hunter Region is undergoing significant change with the population projected to reach 950,000 by 2041. In this context, Singleton is positioned as a key regional centre for the Upper Hunter, with a key role in housing growth and the transition to a more diverse and resilient economy. While the Hunter Regional Plan 2041 remains in effect, it will be superseded by a new Regional NSW plan as part of the NSW Government's strategic planning reforms. Despite this, Singleton's role as a key regional centre is expected to continue, with future plans refining how it supports growth, economic transition and regional services.

2.10 Community Aspirations

Singleton Council undertook an online community survey to inform the review of the Singleton Town Centre Masterplan, attracting responses from more than 400 participants. Respondents included residents, business owners, workers, property owners, and visitors, with most people visiting the CBD frequently and relying on it for shopping, services, and everyday needs. As a result, the feedback reflects regular, lived experience of the town centre.

Overall, the survey indicates that the Singleton CBD is functional and valued but widely perceived as having significant unrealised potential.

Survey respondents were predominantly local residents, particularly older adults, alongside people who work in Singleton, own property, or operate businesses locally.

The CBD is primarily used for shopping and essential services, including retail, banking, medical, and government services. Dining and cafes play a secondary role, while social and community use is more limited. Most people access the CBD by car, with walking also important for some residents. Public transport and cycling currently play a minor role.

Respondents generally rated their overall experience as neutral to moderately positive, describing the CBD as functional but not especially inviting. A notable proportion expressed dissatisfaction, indicating clear opportunities to improve comfort, amenity, and overall appeal.

Key strengths identified include convenience and accessibility, walkability, parks and greenery, and the presence of local businesses and a strong community atmosphere. These assets provide a solid foundation for future improvement.

At the same time, consistent issues were raised across the survey. These included parking and traffic challenges, particularly along John Street; high levels of shop vacancy; limited retail, dining, and entertainment options; concerns about public domain quality and maintenance; and issues with accessibility and safety, especially for older people and those with mobility needs. Many respondents also noted a lack of identity, activation, and destination appeal.

Looking ahead, respondents expressed strong support for more seating and shade, improved greenery, better use of parks and the riverfront, increased outdoor dining, events, and cultural activity, and a broader mix of retail, hospitality, and entertainment for all ages. There was also clear support for stronger assistance for local and independent businesses.

Many respondents recognised broader drivers shaping the CBD since 2013, including population change, evolving retail habits, economic shifts, and major transport projects. In particular, the Singleton Bypass is widely seen as a turning point, presenting an opportunity to reposition the town centre from a place people pass through to a place people choose to visit.

Overall, the feedback provides a clear mandate for a refreshed, place-led Masterplan that improves parking and movement, supports business viability, enhances amenity and accessibility, strengthens identity and heritage, and delivers more activity and experiences. The community's shared aspiration is for a town centre that reflects Singleton's character and offers compelling reasons to visit, stay, and spend locally into the future.



3 Masterplan Framework

This chapter outlines the vision and desired future character of Singleton Town Centre.

3.1 Masterplan Vision

The Singleton town centre will be a vibrant and resilient centre that fulfils its role as a strategic hub in the Upper Hunter and celebrates its rich heritage and riverine setting.

The town centre leverages its two main streets as complementary activity spines — John Street as the primary civic and commercial spine, and George Street as the destination high street. Stitched together by an integrated network of leafy streets and engaging, multi-functional, flood-resilient open spaces, each spine supports a distinct role and mix of uses, enabling growth and strengthening the centre's long-term resilience.

Cook Park and Riverside Park will form an integral part of the town centre, with new development addressing these edges and Ryan Avenue transformed into an active, and vibrant promenade.

With the Singleton Bypass diverting heavy vehicles from the town centre, streets will be reshaped to prioritise walking, cycling and public transport, supported by streetscapes that enhance active mobility, amenity and human-scale engagement.



Figure 11: *Structure Plan*

3.2 Desired Future Character

The Masterplan establishes the following five character precincts within the Singleton town centre:

John Street Precinct

John Street will be defined by recognisable landmarks and gateways that welcome residents and visitors. As the primary civic and commercial spine, it will be activated by diverse ground floor shops and businesses. Higher residential densities and enhanced public realm at key locations offer attractive nodes that focus activity and support community gathering.

Railway Precinct

Upgrades on the Great Northern Railway and increased passenger rail service frequency in the longer term will provide opportunities for a revitalised Railway Precinct. The Precinct will create a welcoming arrival at Singleton Station. Green, pedestrian-focused streets, particularly Munro Street, will be safe and comfortable, with the precinct emerging as an active transport hub supported by active frontages, housing and employment uses.

Riverside Precinct

The Riverside Precinct will emerge as a leisure destination, activating Ryan Avenue and improving links to Rose Point and Cook Parks. Redevelopment will frame key vistas and support river-focused activity.

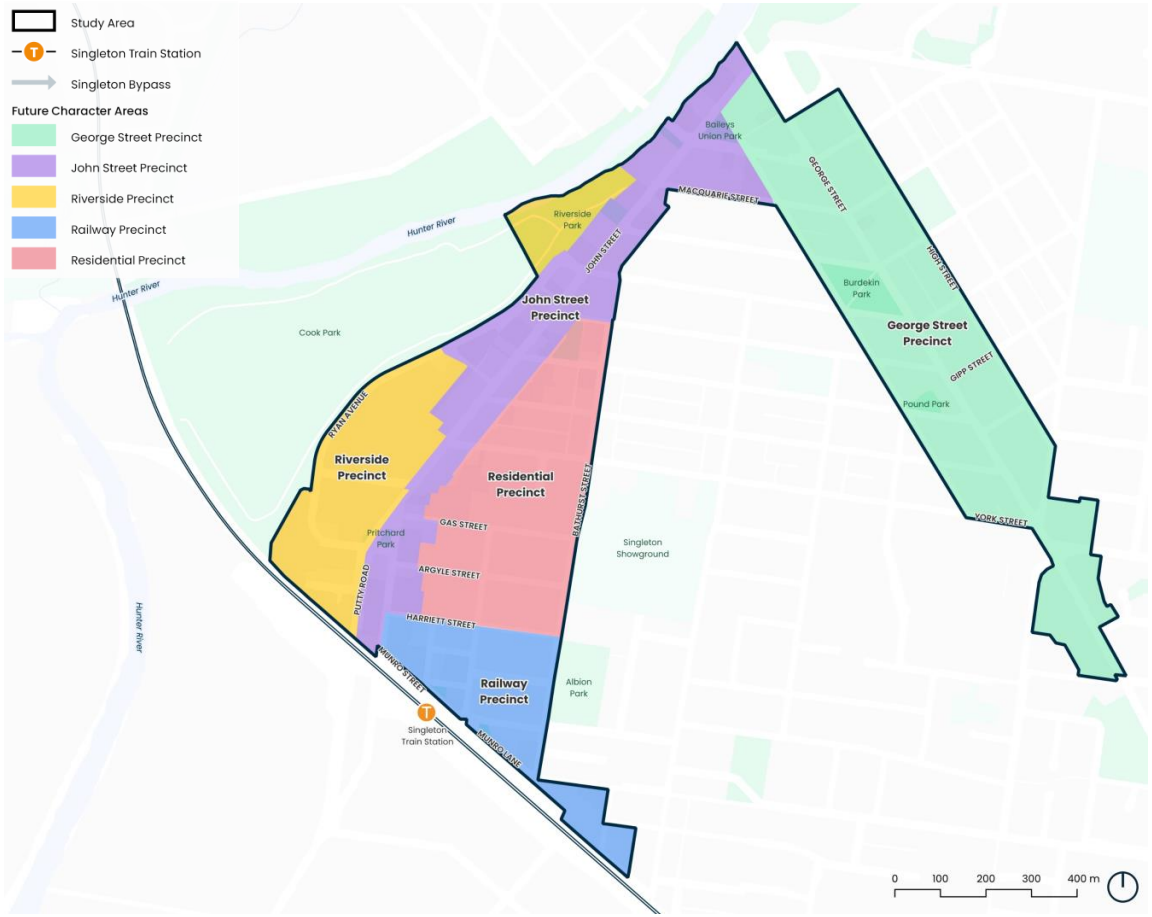


Figure 12: *Character Areas*

3.2 Desired Future Character

George Street Precinct

George Street will be transformed into a distinctive, destination high street, characterised by heritage frontages, generous footpaths, quality landscaping and a diverse mix of uses. Defined by a human scale, strong tree canopy and a relaxed pace that reflects local life, the George Street Precinct will support walking, tourism, local business and everyday social interaction, reinforcing a strong sense of place and regional identity.

Residential Precinct

The Residential Precinct will retain its regional-suburban character, defined by weatherboard cottages with verandahs, landsaped setbacks and rooflines softened by mature trees.

Enhanced street tree planting will define key vistas to the activity spines and create tree-lined streets, improving pedestrian comfort and overall walkability.



*Example of potential character of **John Street Precinct***
Puckle Street – Moonee Ponds, Melbourne
(Source: Realcommercial)



*Example of potential character of **George Street Precinct***
Crown Street – Surry Hills, Sydney
(Source: City of Sydney)



*Example of potential character of **Railway Precinct***
The Station – Newcastle
(Source: Inside Retail)



*Example of potential character of **Riverside Precinct***
Maitland Levee – Maitland, Newcastle
(Source: The Levee)



4

Layered Strategies

This chapter presents the strategies underpinning the Singleton Town Centre Masterplan, including approach to land use, environment, public realm, movement and urban form. Detailed focus is also provided on the Railway Precinct.

4.1 Land Use & Activities

Strategies

- Establish a gateway-to-gateway activity spine that links the town centre's key arrival points, civic spaces and parks through a coordinated pattern of activated mixed-use streets, concentrated residential density and tourism-supporting uses.

Principles

- Reinforce the role of John Street as the civic and commercial spine by concentrating non-residential uses on the ground floor.
- Concentrate new mixed-use development along Putty Road to activate the southern town centre gateway.
- Focus residential density around Baileys Union Park to establish a defined northern gateway.
- Encourage ground floor dining, retail and entertainment along Ryan Avenue to activate the street and better integrate the town centre with Cook Park and Riverside Park.
- Activate the Railway Precinct and Singleton Station arrival with non-residential ground floor uses.
- Encourage land uses that support tourism and visitation across the town centre.

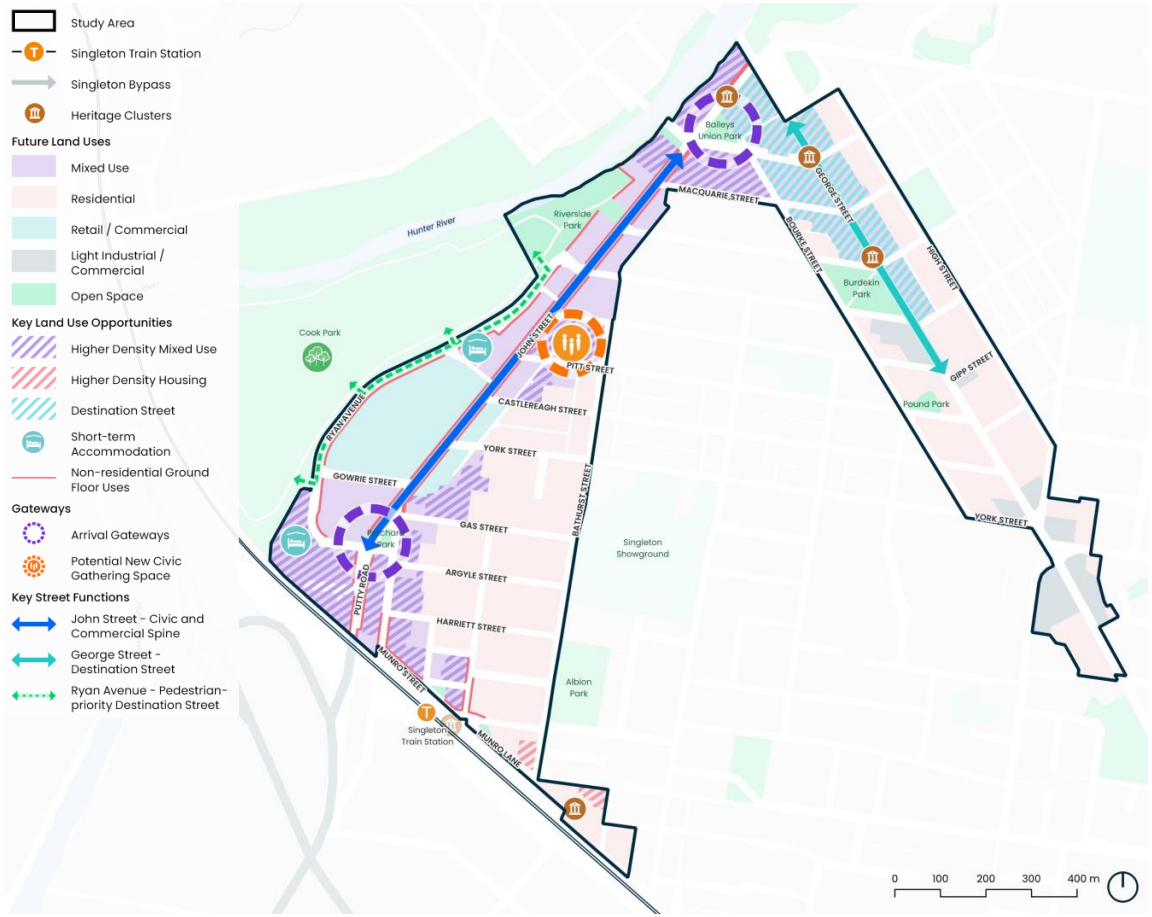


Figure 13: *Land Use & Activities*

4.2 Environment & Resilience

Strategies

- Develop the town centre's key activity spines as resilient, flood-conscious and climate-adapted corridors that balance active street engagement with safety and environmental performance.

Principles

- Focus residential growth in flood-free areas to create resilient, safe, and sustainable communities that minimise risk and support long-term liveability.
- Prioritise non-residential ground floor uses within flood-affected areas in the John Street, Railway and George Street Precincts to manage flood risk.
- Along key activity spines, ensure the detailed design of ground floor interfaces effectively balances street engagement outcomes with flood safety requirements.
- Prioritise canopy cover on key streets to mitigate urban heat effects.
- Embed resilient landscape and infrastructure solutions for streets and open spaces to ensure durability, adaptability, and long-term environmental performance.

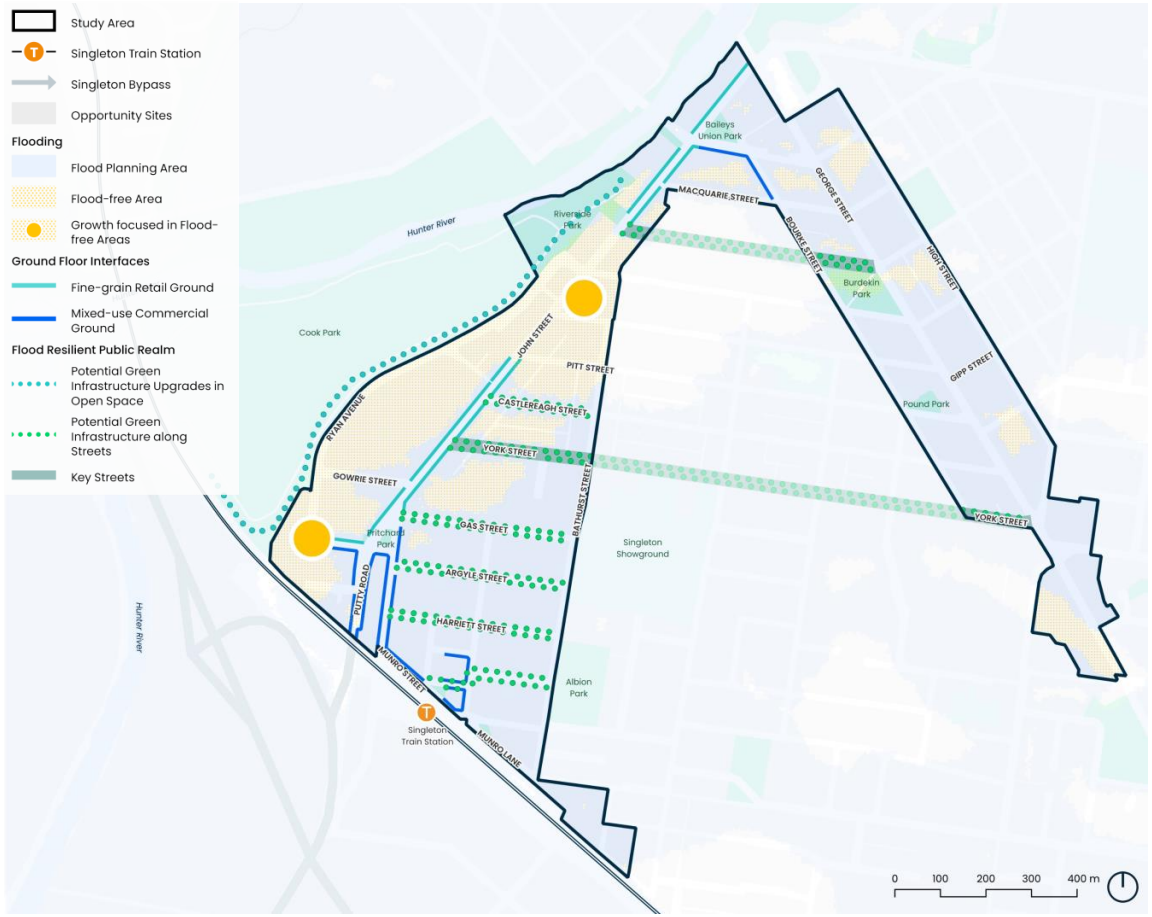


Figure 14: *Environment & Resilience*

4.3 Public Realm & Open Space

Strategies

- Deliver a connected network of high-quality public spaces, parks, and civic places that support daily use and community events.

Principles

- Enhance the usability and engagement of parks within the town centre, such as Burdekin Park, Pound Park and Albion Park, by providing for a mix of play opportunities, outdoor fitness equipment and supporting amenities (such as seating, shade and lighting).
- Establish a "Singleton Riverlink" gateway and civic place at the midpoint of John Street to strengthen connections between the town centre and Hunter River parklands.
- Revitalise Ryan Avenue as a pedestrian and cycle-friendly street that enhances comfort and safety, while strengthening interaction with active ground-floor uses.
- Enhance street planting along key streets that connect to parks and open spaces to create green links that provide shade and improve pedestrian comfort across the town centre.
- Leverage traffic upgrades to deliver public realm improvements that enhance safety, amenity and place quality.

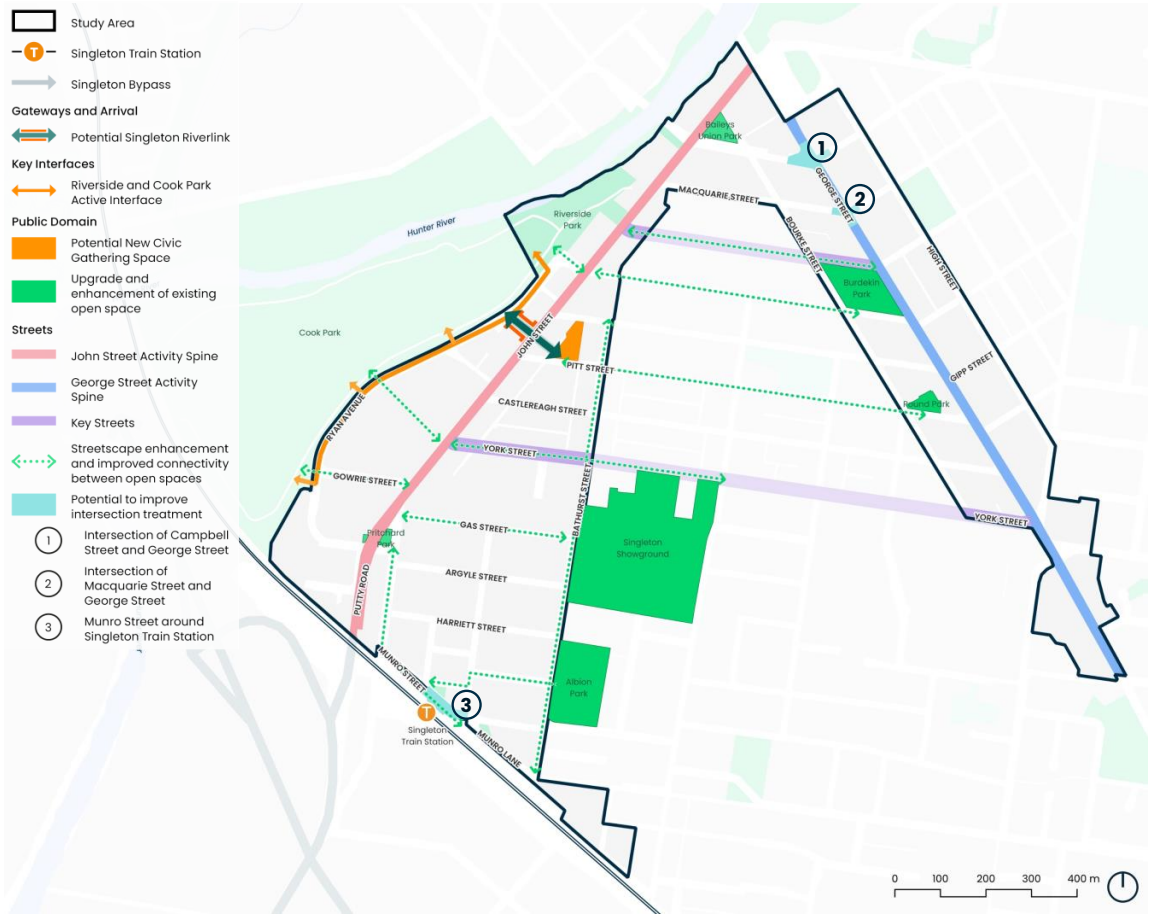


Figure 15: *Public Realm & Open Space*

4.4 Movement & Accessibility – Walking & Cycling

Strategies

- Expand and improve walking and cycling networks across the town centre, building on the Singleton Walking and Cycling Plan.

Principles

- Deliver shared paths are delivered to a consistently high standard in accordance with the TfNSW Cycleway Design Toolbox.
- Deliver high-quality, comfortable and safe walking and cycling infrastructure.
- Improve the walking and riding experience along George Street to prioritise place value and street life.
- Rebalance street and intersection layouts across the town centre, particularly along George Street, to reflect reduced heavy vehicle movements and improve pedestrian safety.
- Deliver safe pedestrian crossings at priority locations to improve accessibility, legibility and ease of movement.
- Strengthen pedestrian connectivity between the town centre, key destinations and the riverside precinct.

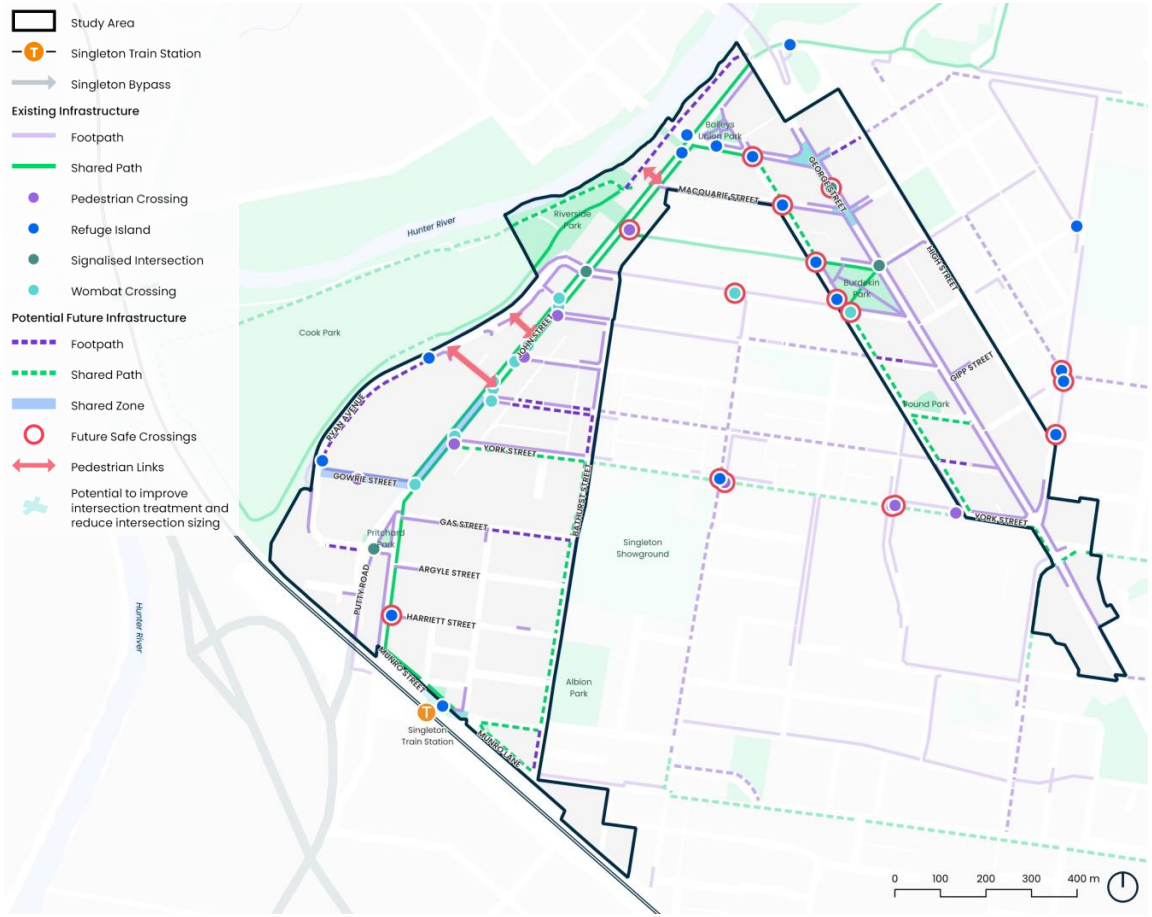


Figure 16: Active Transport

4.4 Movement & Accessibility – Public Transport

Strategies

- Improve the viability and attractiveness of passenger rail for the town centre.
- Strengthen the role of public bus services in providing accessible and convenient movement to and within the town centre.

Principles

- Creating a passenger rail service with higher frequencies journeys that enables
- Encourage transit-oriented development and activation of land around the train station, which will reduce reliance on private vehicles and support future rail upgrades.
- Ensure bus stops are high quality with accessibility requirements, seating and shelter.
- Prioritise high-quality, accessible bus stops in locations of high activity, including near the train station.
- Ensure bus routes take passengers to locations of daily needs and high activity.

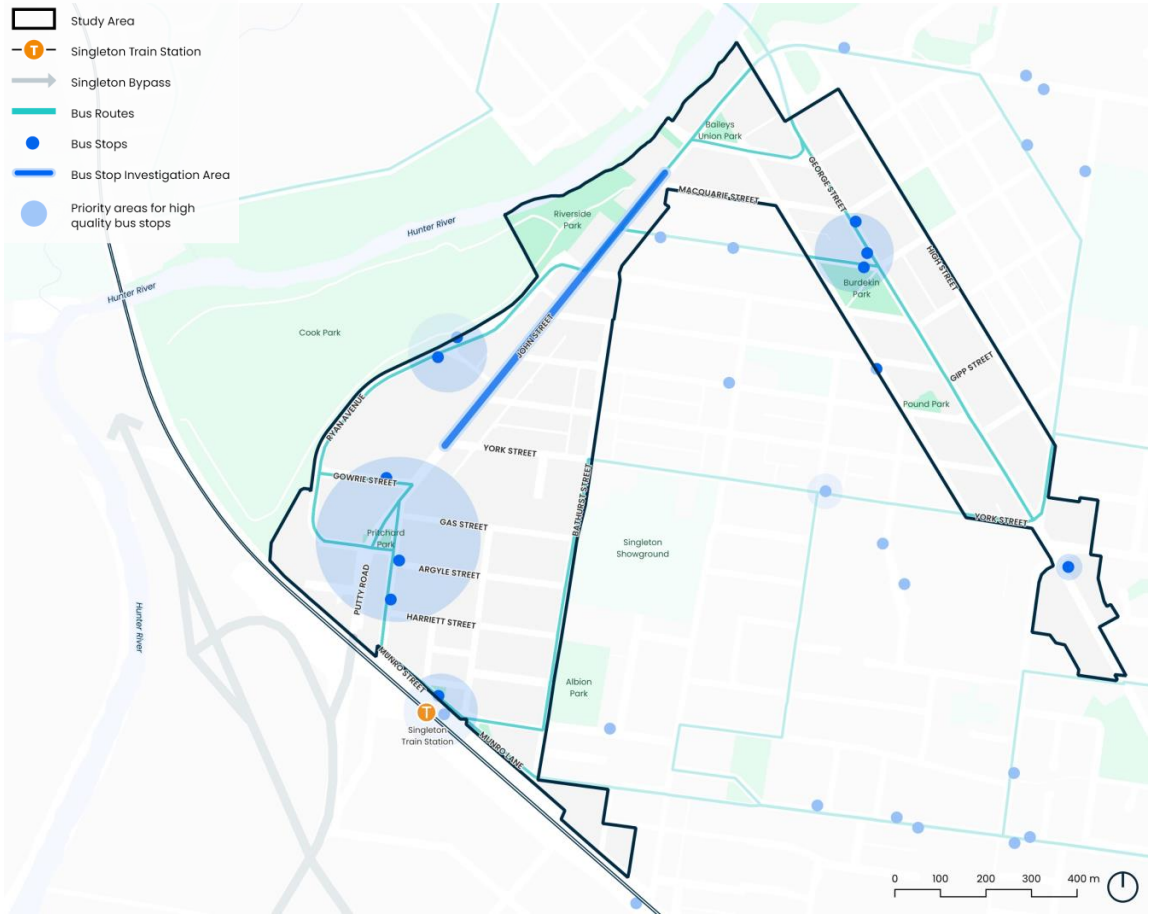


Figure 17: *Public Transport*

4.4 Movement & Accessibility – Vehicle Access & Parking

Strategies

- Support the transition of the town centre road network to reflect reduced through-traffic following completion of the Singleton Bypass and Combo Lane Pedestrian Bridge.
- Manage private vehicle access, parking and freight movements to balance town centre access with safety, amenity and place quality.

Principles

- Apply the Movement and Place framework to establish a balanced road hierarchy that prioritises walking, cycling and place quality while maintaining necessary vehicle access across the town centre.
- Reduce the impact of heavy vehicles and freight operations in the town centre.
- Manage town centre parking to support fair access and encourage a shift towards non-car travel
- Manage on-street parking to encourage more strategic use of kerbside space.

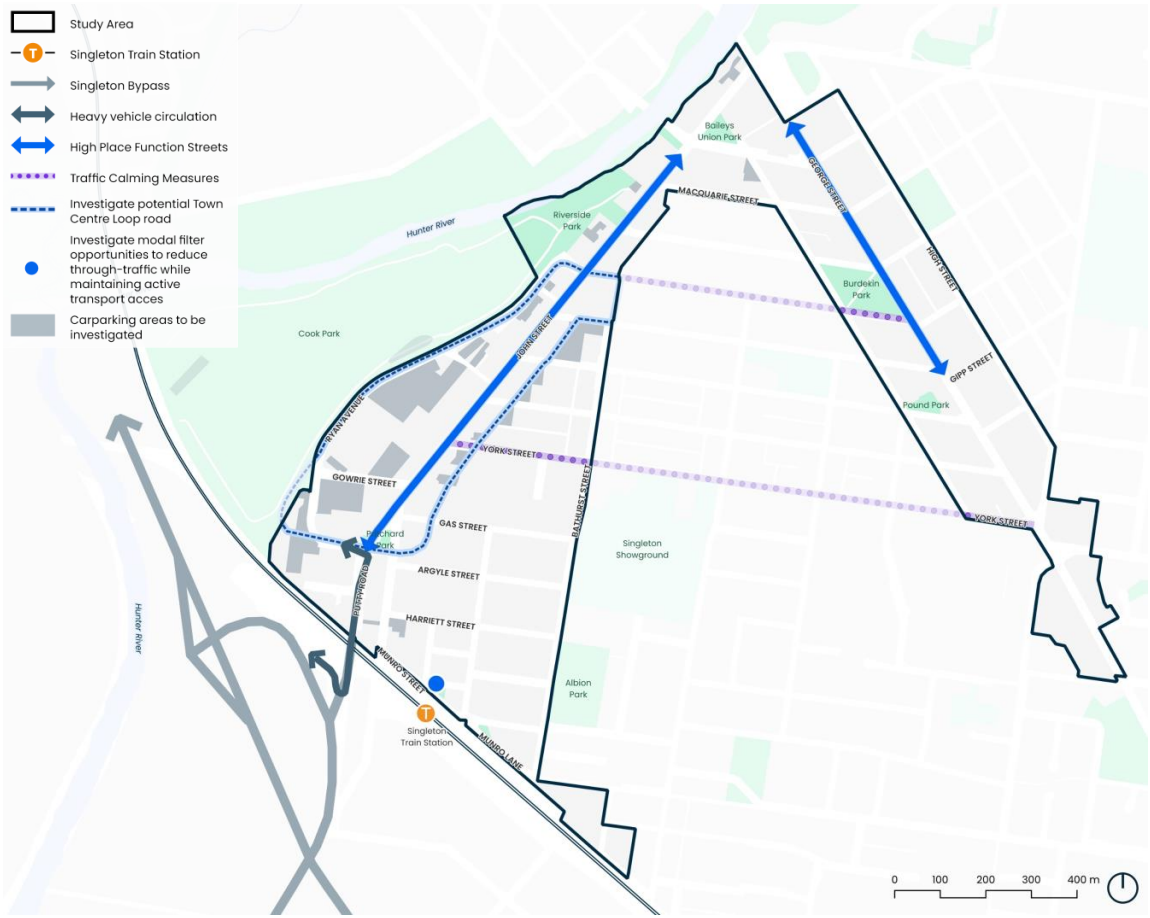


Figure 18: *Vehicle Access & Parking*

4.5 Urban Form

Strategies

- Establish a clear and legible town centre structure with defined activity nodes, gateways, and arrival points.

Principles

- Retain and enhance the fine-grain streetscape of John Street to reinforce its identity as the main activity spine of the town centre.
- Concentrate taller building heights around Pritchard Park, Bailey's Union Park and mid-point along John Street to create distinctive activity nodes.
- Encourage mixed-use built form along Putty Road to deliver a more urban, active, street-oriented edge.
- Reorient built form along Ryan Avenue toward the Hunter River to create a welcoming riverfront edge with improved surveillance and visual interest.
- Encourage mixed-use development around Singleton Station to create an active interface.
- Protect and enhance heritage buildings to maintain the town centre's local character and identity.

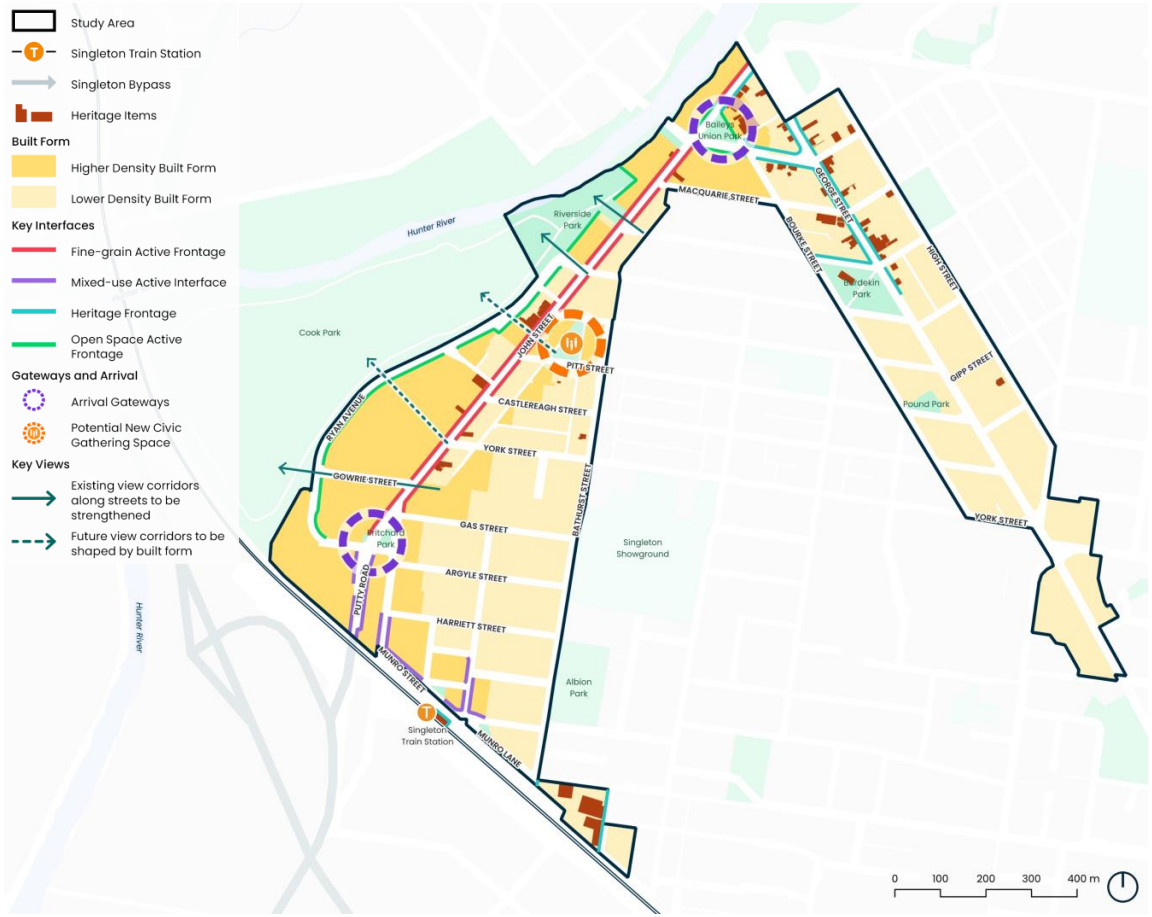


Figure 19: *Urban Form*

4.6 Railway Precinct

Strategies

- Revitalise the Railway Precinct as a vibrant, pedestrian-friendly urban gateway supporting higher-density housing, employment, and mixed-use activity.
- Align Railway Precinct with 'Walking and Cycling Plan' to create a high-quality arrival point and mixed-use catalyst area.
- Deliver coordinated public domain and traffic upgrades to prioritise pedestrian safety, comfort, and legibility.

Principles

- Redevelop underutilised land surrounding the station through site-specific planning and design guidance.
- Encourage active uses at the junction of John Street and Munro Street, introducing a High Pedestrian Activity Area (HPAA) into the precinct.
- Upgrade the streetscapes along Munro Street to improve pedestrian safety and legibility.
- Reconfigure on-street parking along Munro Street to reallocate existing road space to pedestrians and the public realm.
- Integrate heritage buildings with the public realm to reinforce place identity through high-quality placemaking and interpretation.

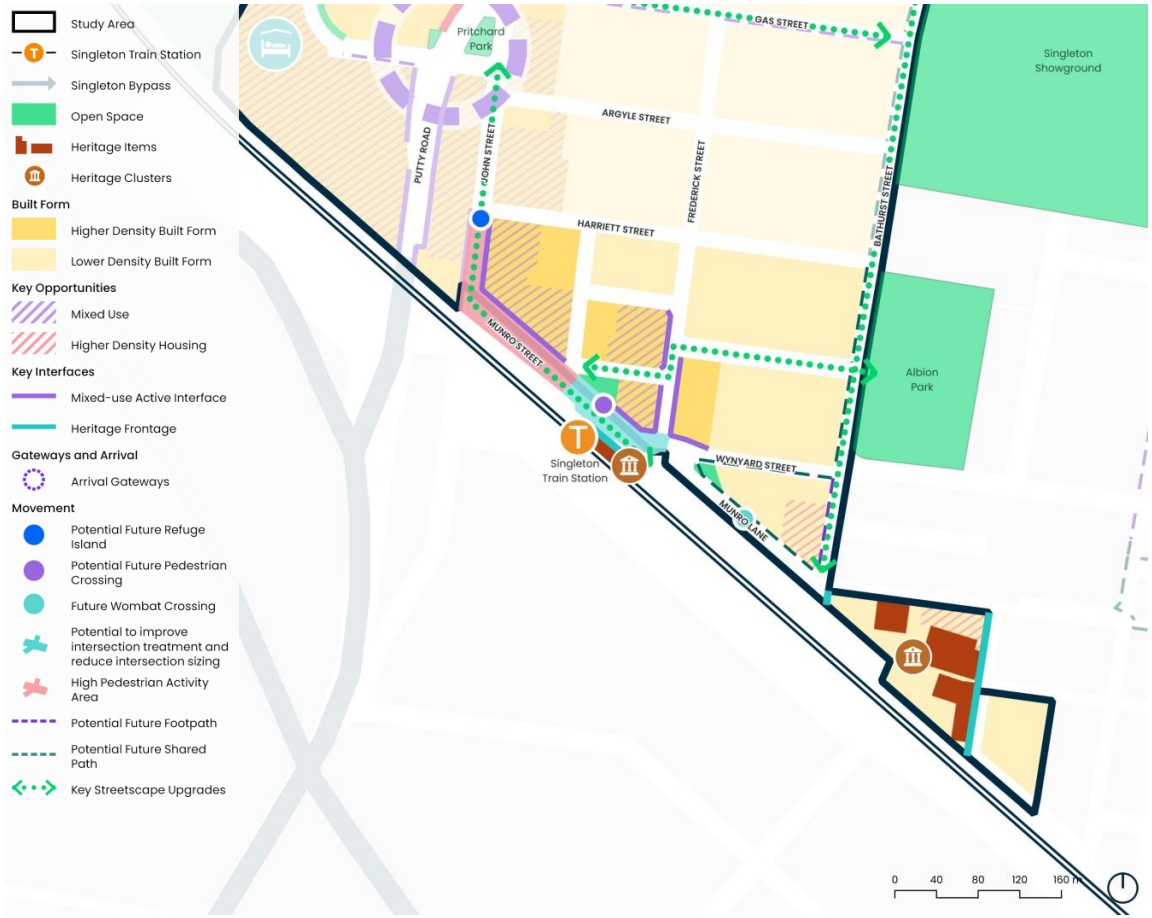


Figure 20: *Railway Precinct Structure Plan*



5 Implementation

This chapter outlines key funding and delivery actions to support the implementation of the Singleton Town Centre Masterplan and achieve its objectives.

5.1 Key Actions

This chapter sets out the framework for implementing the Singleton CBD Masterplan and identifies the actions required to realise the vision for the town centre over time. The implementation matrix translates the directions of the Masterplan into a practical program of work, identifying key actions, indicative timing and delivery responsibility.

The matrix is intended to guide Council, government agencies, landowners and other stakeholders in coordinating policy review, public domain improvements, infrastructure delivery and investment. It should be read as a guide to prioritisation and coordination rather than a fixed delivery program. Timing may change in response to funding availability, further design and investigation, agency priorities and changing community needs.

Council will have the lead role in championing, coordinating and monitoring implementation. This includes aligning the Masterplan with statutory planning reviews, capital works programming, contributions planning and funding advocacy. A number of actions will also require collaboration with Transport for NSW, bus operators, State agencies, infrastructure providers, landowners, businesses and the community.

Ref	Action	Timing	Delivery Lead
A1	Review the Singleton Development Control Plan (DCP) and Singleton Local Environmental Plan (LEP) to ensure alignment with the intended outcomes of the Singleton CBD Masterplan 2026.	Short	Council
A2	Undertake due diligence investigations for Council-owned sites to assess development potential and inform any future amendments to planning controls.	Short	Council
A3	Prepare a post-bypass George Street revitalisation strategy to guide its transition to a place-focused main street, including street reallocation options, public domain improvements, land use opportunities and investment attraction.	Medium	Council
A4	As part of Council's regular review of its Local Infrastructure Contributions Plan, review and align the Works Schedule to reflect the principles and intended outcomes of the Masterplan.	Short	Council
M1	Investigate pedestrian safety improvements at key intersections and crossings at priority locations.	Medium	Council
M2	Establish a pedestrian-priority environment along key active sections of John Street, including investigation of a High Pedestrian Activity Area and related street design measures to support lower vehicle speeds, pedestrian amenity and street activation.	Medium	Council
M3	Identify and deliver priority pedestrian link upgrades between John Street and the riverside precinct through capital works program.	Medium	Council

5.1 Key Actions cont.

Implementation will require a staged and coordinated approach. Some actions relate to strategic and statutory planning, including review of local planning controls, investigations into Council-owned land and preparation of supporting strategies and plans. Other actions focus on movement and accessibility, including improvements to pedestrian safety, street function, public transport access and traffic management. A further group of actions relates to funding, advocacy and partnerships needed to support delivery over time.

Following adoption of the Masterplan, Council should integrate the relevant actions into its operational planning, budgeting and project delivery processes. This will help ensure that the Masterplan informs future decision-making and is embedded within Council's ongoing work program. Ongoing coordination with State agencies and other stakeholders will also be important, particularly where implementation depends on external approvals, service changes, infrastructure investment or private sector participation.

Ref	Action	Timing	Delivery Lead
M4	Review local bus routes, stops and supporting infrastructure in collaboration with Transport for NSW and operators to better align services with passenger travel patterns and key town centre destinations, and advocate for a range of accessible transport options into and out of the CBD, including bus, train, private vehicles and taxis.	Medium	Council
M5	Undertake a Movement and Place assessment of town centre streets to define their future role, function and priority users and to inform the rebalancing of streets toward place outcomes.	Short	Council
M6	Review heavy vehicle access, local traffic conditions and parking management across the town centre, and prepare an integrated approach to support safety, access, turnover and amenity.	Medium	Council
M7	Investigate longer-term network changes to reduce through-traffic impacts in the town centre, including modal filter treatments on local streets and a potential loop road via Laurel Lane and Ryan Avenue.	Long	Council
F1	Advocate to Transport for NSW and other relevant agencies for improved bus and passenger rail services, including service frequency, reliability and customer experience.	Ongoing	Council
F2	Align the Masterplan with Council's capital works program and contributions planning to support the staged delivery of town centre upgrades.	Short	Council
F3	Seek State and Federal funding for priority public realm, transport and community infrastructure projects, including George Street upgrades.	Ongoing	Council
F4	Support landowners, agencies and stakeholders to facilitate redevelopment of identified catalyst sites	Ongoing	Council

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Project code	P0063547
Report number	Version 1 - Draft

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2026 Singleton Town Centre Masterplan

This report is dated 19th March 2026 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Ltd's (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Singelton Council (Instructing Party) for the purpose of a 2026 Singelton Town Centre Masterplan (Purpose) and not for any other purpose or use. Urbis expressly disclaims any liability to the Instructing Party who relies or purports to rely on this report for any purpose other than the Purpose and to any party other than the Instructing Party who relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events including wars, civil unrest, economic disruption, financial market disruption, business cycles, industrial disputes, labour difficulties, political action and changes of government or law, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or made in relation to or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

Urbis has made all reasonable inquiries that it believes is necessary in preparing this report but it cannot be certain that all information material to the preparation of this report has been provided to it as there may be information that is not publicly available at the time of its inquiry.

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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the belief on reasonable grounds that such statements and opinions are correct and not misleading bearing in mind the necessary limitations noted in the previous paragraphs. Further, no responsibility is accepted by Urbis or any of its officers or employees for any errors, including errors in data which is either supplied by the Instructing Party, supplied by a third party to Urbis, or which Urbis is required to estimate, or omissions howsoever arising in the preparation of this report, provided that this will not absolve Urbis from liability arising from an opinion expressed recklessly or in bad faith.

ED21/26. Integrated Planning and Reporting Documents for Adoption **FILE:** 25/00538

Author: Integrated Planning & Reporting Specialist
Chief Financial Officer

Executive Summary

The purpose of this report is for Council to adopt the draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 and draft Long Term Financial Plan 2027 - 2036 in accordance with Sections 402 to 405 of the *Local Government Act, 1993.*

RECOMMENDED that Council:

1. In accordance with section 404 of the *Local Government Act, 1993*, adopts the draft Delivery Program 2025 - 2029.

2. In accordance with section 404 and 405 of the *Local Government Act, 1993*, adopts the draft 2026/2027 Operational Plan and Budget.

3. In accordance with section 403 of the *Local Government Act, 1993*, adopts the draft Long Term Financial Plan 2027 – 2036.

4. Makes the following General Rates for the 2026/2027 year:

Rate Type	Category	Sub-Category	Ad Valorem	Base Amount		Rate Yield
			Rate in the Dollar	$	% of Total Rate	$'000
Ordinary	Residential	Singleton	0.3838	277.00	19.61	8,136
Ordinary	Residential	Rural Residential	0.3034	277.00	14.14	2,195
Ordinary	Residential	Village	0.2083	277.00	30.01	303
Ordinary	Residential	Ordinary	0.1412	277.00	19.58	3,571
Ordinary	Business	Singleton	0.6492	277.00	7.45	1,973
Ordinary	Business	Mount Thorley	0.9001	277.00	5.50	418
Ordinary	Business	Village	0.5448	277.00	16.71	45
Ordinary	Business	Ordinary	0.1933	277.00	15.44	531
Ordinary	Farmland	Ordinary	0.1606	277.00	9.42	1,961
Ordinary	Mining	Coal	0.4089	-	-	10,138
					Total Yield	29,271

5. Makes the following Domestic Waste Management Services Charges for the 2026/2027 year:

Urban	**2026/2027**		
	Levy	**Fuel Levy**	**Total Levy**
Weekly food and garden organics waste (240L), fortnightly general waste (240L), fortnightly recycling (240L or 360L).	$710.00	$27.50	$737.50
Weekly food and garden organics waste (240L), weekly general waste (240L), fortnightly recycling (240L or 360L).	$895.00	$27.50	$922.50
Additional weekly general waste service (240L)	-	-	$350.00
Additional fortnightly general waste service (240L)	-	-	$200.00
Additional fortnightly recycling service (240L)	-	-	$175.00
Additional fortnightly recycling service (360L)	-	-	$200.00
Additional weekly food and garden organics service (240L)	-	-	$250.00
Swap of 240L recycling bin for a 360L recycling bin	-	-	$75.00
Minimum domestic waste service charge	-	-	$50.00
Rural	**2026/2027**		
	Levy	**Fuel Levy**	**Total Levy**
Weekly food and garden organics waste (240L), fortnightly general waste (240L), fortnightly recycling (240L).	$710.00	$27.50	$737.50
Additional fortnightly general waste service (240L)	-	-	$200.00
Additional fortnightly recycling service (240L)	-	-	$175.00
Additional fortnightly recycling service (360L)	-	-	$200.00
Additional weekly food and garden organics service (240L)	-	-	$250.00
Minimum domestic waste service charge	-	-	$50.00

Commercial Urban	**2026/2027**		
	Levy	**Fuel Levy**	**Total Levy**
Weekly general waste (240L), fortnightly recycling (240L or 360)	$615.00	$27.50	$642.50
Additional weekly general waste service (240L)	-	-	$350.00
Additional fortnightly general waste service (240L)	-	-	$200.00
Additional fortnightly recycling service (240L)	-	-	$175.00
Additional fortnightly recycling service (360L)	-	-	$200.00
Additional weekly food and garden organics service (240L)	-	-	$250.00
Commercial Rural	**2026/2027**		
	Levy	**Fuel Levy**	**Total Levy**
Fortnightly general waste (240L), fortnightly recycling (240L or 360L)	$615.00	$27.50	$642.50
Additional fortnightly general waste service (240L)	-	-	$200.00
Additional weekly food and garden organics service (240L)	-	-	$250.00
Additional fortnightly recycling service (240L)	-	-	$175.00
Additional fortnightly recycling service (360L)	-	-	$200.00

6. Makes the following Stormwater Management Service Charges for the 2026/2027 year:

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.

7. Makes the following Singleton Water Supply Charges for the 2026/2027 year:

Water Supply Area	Charge Type	Service Availability Charge ($/annum)	Usage Charge ($ per kilolitre)
Singleton	Access Charge	232.20	2.84
	Obanvale	46.44	
	20 mm	232.20	
	25 mm	362.81	
	32 mm	594.43	
	40 mm	928.80	
	50 mm	1,451.25	
	65 mm	2,452.61	
	80 mm	3,715.20	
	100 mm	5,805.00	
	150 mm	13,061.25	

8. Makes the following Mount Thorley Water Supply Charges for the 2026/2027 year:

Water Supply Area	Charge Type	Service Availability Charge ($/annum)	Usage Charge ($ per kilolitre)
Mount Thorley	Access Charge	232.20	2.84
	20 mm	232.20	
	25 mm	362.81	
	32 mm	594.43	
	40 mm	928.80	
	50 mm	1,451.25	
	65 mm	2,452.61	
	80 mm	3,715.20	
	100 mm	5,805.00	
	150 mm	13,061.25	

9. Makes the following Jerrys Plains Water Supply Charges for the 2026/2027 year:

Water Supply Area	Charge Type	Service Availability Charge ($/annum)	Usage Charge ($ per kilolitre)
Jerrys Plains	Access Charge	116.10	2.84
	20 mm	232.20	
	25 mm	362.81	
	32 mm	594.43	
	40 mm	928.80	
	50 mm	1,451.25	
	65 mm	2,452.61	
	80 mm	3,715.20	
	100 mm	5,805.00	
	150 mm	13,061.25	

10. Makes the following Broke Water Supply Charges for the 2026/2027 year:

Water Supply Area	Charge Type	Service Availability Charge ($/annum)	Usage Charge ($ per kilolitre)
Broke	Access	223.20	2.84
	20 mm	223.20	
	25 mm	362.81	
	32 mm	594.43	
	40 mm	928.80	
	50 mm	1,451.25	
	65 mm	2,452.61	
	80 mm	3,715.20	
	100 mm	5,805.00	
	150 mm	13,061.25	

11. Makes the following Singleton Sewerage Scheme Charges for the 2026/2027 year:

Type	Category	Amount
Residential Customers	Annual Charge	$989.31
Non-Residential Customers	Annual Service Availability Charge	$946.44
	Sewer Usage Charge	$2.84 per kL
Liquid Trade Waste	Annual Liquid Trade Waste Charge	$135.96
	Liquid Trade Waste Usage Charge	$2.23 per kL
Pressure Sewer Systems	Simplex Pump Maintenance Fee	$333.12
	Duplex Pump Maintenance Fee	$660.24
	Triplex Pump Maintenance Fee	$990.36

12. Makes the following On Site Sewage Management Charge (OSSM) for the 2026/2027 year:

Type	Category	Amount
OSSM	Annual Charge	$141.80

13. In accordance with Part 4 Clause 36 of the *Local Land Services Regulation 2014,* is authorised, empowered and required to levy the Catchment contribution rate in respect of the lands within the Singleton Local Government Area.

14. In accordance with section 566 of the *Local Government Act 1993*, that if rates and charges are unpaid at the due date, the amount shall be increased at the interest rate notified by the Office of Local Government (not yet notified), simple interest, calculated daily for the year commencing 1 July 2026.

15. Adopts the 2026/2027 Fees and Charges as included in the draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 (DPOP) attached to the report.

16. Consider the expenditure for the financial year commencing 1 July 2026 as detailed in the 2026/2027 Operational Plan and that funds voted to meet

expenditure be approved in accordance with clause 211 of the *Local Government (General) Regulation 2021* as attached to the report.

17. Advise the Office of Local Government of the adoption of the combined Delivery Program 2025-2029 and Operational Plan 2026/2027 and Long Term Financial Plan 2027 - 2036 within 28 days of adoption by Council.

18. Council publish a copy of its Delivery Program 2025-2029 and Operational Plan 2026/2027 and Long Term Financial Plan 2027 - 2036 on its website within 28 days of adoption.

Report

In accordance with the Office of Local Government Integrated Planning and Reporting (IP&R) framework, Council is required to complete an annual review and update of the combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 (DPOP) including Statement of Revenue Policy and Budget, and Long Term Financial Plan (LTFP).

The draft DPOP has been prepared in line with the Create Singleton 2035 – Singleton Community Strategic Plan (CSP). The CSP was developed following an extensive engagement process and provides a solid framework for clear connectivity and alignment between the priorities of the community and Council activities, outputs and programming.

On 17 March 2026, Council resolved at its Ordinary Meeting that, as recorded in resolution number 29/26, that draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 (DPOP) and draft Long Term Financial Plan (LTFP) be exhibited for public exhibition in accordance with the requirement of the *Local Government Act, 1993*.

Council further resolved that a report would be presented to Council by June 2026 for the adoption of the draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 (DPOP) and draft Long Term Financial Plan (LTFP) with consideration of submissions received during the required exhibition period.

The draft combined Delivery Program 2025-2029 and Operational Plan 2026/2027 has been prepared in line with the Create Singleton 2035 – Singleton Community Strategic Plan, to define the priority deliverables to achieve the community's needs and desires for the term of this elected Council. 162 actions have been identified for completion in the 2026/2027 Operational Plan.

Council is required to adopt the combined Delivery Program 2025-2029 and Operational Plan 2026/2027 and Long Term Financial Plan 2027 - 2036 by 30 June 2026 in accordance with legislative requirements under the *Local Government Act, 1993.*

During the public exhibition period for all documents Council received four (4) submissions from community and some essential adjustments by staff. Details of the submissions are detailed in the Feedback Log at **Attachment 1** of this report and two notable adjustments are detailed as follows:

Capital Works program and budget

During the March QBR process, $21.351M worth of projects were deferred to the 2026/2027 financial year. The related funding sources have also been deferred to the 2026/2027 financial year.

Capital Program	**Value ($'000)**
Causeway & Bridge rehabilitation program	$ 5,600
Building program	$11,611
Drainage program	$ 60
Natural Disaster Recovery	$ 1,703
Waste Services program	$ 1,832
Water supply network	$ 545
Total	**$21,351**

Details of the deferred projects is as follows:

Program	**Location**	**Project description**	**Asset treatment**	**Value**
Buildings	Gym & Swim	25m pool dome roof replacement	Renewal	$6,267,134
Buildings	Gym & Swim	MSB & Electrical upgrade	Renewal	$284,074
Buildings	Gym & Swim	EV charger	New	$50,425
Buildings	Rose Point Park	Upgrade to amenities building	Upgrade	$260,289
Buildings	Livestock Exchange/Singleton Saleyards	Replacement of commercial centre, car parking & landscaping	Renewal	$2,073,237
Buildings	Livestock Exchange/Singleton Saleyards	Weighbridge upgrade	Upgrade	$1,269,145
Buildings	Livestock Exchange/Singleton Saleyards	Saleyard upgrade	Upgrade	$626,086
Buildings	Civic Centre Auditorium	Upgrade to disability access	New	$644,336
Buildings	Civic Centre Administration	Disability bathroom construction and access	Renewal	$135,785
Drainage	Combo Lane – Singleton	Drainage swale near school entry	New	$60,000
Causeway & Bridge Rehabilitation	Combo Lane – Singleton	Construct Pedestrian & Bike Bridge	New	$5,600,001
Natural Disaster Recovery	Various Rural Roads	P10 Singleton General	Renewal	$320,497
Natural Disaster	Various Rural Roads	P13 Final Package	Renewal	$1,176,427

Program	Location	Project description	Asset treatment	Value
Recovery				
Natural Disaster Recovery	Cassels Road	P7 Flood Rectification	Renewal	$205,590
Waste Services	Singleton Waste Management Facility	Leachate pond construction	New	$1,832,472
Water Supply Network	Water network – Rix's network	Trunk main relining	Renewal	$545,000
			Total	$21,350,498

Waste Management Charges
Due to the ongoing military conflict in the Middle East, global oil supplies have been severely disrupted, leading to unprecedented volatility in fuel prices. As a result, the costs to provide kerbside waste collection have increased due to it being a heavily fuel dependant service.

The Fair Work Commission has implemented a mandatory fuel cost recovery order that allows the contractor to recoup the costs of increased fuel costs from the primary party, which in the case of kerbside bin collection is Council.

The $27.50 additional fuel levy has been added to account for these additional contract costs that will be passed onto Council from the contractors.

The following documents are now provided for adoption by Council:

- Draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 (**Attachment 2**)
- Draft Long Term Financial Plan (**Attachment 3**)

Community Strategic Plan

Strategy:	5	Our Leadership
Action:	5.1	Our Council is customer focused and collaborative
Deliverable:	5.1.1	Council's service delivery is aligned with our Community's needs and delivered the best way possible

Council Policy/Legislation

The process of preparing the Delivery Program 2025 - 2029 was carried out in accordance with section 404 of the *Local Government Act, 1993*.

The process of preparing the Operational Plan 2026/2027 was carried out in accordance with section 405 of the *Local Government Act, 1993*.

Section 535 of the *Local Government Act, 1993* requires Council to 'make' (adopt) its rates and charges each year.

Clause 211 of the *Local Government (General) Regulation, 2005* requires Council to vote the funds necessary to meet the expenditure included in the Operational Plan for 2026/2027.

Council has complied with all requirements specified under the relevant legislation.

Financial Implications

The Operational Plan 2026/2027 provides details on what Council plans to achieve during the coming financial year to progress the community's strategic objectives. The Operational Plan details how Council's planned activities will be achieved through the allocation of available resources and funding. It is supported by information contained in the Delivery Program 2025 - 2029 and the Resourcing Strategy which incorporates Council's Long Term Financial Plan, Asset Management and Workforce Plans.

The draft combined Operational Plan 2026/2027 and Delivery Program 2025 - 2029 and draft Long Term Financial Plan have all been updated to reflect the changes identified in the March 2026 Quarterly Budget Review. This includes the adjustment of Capital Works where $21.351M worth of projects were deferred from 2025/2026 to the 2026/2027 financial year. The related funding sources have also been deferred to the 2026/2027 financial year.

A transfer of funding sources associated with the deferred capital projects

Source of funds	**Amount ($'000)**
General fund	$ 23
Loan funds	$ 7,876
Operating grants and contributions	$ 38
Capital grants and contributions	$10,894
Reserves	$ 2,520
Total	**$21,351**

Fuel crisis impacts
The Iran war fuel crisis has significantly increased the price of fuel. The Fair Work Commission has issued the Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026, effective 21 April 2026, forcing businesses to adjust payments to contractors for increased fuel costs caused by fuel crisis. This emergency order covers most road transport operations, requiring fortnightly reviews of fuel prices and rate adjustments. These events will see increased costs to Council. However, the quantum of the increases is not yet clear.

Waste, green waste and recycling collections have already added fuel levies, which has resulted in the higher waste charges outlined above. Council is monitoring all contracts and all invoices. As further increases flow through, they will be reported to Council in future quarterly reports.

Fees and Charges

Council's Operational Plan provides a full list of Council's proposed Fees and Charges for the 2026/2027 Financial Year.

While the draft fees and charges were on public display, Council staff made one essential adjustment which removed the fees and charges relating to dwelling entitlements.

Consultation

The draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 and draft Long Term Financial Plan were placed on public exhibition from 18 March to 16 April per the requirement of the *Local Government Act, 1993*. The exhibited documents were available for viewing at the Council Administration Centre, Singleton Library, Visitor Information Centre, Youth Venue and online at www.singleton.nsw.gov.au.

Notice of exhibition was placed in the Council news section of the Singleton Argus at the commencement of the exhibition period. The advertisement outlined the purpose of the documents, how to provide feedback and how to seek additional information.

During the public exhibition period Council received four (4) submissions from four (4) community members and some essential adjustments by staff.

The submissions were:

- Three (3) submissions – Feedback on draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 specifically Combo Lane to Wilkinson Boulevard Pedestrian and Cycling Bridge.
- One (1) submission – Feedback on draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 and draft Long Term Financial Plan.

Details of the submissions and resulting document adjustments are detailed in the Feedback Log at **Attachment 1** of this report.

Sustainability

The draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 and draft Long Term Financial Plan address environmental matters and due consideration is given to the environment as part of Council's commitment to sustainability.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk of non-compliance with the *Local Government Act, 1993* by not adopting the draft DPOP and draft LTFP by 30 June 2026 which may lead to financial and reputational implications to Council.	High	Adoption of the recommendation to place the draft DPOP and draft LTFP on public exhibition.	Low	Yes
There is a risk of non-	High	Adoption of the	Low	Yes

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
compliance with the *Local Government Act, 1993* by not placing the draft DPOP and draft LTFP on public exhibition which may lead to legal action challenging the validity of the IP&R documentation.		recommendation to place the draft DPOP and draft LTFP on public exhibition.		
There is a risk of community dissatisfaction with a lack of understanding of Council's IP&R plans which may lead to reputational damage to Council.	Medium	Provision of a clearly written draft DPOP and draft LTFP, and adoption of the recommendation to place the draft documents on public exhibition, allowing questions and feedback from community.	Low	Yes
There is a risk that costs will be higher than forecast due to the flow on effects of the fuel crisis, which will lead to negative financial impact on Council's finances.	High	Staff are monitoring major and other contracts, along with all expenditure. Forecasts have been made for known increases. Other increases will be included in future quarterly reporting to Council.	High	Yes

Options

The following options are available to Council:

1. Adopt the draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027, including Fees and Charges 2026/2027 as they are presented, and draft Long Term Financial Plan 2027 - 2036.

2. Resolve not to adopt the draft combined 2025 – 2029 and Operational Plan 2026/2027, including Fees and Charges 2026/2027 as they are presented, and draft

Long Term Financial Plan 2027 - 2036. This is not recommended as the documents required adoption by 30 June 2026 in accordance with legislative requirements under the *Local Government Act, 1993.*

Option one is recommended.

Conclusions

The draft combined Delivery Program 2025 – 2029 and Operational Plan 2026/2027 and draft Long Term Financial Plan have been thoroughly consulted and contain a true reflection of the community's desire for Singleton. The articulation of this vision provides Council with an excellent framework to deliver against its commitments effectively and efficiently to the community.

Attachments

AT-1⇩ Public exhibition feedback log - DPOP, Fees and Charges, Long Term Financial Plan

AT-2⇩ Draft Delivery Program 2025 - 2029 and Operational Plan 2026 / 2027

AT-3⇩ Draft Long Term Financial Plan 2027 - 2036

Delivery Plan 2025-2029 and Operational Plan 2026/2027 - public exhibition feedback log

	Page number in the exhibited draft document	Feedback	Feedback From	Response	Action Taken	Responsible Person
1	9	The document is missing an organisation chart and executive leadership information. These details are needed to support community understanding of Council operations.	Essential adjustment by staff	Organisational chart and Executive overview to be added to the document proceeding the 'Our Business Areas' page.	A new page 9 added, titled: Organisational Overview. Content includes an organisation chart. A new page 10 added, titled: Our Executive Leadership team. Content includes head shots and identification of the Executive Leadership Team members and line of text identifying the role of public officer. Text includes: Where required the Executive Director performs independent investigations and designated roles of Complaints Coordinator, Disclosure Coordinator, Privacy Contact Officer and Public Officer.	Integrated Planning + Reporting (IP+R) Specialist
2	9	Some Business Areas lack detail of key services delivered by teams and linkage to directorates is unclear.	Essential adjustment by staff	The Business Areas should be adjusted so directorate services are listed together and coloured in alignment with the organisation structure. Additional service information has been added to the following Business Areas: Waste + Circular Economy, Water + Sewer, Governance and Integrated Risk Management.	The order of Business Areas listed has been adjusted to cluster directorate services and the directorate title has been added as a column to the left page. Additional service information has been added to the following Business Areas: Waste + Circular Economy - addition of: Waste Management Facility + Environment & Projects Water + Sewer - addition of: Utilities + Water & Sewer Treatment + Water + Sewer Network + Service Support & Projects Governance: Councillor Support + Legal Services + Legislative Compliance Integrated Risk Management: Work, Health & Safety + Environmental Risk + Audit, Risk & Compliance.	IP+R Specialist
3	62	A new action 4.3.2.2 has been added to incorporate the outcomes of the Community Strategy Challenge Program which is a collaborative approach to positively impacting Singleton's economic future. The actions identified through the Challenge have been reviewed against existing operational plan commitments and budget and this new action has been included to ensure transparency and representation of this work.	Essential adjustment by staff	A new action 4.3.2.2 has been added to Our Economy pillar under the Delivery Program 4.3.2.	A new action has been added to Our Economy pillar under the Delivery Program 4.3.2. The new action text added: 4.3.2.2 In collaboration with Australian Business Volunteers and Business Singleton, implement aligned actions from the Community Strategy Challenge.	IP+R Specialist
4	73	The Income + Expenditure Statement page displays some incorrect information.	Essential adjustment by staff	The text is incorrect and inconsistent with the numbers displayed in table form on page 75. The text will be replaced with the correct information.	Text on page 73, under 'Income and Expenditure Statement' heading, has been replaced with the following: 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 2027. The estimates are prepared in conformity with the Australian Accounting Standards and the Office of Local Government – Code of Accounting Practice. The 2026/2027 Net Operating Result before Grants and Contributions Provided for Capital Purposes shows a deficit of $6.342 million. The 2025/2026 result of $4.787 million deficit is the projection as at the December 2025 Quarterly Budget Review. The deterioration from the adopted 2025/2026 original budget of $0.114 million surplus is due to the increase in depreciation following the 2025/2025 revaluation of Road assets. Council is currently implementing a Financial Improvement project aimed at enhancing financial sustainability and efficiency. Efforts are underway aimed at returning to a balanced budget to ensure sound financial management and strategic allocation of resources for the future.	IP+R Specialist
5	74	The number of 'Other revenues' for 2026 needs to be updated in line with the audited financial statements.	Essential adjustment by staff	The Other revenues line for 2026 is incorrect and the information has been updated.	The Other revenues line for 2026 has been updated.	IP+R Specialist
6	80	The 'Council Assets' totals for 2026, 2027 2028, 2029 and 2030 required updates to reflect the correct categories of the Income statement.	Essential adjustment by staff	The 'Council Assets' totals for 2026, 2027 2028, 2029 and 2030 have been updated for accuracy and alignment with Income, Expenditure and Net Operating Result form Continuing Operations.	Income from Continuing Operations table on pages 80 has been updated to provide adjusted 'Council Assets' totals for 2026, 2027, 2028, 2029 and 2030.	IP+R Specialist
7	83	The Expenditure from Continuing Operations totals for 'People & Culture', 'Executive Projects' and 'Integrated Risk' for the years 2026, 2027 2028, 2029 and 2030 required updates to reflect the correct categories on the income statement	Essential adjustment by staff	The Expenditure from Continuing Operations totals for 'People & Culture', 'Executive Projects' and 'Integrated Risk' for the years 2026, 2027 2028, 2029 and 2030have been updated for accuracy and alignment with Income, Expenditure and Net Operating Result form Continuing Operations	Expenditure from Continuing Operations table on page 83 has been updated to provide adjusted 'People & Culture', 'Executive Projects' and 'Integrated Risk' totals for 2026, 2027 2028, 2029 and 2030.	IP+R Specialist
8	84	Why are there credits under expenditure for Major Projects on page 84 as part of the Operational Plan?	Community member	The Major Projects expenditure credits are incorrect and the information has been updated.	Net Operating Result from Continuing Operations table on pages 84 has been updated with Major Projects removed.	IP+R Specialist
9	84	The Net Operating Result from Continuing Operations totals for 'Council Assets' totals for years 2026, 2027 2028, 2029 and 2030 required updates to reflect the correct categories of the income statement.	Essential adjustment by staff	The Net Operating Result from Continuing Operations totals for 'Council Assets' totals for years 2026, 2027 2028, 2029 and 2030 have been updated for accuracy and alignment with Income, Expenditure and Net Operating Result form Continuing Operations.	Net Operating Result from Continuing Operations table on page 84 has been updated to provide adjusted 'Council Assets' totals for 2026, 2027 2028, 2029 and 2030.	IP+R Specialist
10	85	The Net Operating Result from Continuing Operations totals for 'People & Culture', 'Executive Projects' and 'Integrated Risk' in years 2026, 2027 2028, 2029 and 2030 required updates to reflect the correct categories of the income statement.	Essential adjustment by staff	The Net Operating Result from Continuing Operations totals for 'People & Culture', 'Executive Projects' and 'Integrated Risk' in years 2026, 2027 2028, 2029 and 2030 have been updated for accuracy and alignment with Income, Expenditure and Net Operating Result form Continuing Operations	Net Operating Result from Continuing Operations table on page 85 has been updated to provide adjusted 'People & Culture', 'Executive Projects' and 'Integrated Risk' totals for 2026, 2027 2028, 2029 and 2030.	IP+R Specialist

Delivery Plan 2025-2029 and Operational Plan 2026/2027 - public exhibition feedback log

	Page number in the exhibited draft document	Feedback	Feedback From	Response	Action Taken	Responsible Person
11	87 - 93	Please include the proposed cost of each proposed capital project for next year's budget along with the source of funds in the same table.	Community member	This feedback has been noted for future combined Delivery Program and Operational Plan.	Nil changes to the documents required.	Acting Chief Financial Officer
12	88 - 97	During the March QBR process, $21.351M worth of capital works projects from 2025/2026 financial year were deferred to the 2026/2027 financial year. The related funding sources have also been deferred to the 2026/2027 financial year.	Essential adjustment by staff	The 2026/2027 Capital Works program and budget has been updated to include Capital Works that were not completed in the 2025/2026 program and budget.	The 2026/2027 Capital Works program and budget has been updated to include Capital Works that were not completed in the 2025/2026 program and budget. Any updated budget items and carry over programs have been marked * and notation added to each capital works pages to identify carry overs.	Acting Chief Financial Officer
13	88 - 97	Please find my submission re "Combo Ln to Wilkinson Bvd, Singleton – Pedestrian and Cyclist Connection". I was advised yesterday that this proposed project bridge has fallen short to proceed unless extra funds are allocated in the Council's budget to cover the extra cost...I will base my objection to this proposed "Pedestrian bridge" plus the absolute disgust that ratepayers money, yet again is being squandered on a worthless project. I, as a ratepayer object to this project for the following reasons: a) Moving valuable finances from one "bucket of money" into another to justify the increase in the cost. b) I object to the lack of Community consultation with the local community who will be adversely affected and they advise me that there has not been any consultation whatsoever. c) I disagree that a pedestrian bridge is required to be "No less than 4 metres wide". I have in the past, researched such constructions and none are 4 metres wide. NOTE: you only have to look at our local Redbournberry Bridge with a pedestrian/cycleway. d) I note in Part 2 – Scope of works Under Heading Required Design Inclusions is the notation of Disability Discrimination Act Compliance. e) I do question how just how much consultation has been afforded to the requirements of the disabled. f) There is no mention of lifts which need to be installed at each end of the bridge to allow wheelchairs of all designs to be loaded on and off the bridge. g) I also note that a speed limit up to 30kph is to be allowed on this bridge. Considering this bridge is supposed to cater for those who walk and wish to cycle, I believe Council is looking for trouble with all the motorised scooters and bicycles which are now invading our footpaths and local shopping facilities causing great angst with our local shoppers. A special note is that on any night here in Singleton, one can see and hear and see unregistered dirt bikes hooning around the Queen St & Raworth St areas and including Boundary St.	Community member	This feedback has been considered by Capital Works technical staff as part of the Combo Lane to Wilkinson Boulevard Pedestrian and Cycling Bridge project.	Nil changes to the documents required.	IP+R Specialist
14	88 - 97	I wish to formally record my objection to the Combo Lane pedestrian and bicycle bridge proposal. I have concerns regarding the project as presented and do not support it proceeding at this stage.	Community member	This feedback has been considered by Capital Works technical staff as part of the Combo Lane to Wilkinson Boulevard Pedestrian and Cycling Bridge project.	Nil changes to the documents required.	IP+R Specialist
15	88 - 97	I write to formally object to the proposed allocation of additional funds for the Combo Ln to Wilkinson Bvd – Pedestrian and Cyclist Connection. I have recently been advised that this project has blown the orginal project funding. I will base my objection to the propose bridge and state that if rate payers will be funding the over cost it is a disgust to such a worthless project. 1. I strongly object to the reallocation of public funds to cover increased project costs. Redirecting finances between budget categories to justify cost overruns raises concerns regarding financial transparency and responsible use of ratepayer funds. 2. there appears to have been a significant lack of consultation with the community. Residents who are likely to be directly impacted have indicated that they have not been consulted. This lack of engagement is unacceptable and does not reflect good governance or community inclusion. I also question the requirement for the pedestrian bridge to be no less than 4m width. Based on comparable infrastructure, this specification appears excessive and may be contributing unnecessarily to the increased cost of the project. In the first & last information night regarding the project, council dropped that the bridge will also be accommodating sewer and water pipes connecting Hunterview's new subdivision to town. This looks like a free ride for council to connect without paying. Maybe this wasn't allocated in the funding provided to council. The people running the information night had no idea of the local area in question, they also mentioned that the bridge will later be used for emergency vehicles. Further, while the Scope of Works references compliance with the Disability Discrimination Act, it is unclear how accessibility requirements will be adequately addressed. In particular, there is no mention of lift access at either end of the bridge, which would be essential for accommodating wheelchairs and mobility devices of all types. Additionally, the proposal to allow speeds of up to 30 km/h on the bridge raises safety concerns. A shared space for pedestrians and cyclists operating at such speeds presents a risk, particularly given the increasing presence of motorised scooters and bicycles in public areas. Finally, there are ongoing issues within Singleton relating to the unsafe use of unregistered motorbikes in local surrounding streets. Introducing infrastructure that may further enable unsafe or uncontrolled use is a matter of concern. In light of the above, I respectfully request that Council reconsider the allocation of additional funds to this project and undertake a more thorough review, including meaningful consultation with the local community. There are more community priorities that need to be addressed. Rate payers should not have to pay extra to cover over budgeted projects.	Community member	This feedback has been considered by Capital Works technical staff as part of the Combo Lane to Wilkinson Boulevard Pedestrian and Cycling Bridge project.	Nil changes to the documents required.	IP+R Specialist
16	96	Revenue Policy should be properly named "Statement of Revenue Policy" under section 405(2) of the Local Government Act 1993 (NSW).	Community member	The title 'Revenue Policy' should be replaced with 'Statement of Revenue Policy'	The title 'Revenue Policy' has been replaced with title 'Statement of Revenue Policy', and the sub-title of 'Revenue Policy' has been removed from the page.	IP+R Specialist
17	97	Under s.494 of the Local Government Act, in the Rating Summary table on page 96 [97], it should read Ad Valorem Rate in the Dollar rather than Ad Valorem Cents in the Dollar.	Community member	The title of the table column should be updated to 'Ad Valorem Rate in the Dollar'	The title of the table column has been updated to 'Ad Valorem Rate in the Dollar'.	Acting Chief Financial Officer
18	108	Due to the ongoing military conflict in the Middle East, global oil supplies disruptions and unprecedented volatility in fuel prices, a $27.50 fuel levy is required to be added to the Domestic Waste Management Charges. The fuel levy is required as the kerbside waste collection is a heavily fuel dependant service in addition to the Fair Work Commission's implemented mandatory fuel cost recovery order that allows the contractor to recoup the costs of increased fuel costs from the primary party, which in the case of kerbside bin collection is Council.	Essential adjustment by staff	A fuel levy of $27.50 has been added to the urban, rural, commercial urban and commercial rural weekly and fortnightly services.	Columns titled 'Levy', 'Fuel Levy' and 'Total Levy' columns have been added to the Urban, Rural, Commercial Urban and Commercial Rural charges tables to clearly identify the additional fuel levy charge.	Manager Waste + Circular Economy
19	127	The Loan Borrowings information is to be updated.	Essential adjustment by staff	The third paragraph of text under Loan Borrowings is to be replaced.	Under Load Borrowings heading, the third and fourth paragraph is to be replaced with the following text: There are proposed borrowings in the 2026/2027 year of $7.876 million . Funding capital projects as indicated in the Capital works program. As at 30 June 2027, Singleton Council loan liabilities are forecast to be $21.706 million. It has been estimated that Council's Net Debt Service Ratio for 2026/2027 will be 3.89 times.	IP+R Specialist

Delivery Plan 2025-2029 and Operational Plan 2026/2027 - public exhibition feedback log

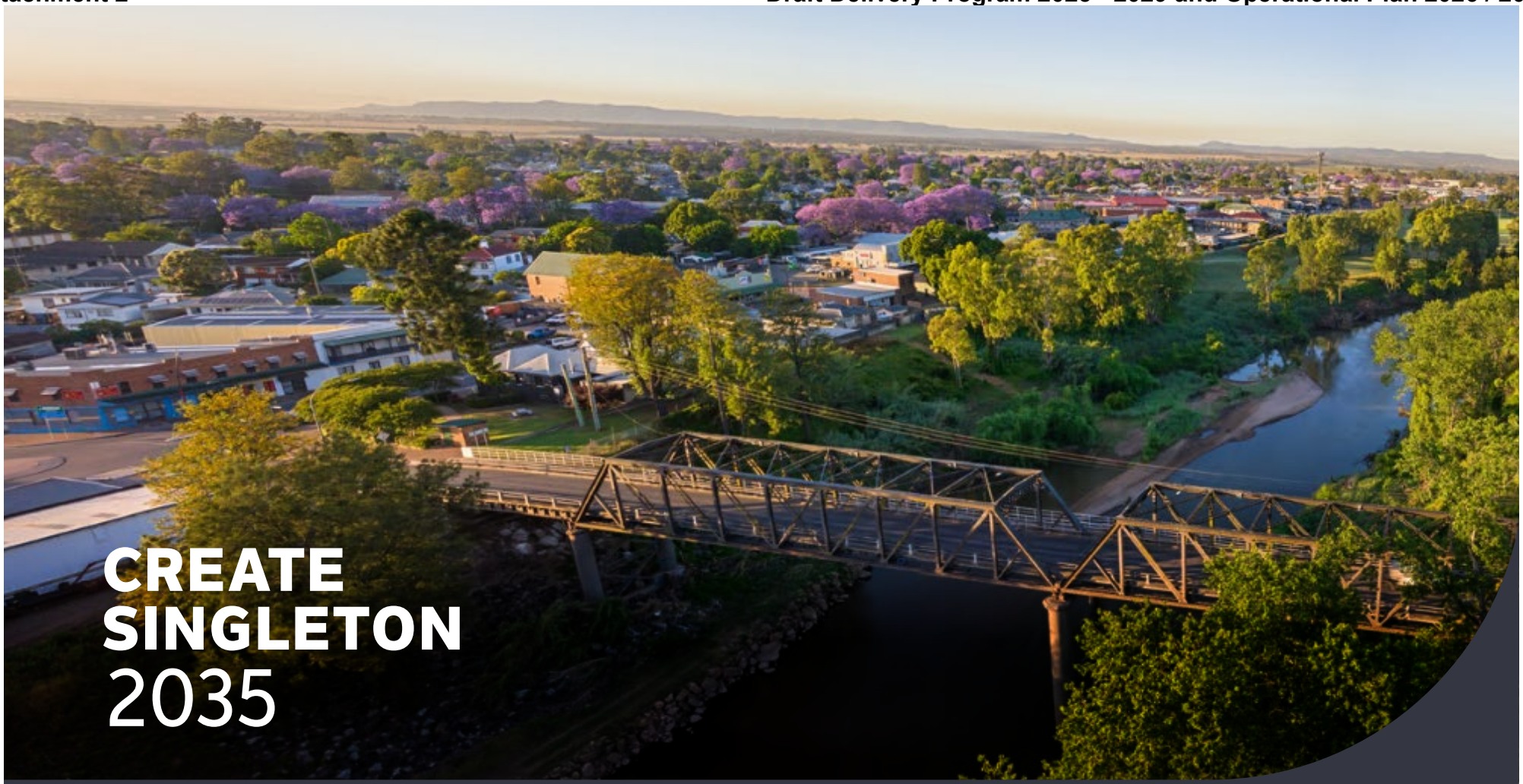
	Page number in the exhibited draft document	Feedback	Feedback From	Response	Action Taken	Responsible Person
20	129	For transparency, a list of works proposed to be funded by Stormwater Management Service Charges is available for inclusion.	Essential adjustment by staff	A list of works proposed to be funded by Stormwater Management Service Charges is to be added.	Under the 'Stormwater Management Service Charge' title, a list of works proposed to be funded is included. The additional text reads: It is proposed to fund the following works in the 2026/2027 Financial Year: • Water quality monitoring: $18,598 • Community education on stormwater quality: $5,275 • Community projects such as signs on stormwater pits: $3,198 • Posters, brochures/leaflets for distribution to the community: $972 • Public exhibitions in schools, shopping centres and media campaigns: $1,066	Acting Chief Financial Officer
21	136	Value of Assets table needs to be updated in line with audited financial statements.	Essential adjustment by staff	The table of Replacement Cost and Fair Value for asset classes is to be updated in line with audited financial statements.	The table of Replacement Cost and Fair Value for all asset classes listed has been updated in line with audited financial statements.	Acting Chief Financial Officer
22	General budget feedback	It is not a balanced budget with a $6.3M deficit. It should be a balanced budget. The Roads Asset Class depreciation should not be an excuse. Steps should have been taken to address the deficit, reduction of services and programs. I strongly suggest the Roads Asset Class's depreciation methodology has been dramatically changed from previous revaluations. Perhaps money should be set aside in next year's budget to re-address the revaluation issue.	Community member	This feedback has been noted.	Nil changes to the documents required.	Acting Chief Financial Officer
23	General budget feedback	It is inaccurate to suggest that depreciation can only be changed by an external revaluation period every five years. I draw your attention to AASB 116 and the Local Government Code of Accounting Practice and Financial Reporting (the Code). Under both the accounting standard and the Code, assets must be reviewed annually for useful lives, residual values and depreciation methods. When assets are impaired due to natural disasters then they should be treated accordingly and adjusted in the financial year that occurred as part of the annual review.	Community member	This feedback has been noted.	Nil changes to the documents required.	Acting Chief Financial Officer
24	General budget feedback	The General Fund now has a deficit of $12M and is escalating beyond 2027. The financial improvement plan (FIP) was formulated in late 2022, to date, as a ratepayer I have not seen any evidence of the FIP being implemented. There has been spasmodic mention of the FIP in previous council minutes so why is there an escalating deficit in the GF even if the depreciation increase was excluded?	Community member	This feedback has been considered. Council is constantly monitoring the situation and looking at strategies to address this.	Nil changes to the documents required.	Acting Chief Financial Officer
25	General budget feedback	Beyond 2027, the estimated deficits for years 2028 to 2030 are only climbing higher. Is Council now thinking the ratepayers are going to fund all this through a special rate variation when Council has known for years there is a financial sustainability issue they are not addressing.	Community member	This feedback has been considered. There are a number of strategies that are currently being considered to address this issue.	Nil changes to the documents required.	Acting Chief Financial Officer
26	General budget feedback	I suggest Council only apply for grant monies that renew assets not build new ones that need to be maintained and depreciated unless Council has a more sustainable financial plan to pay for the operational costs into the future.	Community member	This feedback has been noted.	Nil changes to the documents required.	Acting Chief Financial Officer
27	General budget feedback	The assumptions for the Budget and LTFP need more work. I believe they are underestimated.	Community member	This feedback has been considered. The LTFP has been produced with the most current information available, the parameters used have been endorsed by the Executive team as appropriate to be applied.	Nil changes to the documents required.	Acting Chief Financial Officer
28	General budget feedback	Why do the ratepayers consistently subsidise childcare services in Singleton when there are several providers in the LGA? I note, ratepayers will be subsidising for more than $800k (net cost of service) next financial year.	Community member	This feedback has been considered. Council is conducting reviews of all services to balance community priorities, expectations and budgetary considerations.	Nil changes to the documents required.	Acting Chief Financial Officer
29	General budget feedback	There is a range of services that clearly are having a negative impact on the bottom line. The net cost of these services has escalated over the past few years and continues to increase. What measures have been currently been put in place to address the shortfalls and therefore address the budget? May I suggest a list of measures that are included in the Operational Plan.	Community member	This feedback has been considered. Council is conducting reviews of all services to balance community priorities, expectations and budgetary considerations.	Nil changes to the documents required.	Acting Chief Financial Officer
30	General budget feedback	The largest expense in the budget is Employee Benefits & Oncosts. The question is whether Council can reduce this number and remove all the "nice to haves" rather than what is affordable and essential. I note in past quarterly budget reviews any "labour efficiencies" or vacancies were spent. Given the high net cost of many non-essential services that Council provides it is obvious that Council has increased the number of staff.	Community member	This feedback has been considered. Council is conducting reviews of all services to balance community priorities, expectations and budgetary considerations.	Nil changes to the documents required.	Acting Chief Financial Officer
31	General budget feedback	I note Capital Works for 2026-27 is estimated at $28.5M which is more reasonable than previous year's budgets, however, Council needs to be mindful of not increasing next year's Capital Works with a high carryover from the 2025-26 financial year.	Community member	This feedback has been noted.	Nil changes to the documents required.	Acting Chief Financial Officer
32	General budget feedback	How many Sustainability positions are included in the Domestic Waste expenditure and are any of those positions fully funded by external sources?	Community member	The Waste Management budget includes all the costs to deliver the Waste function.	Nil changes to the documents required.	Acting Chief Financial Officer
33	General budget feedback	I have mentioned this many times before, Finance needs to publish a set of financials each month along with the appropriate metrics to be tabled at Council for full transparency and to show ratepayers there is a plan to repair the budget. Ratepayers also need to know what capital projects are going over budget and why.	Community member	Council's financial reporting is compliance with all legislative requirements.	Nil changes to the documents required.	Acting Chief Financial Officer
34	General document feedback	Various design and formatting updates are required, not affecting the content	Essential adjustment by staff	Various table design, formatting and design updates made throughout the document.	Various design edits were made throughout the document	IP+R Specialist
35	General document feedback	Please remove rows where there are no figures	Community member	Tables across the document have been updated to remove rows displaying 0 totals.	Various edits were made throughout the document to remove rows from tables displaying 0	IP+R Specialist

Fees and Charges report, Section 5 of draft combined Delivery Plan 2025-2029 and Operational Plan 2026/2027 - public exhibition feedback log

	Page number in the exhibited draft document	Feedback	Feedback From	Response	Action Taken	Responsible Person
1	56	Removal of fees and charges associated with Dwelling Entitlement applications is required. The current fee is not commensurate with the level of investigation and professional judgement required of officers to determine whether a dwelling entitlement exists. These assessments often involve complex historical research, planning interpretation, and risk-based decision-making that extend beyond the scope of a standard administrative service. There is a significant risk to Council in providing this advice. Where an officer forms a preliminary view that a dwelling entitlement exists, and a Development Application is subsequently lodged, there is potential for a different assessing officer to reach an alternate conclusion. This inconsistency may expose Council to reputational damage and potential liability, particularly where such advice has been relied upon by prospective purchasers. The time taken to perform dwelling entitlement seaches and the risk to Council providing incorrect advice is considered prohibitive to continuing this function. It is proposed that a notation be included within Council's Fees and Charges document advising that Council no longer provides advice regarding dwelling entitlements. Applicants seeking clarity on this matter should be directed to engage a qualified planning consultant to undertake independent investigations and provide advice.	Essential adjustment by staff	Fees and charges associated with Dwelling Entitlement applications have	Under 'Other Fees and Charges' on page 56 of the Fees and Charges report, the Dwelling Entitlement Enquiry charge has been removed	Acting Chief Financial Officer

Draft Long Term Financial Plan (LTFP) - public exhibition feedback log

	Page number in the exhibited draft document	Feedback	Feedback From	Response	Action Taken	Responsible Role
1	26	The Reserve figures do not look accurate	Community member	These are based upon our audited figures from the 2025 financial year.	Nil changes to the documents required.	Acting Chief Financial Officer
2	26	Please remove rows where there are no figures	Community member	Tables across the document have been updated to remove rows displaying 0 totals.	Various edits were made throughout the document to remove rows from tables displaying 0	Acting Chief Financial Officer
3	9	Noted under the LTFP for Capital Works there is $2.5M for Sewer on page 9 but there is no mention of this in the source of funds in the 2026-27 Budget on page 86 for the	Community member	The Capital Works budget displayed within the draft combined Draft Delivery Program and Operational Plan has been updated and align with the information on page 9 of the	Nil changes to the document required.	Acting Chief Financial Officer
4	General feedback	The Long-Term Financial Plan should be an opportunity for senior management to address some serious financial sustainability issues and put forward some alternatives to balance the budget. It is clear the Council has a lot of work to do.	Community member	This feedback has been noted.	Nil changes to the documents required.	Acting Chief Financial Officer



CREATE SINGLETON 2035

DRAFT

Delivery Program 2025/ 2029

Operational Plan 2026 / 2027

SINGLETON COUNCIL

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Acknowledgement of Country

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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OUR SINGLETON

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Mayor's Message

Cr Sue Moore
Mayor

2026/2027 will be an historic year for our local government area (LGA) as we prepare for the opening of the Singleton Bypass and the benefits it will bring to our community.

On the flip side, Council has been working on the potential—and the challenges—the bypass of the town centre will inevitably generate, and some of these actions are included in this 2026/2027 Delivery Program and Operational Plan.

Recognising that government funding and assistance are required to realise the opportunities to enhance George Street as a community space, we'll continue to advocate to our counterparts in Macquarie Street and Canberra to work with us on achieving these outcomes.

On a local level, and in keeping with overwhelming feedback from our community to activate our town centre for leisure and recreation, we'll be continuing to promote Singleton Hunter Valley as a destination to live, work, play and invest; supporting local businesses across our LGA through programs to safeguard the local economy; and implementing an updated masterplan for the CBD that captures our community's blueprint for the future.

Our annual community end-of-year celebration—Christmas on John Street—will also return on Friday 4 December 2026 in a wonderful demonstration of how we're working to enhance economic prosperity, liveability and community wellbeing.

Which, of course, is at the heart of every single action in this 2026/2027 Delivery Program and Operational Plan.

From initiatives to encourage diverse participation and accessibility for everyone in our community, to strengthening partnerships to build capacity for employment pathways, to maintaining a reliable and resilient water supply, we're taking action to deliver what our local residents, businesses and visitors need now, as well as into the future.

As our community prepares to make history with the completion of the biggest infrastructure project in the history of our LGA, there's never been a more exciting time to look ahead to Singleton's future. I look forward to celebrating the achievements and successes that we'll deliver together for our community this year.



General Manager's Message

General Manager
Justin Fitzpatrick-Barr

As the New England Highway changes course with the completion of the Singleton Bypass, 2026/2027 will be a year of strengthening connections across our community in a number of ways.

Most noticeably, of course, will be the removal of heavy traffic from the centre of town, significantly changing the way people can use and engage with George Street—and each other.

There will be impacts for Council, including the transfer of responsibility for some sections of the old highway, and we support our Councillors' advocacy for assistance from the State and Federal governments to make this as equitable as possible.

Beyond geographical connections and road improvements under our Capital Works program, this 2026/2027 Delivery Program and Operational Plan highlights actions to promote inclusion, community participation, wellbeing and happiness.

With the long-awaited completion of accessibility improvements to the Civic Centre including a lift to the stage and reconfiguration of the amenities this year, we're promoting the wider use of this facility through a greater capacity to bring people together for a range of events.

We're also fostering community connections through events and programs including social, recreational, educational and literacy initiatives across our Library, Youth Venue and Arts + Cultural Centre.

And we recognise the importance of connecting with a place to call home as we get to work on delivering the priority actions in the Rural Lands Strategy, Employment Lands Strategy and the Affordable Housing Action Plan after they were adopted by Council in 2025/2026.

In particular, the Affordable Housing Action Plan aims to improve access to affordable rental housing; support partnerships to enable long-term affordable housing; and provide planning pathways that increase housing diversity and affordability.

And of course, the connections between Council and our community are always at the forefront, so we'll also be working through the actions in our Customer Experience (CX) Strategy 2026-2030 to ensure excellent customer interactions every time.

Together, we're building a productive and connected year, and I have no doubt there'll be many successes along the way.

OUR SINGLETON OUTLOOK



The Singleton local government area (LGA) has a resident **population of 25,795** and covers an area of **4,893 square kilometre**s (ABS, Census 2021). The Singleton township is located on the banks of the Hunter River, 197 kilometres northwest 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 percent 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.

25,795
Population 2025

27,315
Forecasted Population 2036

Per annum growth rate in 2025
1.2% per annum growth rate is for the entire LGA.

Population (REMPLAN)

Year	2021	2026	2031	2036	2041	2046
Total population	24,725	25,584	26,110	27,597	28,837	30,005

DPHI updated population projections in 2024. Council engages REMPLAN to undertake annual review of population projections based on the latest ABS release.

The DPHI modelling is not granular to the sub catchment level, in that the area around Huntlee includes parts of the Cessnock LGA in the DPHI modelling. The DPHI data supports the assumption that most growth will occur as a result of the Huntlee development.

Source: REMPLAN, 2026

SINGLETON SNAPSHOT

25,795
people call Singleton home

37
Population median age

83.4
Life expectancy in years

8.3%
Identify as Aboriginal + Torres Strait Islander



Top 4 Industries

$16.1B
Mining

$1.1B
Manufacturing

$737M
Construction

$539M
Defence

LIVEABILITY CENSUS DATA

Our community says Singleton's top strengths are:

- Welcoming to all people
- There are people like me (age, gender, interests, ethnic background etc)
- Ease of driving and parking
- Range of housing types + sizes
- Neighbourhood spirit

78%
Satisfied with living in Singleton

4,893km2
LGA Area

79
Park + Reserves

871km
Roads

5344
Blocks of land for development

37
Singleton Heritage Walk sites

3
World Heritage National Parks

VISION + VALUES



We exist to
CREATE COMMUNITY

THROUGH OUR VISION

COMMUNITY

- Vibrant
- Progressive
- Connected
- Sustainable
- Resilient

WORKFORCE

- Engaged
- Sustainable
- Safe
- Performing

We achieve this by sticking to our **VALUES**

- Connected
- Integrity
- Adaptable
- Accountable
- Care

OUR EXECUTIVE LEADERSHIP TEAM



Justin Fitzpatrick-Barr
General Manager



Melinda Curtis
Executive Director*



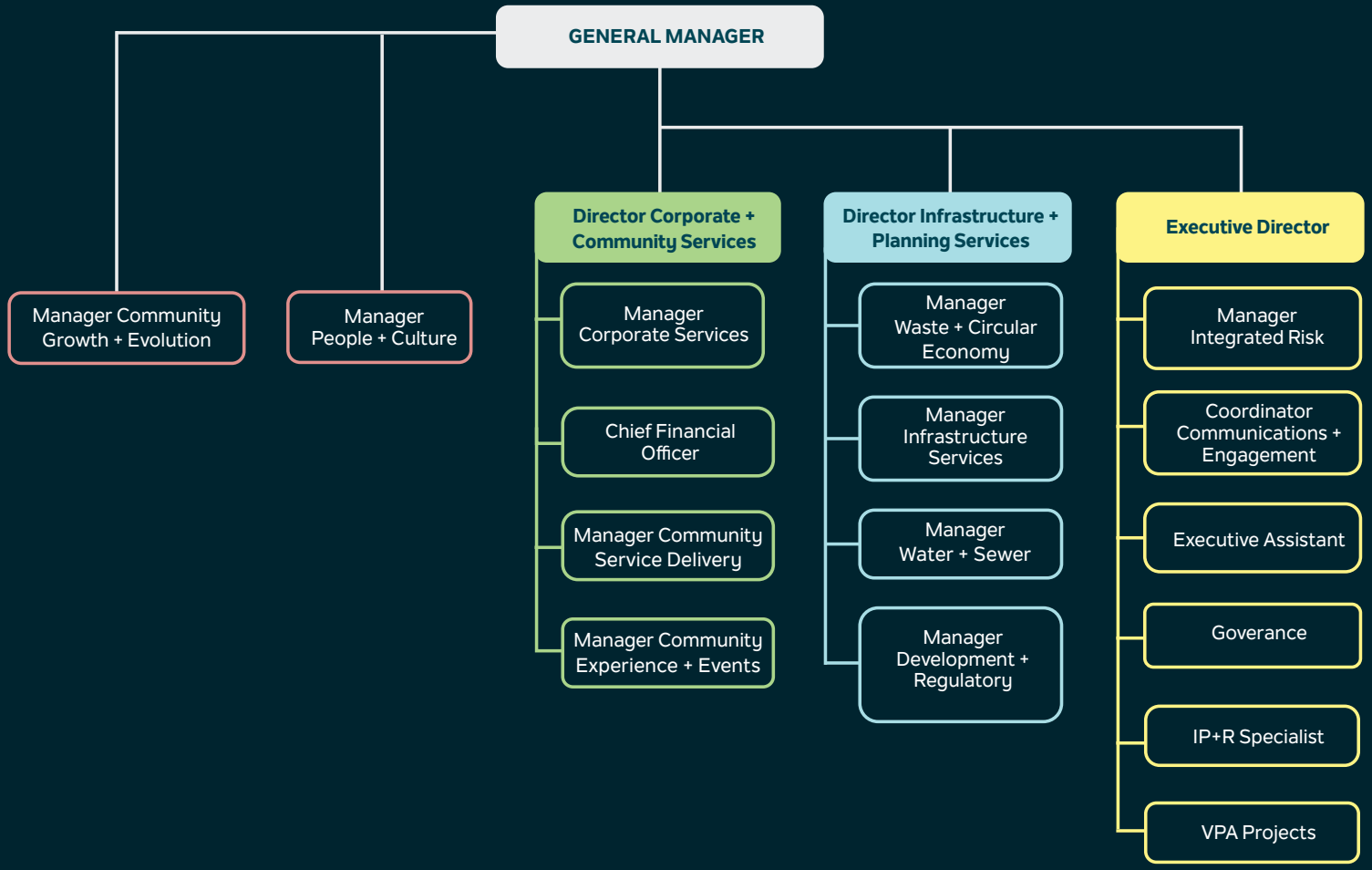
Mike Duff
Director Infrastructure + Planning Services



Dwight Graham
Director Corporate + Community Services

* Where required the Executive Director performs independent investigations and designated roles of Complaints Coordinator, Disclosure Coordinator, Privacy Contact Officer and Public Officer.

ORGANISATION OVERVIEW



OUR BUSINESS AREAS

How our teams deliver services to our community

	Our Community	Our Places	Our Environment	Our Economy	Our Leadership
Community Service Delivery • Children's Services • Community + Youth Development • Library	x				x
Corporate Services • Information Management • Information Systems • Procurement • Property Services • Grant Management					x
Financial Services					x
Community Experience + Events • Customer Service • Arts + Culture • Civic Centre + Events	x			x	x
People + Culture	x				x
Community Growth + Evolution • Community Planning • Economic Development • Strategic Planning • Sustainable Services	x	x	x	x	
Waste + Circular Economy • Waste Management Facility • Environment + Projects			x		
Infrastructure Services • Assets • Capital Works • Civil Operations • Compliance + Systems • Emergency Management • Engineering Services • Recreation + Facilities		x	x		x
Water + Sewer • Utilities + Water + Sewer Treatment • Water + Sewer Network • Service Support + Projects		x	x		
Development + Regulatory • Development Services • Development + Regulatory Services	x	x	x		
Governance • Councillor Support • Legal Services • Legislative Compliance					x
Integrated Planning + Reporting					x
Integrated Risk Management • Work, Health + Safety • Audit, Risk + Compliance • Environmental Risk			x		x
VPA Community Committees					x

MEET OUR COUNCILLORS 2024 - 2028



Cr Sue Moore
Mayor



Cr Sue George
Deputy Mayor
October 2024 -
15 October 2026



Cr Mel McLachlan
Deputy Mayor
16 October 2026 -
September 2028



Cr Godfrey Adamthwaite



Cr Hollee Jenkins



Cr Anne McGowan



Cr Danny Thompson



Cr Patrick Thompson



Cr Peree Watson



Cr Scott Yeomans

Mayor + Councillors

Singleton Council has a popularly elected Mayor and nine Councillors who represent the community. The Mayor typically takes the chair at all Council Meetings at which they are present. If absent, the responsibility falls to the Deputy Mayor.

In addition, the Mayor:

- **Provides guidance to Councillors about what is expected of them**
- **Acts as a key Council spokesperson**
- **Supports good working relations between councillors**
- **Represents Council in civic and ceremonial duties.**

The role of Councillors is set out in the NSW Local Government Act which provides clarity and guidance to councils, councillors and citizens about what is expected of councillors. There are several key elements to the role of a Councillor eg participating in high level decision making, setting the strategic direction of the council and representing the local community.



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's 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.

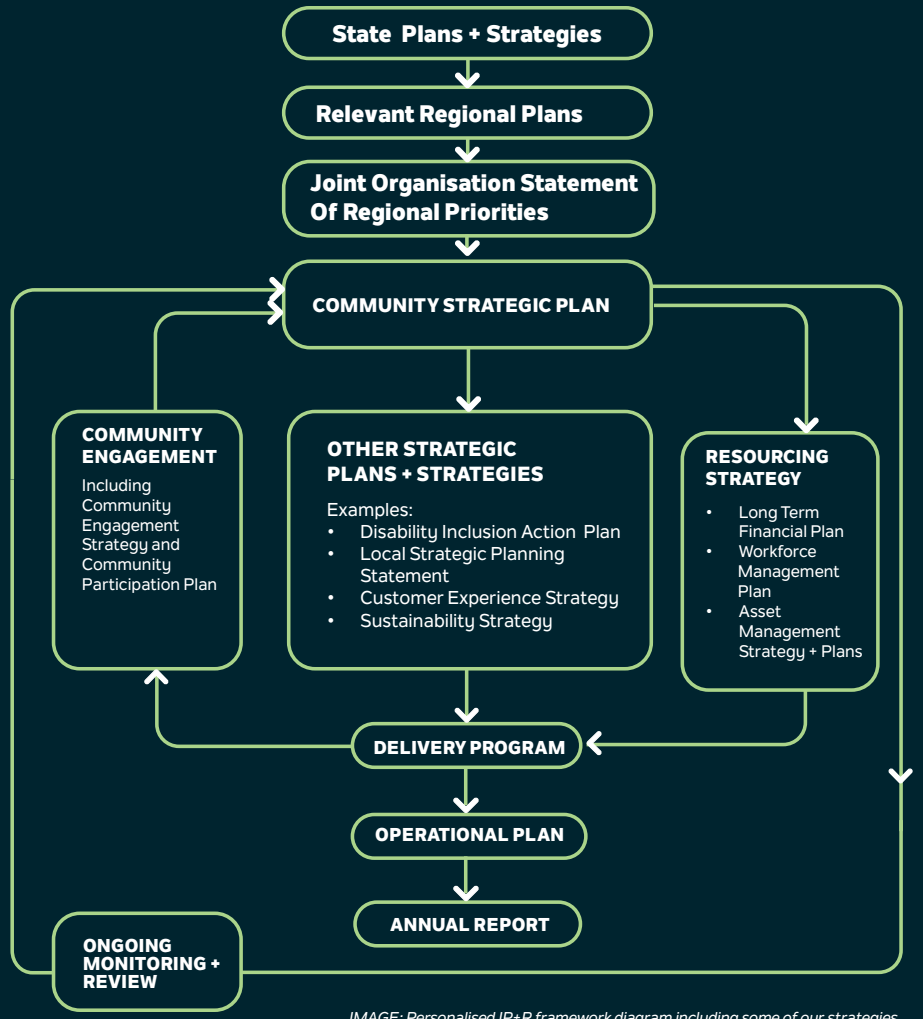
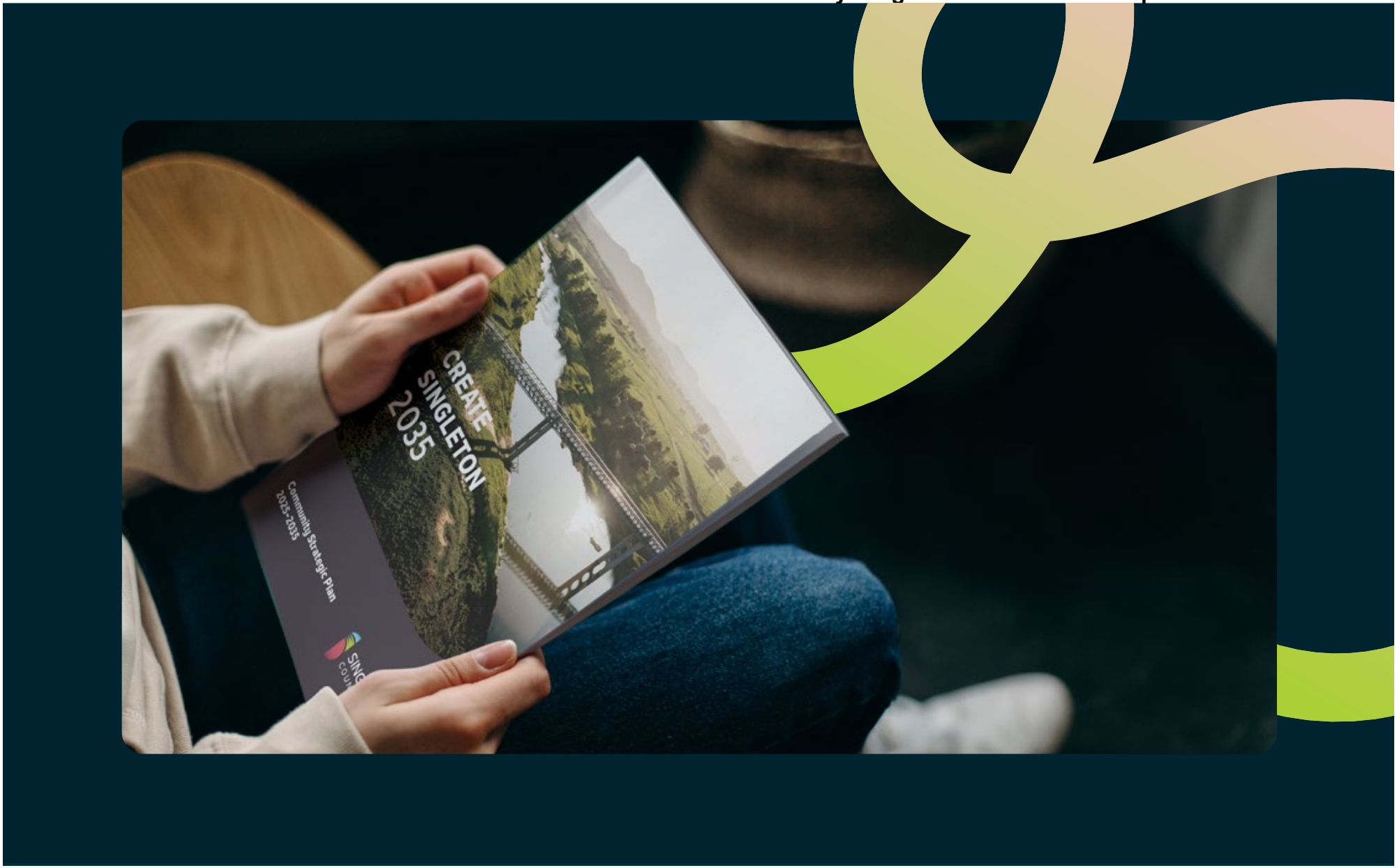


IMAGE: Personalised IP+R framework diagram including some of our strategies


CREATE
SINGLETON
2035
Community Strategic Plan
2025-2035

CREATE SINGLETON 2035

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 termed Create Singleton 2035. This plan is reviewed every four years to ensure it meets the needs of our community.

Create Singleton 2035 was developed though 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 2035

Our **Delivery Program 2025-2029** outlines the deliverables and actions Council will undertake over the next four years to enable us to achieve the objectives identified in the CSP.

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 CSP.

It is reviewed every year and is aligned to our annual budget and resourcing strategies.

Resourcing Strategy

The Resourcing Strategy consists of:

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

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

Reporting on Create Singleton 2035

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 Annual Financial Statements**
- **State of our LGA Report (every 4 years)**

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 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.

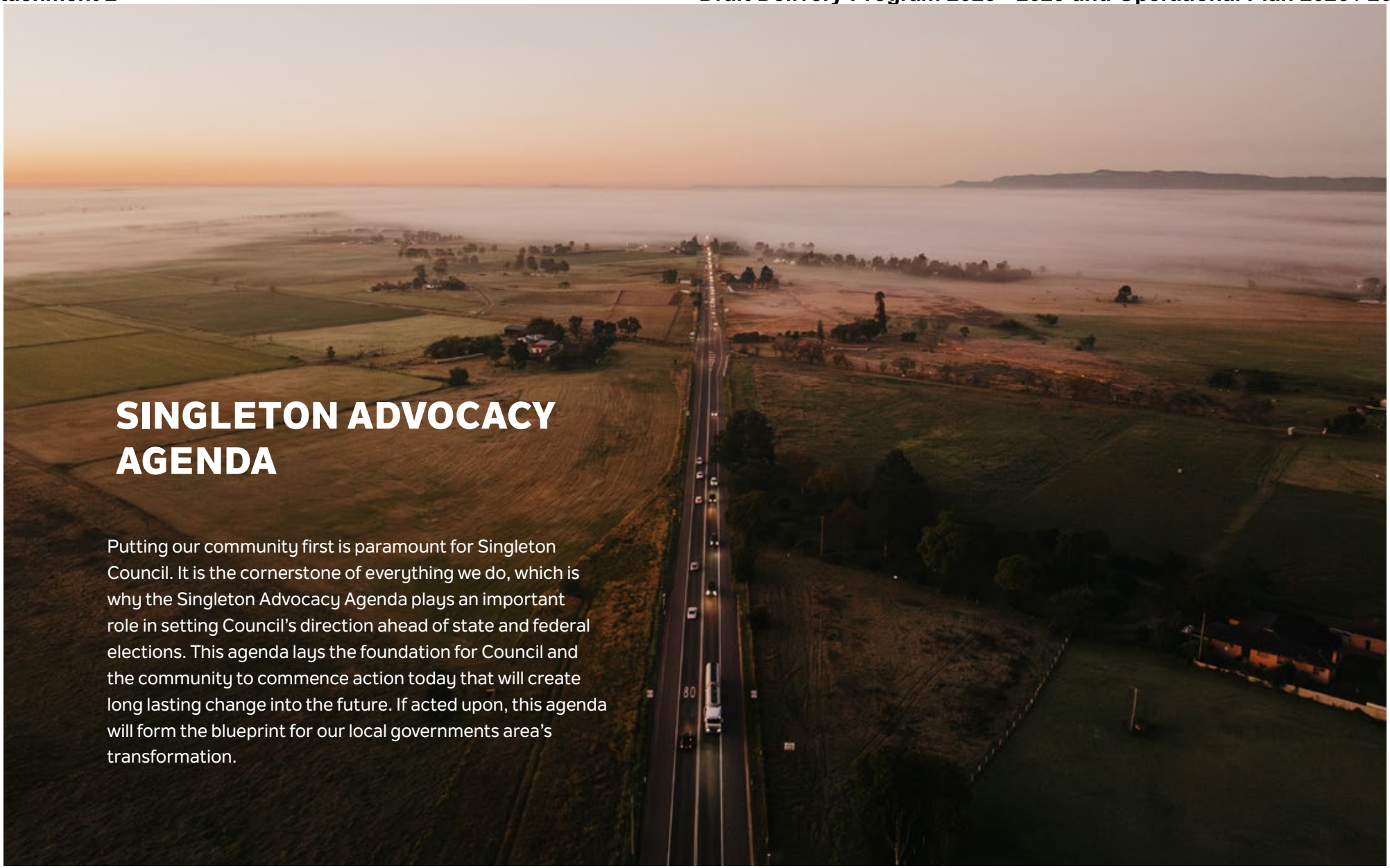
Regulate
Council will continue to regulate activities as required by our legislations.

OUR 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.

Engagement	Why they are important	Why Council is important
Stakeholder: Business + Industry		
Focus groups, workshops, events, emails, website, social media, one-to-one meetings, publications	Drive our local economy, provide jobs and drive capacity in the LGA	Provide support, programs, training, guidance and opportunities
Stakeholder: Elected Council		
Council meetings, briefings, emails, community publications, meetings, website, social media, community events	Civic Leadership, direction, feedback, knowledge and engagement	Training and support
Stakeholder: Community		
Website, social media, community publications, community engagement activities, community events, Council services	Provide direction feedback, expectations, information and knowledge, cultural experiences, resources and engagement	Provide services, facilities, partnerships, advocacy, civic leadership and representation
Stakeholder: Community Groups/ Organisations		
Advisory committees, website, social media, workshops, emails, meetings, community engagement activities	Provide direction, feedback, knowledge, and engagement	Provide services, facilities, support, partnerships and advocacy
Stakeholder: Community Service Providers		
Advisory commitees, website, social media, workshops, emails, meetings, community engagement activities	Resources, direction, feedback, knowledge, support and partnerships	Provide partnerships, facilities, support and advocacy

Engagement	Why they are important	Why Council is important
Stakeholder: Employees		
Intranet, website, social media, staff newsletter, General Manager communications, 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
Stakeholder: Government Agencies and departments		
Formal meetings, correspondence, events, forums	Provide partnerships, funding, networking, growth opportunities and legislation and guidance	Leadership, advocacy, partnerships, networks and resources
Stakeholder: Unions		
Formal meetings, correspondence, briefings, emails	Providing direction, feedback, knowledge, support, guidance, drive change	Employment, stability in workforce
Stakeholder: Council Committees		
Meetings, briefings, emails, website	Direction, feedback, knowledge, engagement	Governance and community representation in decisions we make
Stakeholder: Wanaruah Local Aboriginal Land Council		
Formal meetings, correspondence, briefings, workshops, committees	Direction, advice, guidance, knowledge, feedback and engagement	Provide partnerships, advocacy, resources, networking



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 governments area's transformation.

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.

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 (LGA). 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.

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.

Singleton Council's focus **Sustainability Goals**:



Affordable + Clean Energy



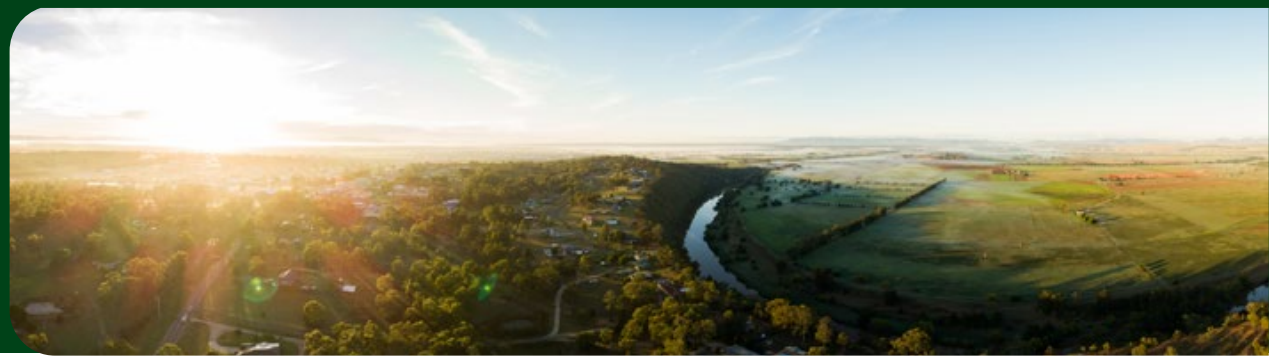
Sustainable Cities + Communities



Responsible Consumption + Production



Life on Land



OUR ENGAGEMENT

Community Priorities

Over six months of community engagement, we received more than 3,500 interactions, including:

- Survey responses: 725 (20 questions)
- Dotmocracy responses: 1065
- Vision board interactions: 1024
- 50 Event Budget exercise entries
- Facebook + Instagram story interactions: 525
- 40 interactions through the Youth Centre blackboard
- 124 'LOVE' Postcard entries
- 70 comments from Facebook

The Engagement we undertook included:

- 19 pop ups across the LGA
- Attended 8 Advisory Panel committees
- Static stands in the Library and Arts + Cultural Centre
- 20 question survey online for the full 6 months
- Weekly Facebook/Instragram polls and stories

The top 10 key community priorities based on the Community feedback include:

- **Entertainment/ activities**
- **Youth**
- **Hospitality**
- **Walking, cycling and pathways**
- **Sporting facilities**
- **Maintaining our facilities** (roads, parking, drainage)
- **Parks + playgrounds**
- **Arts + Culture**
- **Events**
- **Retail**

Our Community Told Us

Love

- The parks
- The people
- The community
- The country feel
- Sporting opportunies for kids and teens
- ‘I love that Singleton is progressive but hasn’t lost its rural character.’
- ‘I grew up in Singleton and I love the small town feel and community. It’s great that it is now quicker to get to the cities’
- ‘I love the events council is investing in to bring the community together! We now need to attract investors to bring other recreational services to town for youth and families’

Concerns

- Gym and Swim maintenance
- Parking on John Street
- Flooding
- Future of Singleton after the mines
- Access to further education and training
- ‘Lack of facilities for teens and kids, Cessnock PCYC for example have an amazing skatepark and other activities on offer at their PCYC’
- ‘Local activities for families. I don’t want to have to drive to Maitland, Muswellbrook or Newcastle for things to do as a family. I want to stay local!’
- Reliance on mining and impacts from the bypass

Ideas

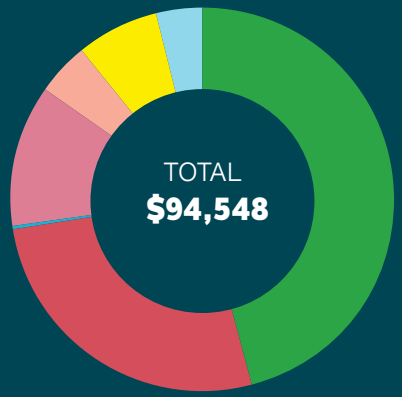
- Better drainage (Kelso Street / Boonal Street / Boundary Street)
- Cycleways connecting Hermitage Road to Branxton
- More entertainment opportunities in town
- ‘We need to invest in sporting facilities for our older children like a pump track or upgrade to the BMX track. Yes the pathways are great but we are tired of going out of town for activities. Other Councils seem to be funding lots of projects for outdoor activity spaces, I think we need to do the same.’
- Cinema, bowling alley, ninja parks, indoor play centres

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**.

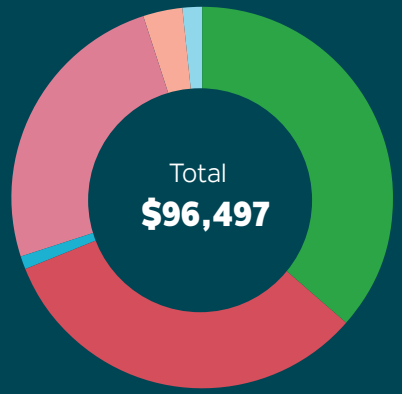
This funding is used to ensure we can maintain and improve our LGA as well as deliver a wide variety of services to the community.





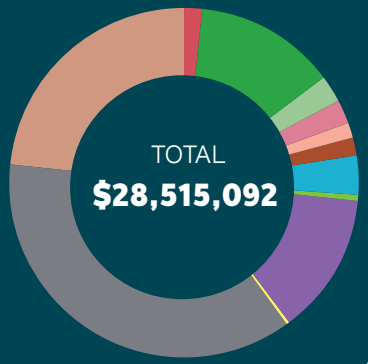
Income

46% Rates and Annual Charges
26% User Charges and Fees
1% Other Revenue
12% Grants and Contributions for operating purposes
4% Grants and Contributions for capital purposes
7% Interest and Investment Income
4% Other income



Expenditure

37% Employee costs
32% Materials and services
1% Borrowing costs
25% Depreciation, amortisation and impairment for non -financial assets
3% Other expenses
2% Net losses from the dispoal of assets



Capital Works

$550,000	Design Program
$3,690,651	Local Road Program
$728,500	Regional Roads Program
$650,000	Causeway + Bridge Rehabilitation
$370,000	Buildings
$0	Transport
$484,216	Drainage
$1,000,000	Plant
$170,000	Open Space
$3,761,725	Waste Services
$80,000	Library books and digital collection
$10,398,250	Water supply network
$6,631,750	Sewerage network
$0	Inventory - Real Estate for Resale



VOICE OF THE CUSTOMER

A platform to sense community needs and respond with action.
A key capability identified in our Customer Experience Strategy is the goal of making it easier for the community to provide feedback following an experience with Council.



We call this capability the Voice of the Customer (VoC). It comprises over 70 customer services that we actively monitor through surveys in parallel with capturing feedback through emails, contact forms and conversations with customers. The breadth of services covered will continue to grow through the 2025/2026 financial year.

Each response is captured and tracked within the VoC system. The data forms our key measures of Customer Satisfaction, Customer Ease and Customer Trust. Importantly, each comment is reviewed for an indication of action required and analysed for insights that can help teams celebrate success and identify opportunities for improvement.

The VoC platform is embedded into our ways of working which enables Council to work collaboratively ensuring an excellent customer experience. Direction and governance is provided through the Compliments, Complaints and Customer Experience Committee.

SERVICE REVIEWS

Service Reviews are a mandated process set by the NSW Office of Local Government where councils are required to regularly review their services as part of their Integrated Planning and Reporting (IP+R) framework. Service Reviews ensure council services are meeting community needs and are delivering services efficiently and effectively; this includes identifying areas for improvement and engaging with stakeholders to establish service level expectations.

While the purpose of the requirement is to ensure continuous improvement, a rolling program of service reviews can also put Council in a better position to:

- Respond to changing customer priorities and needs
- Determine the right mix of services and align the services with the council's vision
- Define statutory and non-statutory services and consider the potential for divestment of services
- Generate financial savings
- Review and optimise service levels and build staff capacity and skills

Our Service Review Program for 2026/2027 will include a review of the following services:

- **Roads**
- **Workforce Management**



2

OUR DELIVERY PROGRAM + OPERATIONAL PLAN

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Delivery Program 2025-2029

The Delivery Program allows Council to identify priorities and principal activities across a range of roles. The aim is to create a document that the Councillors and staff use as a 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 2026/2027

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

CREATE SINGLETON 2035
Our Delivery Program Snapshot

Our Community	Our Places	Our Environment	Our Economy	Our Leadership
1.1 Our Community is Creative, vibrant and inclusive 1.1.1 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain 1.1.2 Facilitate and support programs and activities which promote inclusion and celebrate diversity 1.1.3 Promote and provide venues and spaces that are available for use and hire by the community to support creativity, vibrancy and inclusion	**2.1 Our Places are sustainable, adaptable and inclusive** 2.1.1 Provide facilities, infrastructure and land that are accessible to the whole community	**3.1 Our Environment is protected, valued and respected** 3.1.1 Collaborate to enhance, protect and improve our natural environments 3.1.2 Manage and reduce risks from environmental pollution and disease 3.1.3 Increase the planning and preparedness for natural disasters	**4.1 Our Economy will demonstrate diversity, resilience and innovation** 4.1.1 Foster and increase the diversity and resilience of the Singleton economy 4.1.2 Enhance relationships between local business, industry and government to set strategic economic goals	**5.1 Our Council is customer focused and collaborative** 5.1.1 Council's service delivery is aligned with our Community's needs and delivered the best way possible 5.1.2 Collaborate with our community, stakeholders and Council to create an informed community and better outcomes 5.1.3 Our people and systems are continuously evolving to ensure we meet the challenges of the future
1.2 Our Community is safe, healthy and educated 1.2.1 Promote, facilitate and provide services for education, healthy living and lifestyles 1.2.2 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, housing, integration, connectivity, security and well-being	**2.2 Our Places are vibrant, connected, innovative and safe** 2.2.1 Improve transport connectivity and support sustainable alternatives 2.2.2 Provide safe and reliable water and sewer services 2.2.3 Ensuring the safety of our community through proactive compliance and maintenace programs	**3.2 Our Environment is preserved through circular economy** 3.2.1 Promote efficient water, energy and waste management and increase reuse and recycling	**4.2 Our Economy will be smart, embrace growth and provide security for the future** 4.2.1 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change	**5.2 Our Council is trusted, responsible and transparent** 5.2.1 To lead, govern and regulate in an ethical, equitable and transparent way 5.2.2 All council activities are managed in a financially sustainable way 5.2.3 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2035
1.3 Our Community is connected, sustainable and prosperous 1.3.1. Provide services, support and facilities that meet the needs of our community at different stages of life 1.3.2 Support and empower our youth to build their confidence and create opportunities for them to actively pursue their interests in social, recreational, and employment activities 1.3.3 Provide opportunities for our community to be prepared and embrace jobs for the future	**2.3 Our Places are thoughtfully designed and developed to enhance the environment, heritage and investment outcomes** 2.3.1 Advocate and facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community 2.3.2 To advocate and facilitate land use planning and development outcomes to drive investment	**3.3 Our Environment is enhanced through clean energy and proactive approach to climate change** 3.3.1 Advocate for quality clean air and quality rehabilitation 3.3.2 To lead Council towards our emissions reduction goals for 2030	**4.3 Our Economy will prosper though our approach to becoming a destination of choice to Live, Work, Play and Invest** 4.3.1 Support tourism through partnerships and enable Singleton LGA to grow as a tourist destination 4.3.2 Foster initiatives that strengthen Singleton's brand identtfy to become a destination of choice to live, work, play and invest 4.3.3 Facilitate land use planning outomes that enable investment	

CREATE SINGLETON 2035
Supporting Strategies

Our Community

- Reconciliation Action Plan (RAP) 2023
- Arts and Cultural Strategy 2020 - 2030
- Community Development Strategy 2022 - 2026
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan 2022 - 2026

Our Places

- Asset Management Strategy
- Singleton Walking and Cycling Plan
- Traffic + Transportation Strategy
- Drought and Emergency Response Management Plan
- Singleton Emergency Management Plan
- Integrated Water Cycle Management Plan
- Local Environmental Plan (LEP) 2013
- Local Strategic Planning Statement 2041
- Development Control Plan (DCP)
- Local Housing Strategy
- Masterplans
- Plans of Management
- Upper Hunter Employment Lands Strategy
- Rural Lands Strategy
- Community Recreation and Facilities Needs Assessment
- Community Sports Infrastructure Strategy
- Recreation Needs Study
- Urban Stormwater Drainage Study

Our Environment

- Singleton Floodplain Risk Management Study and Plan 2024
- Singleton Sustainablity Strategy 2019 - 2027
- Singleton Emissions Reduction Action Plan
- Singleton Waste Strategy 2023 - 2033
- Wollombi Brook Flood Risk Management Study and Plan 2016
- Flying Fox Camp Management Strategy
- Singleton Weed Management Strategy

Our Economy

- Hunter Valley Destination Management Plan 2022 - 2030
- Socio - Economic Development Strategy 2024 - 2028
- Singleton Vineyards and Rural Tourism Strategy 2023
- Singleton Local Contributions Plan 2025
- Invest Singleton

Our Leadership

- Advocacy Agenda
- Infrastructure Agenda
- Business Operating Framework
- (DRAFT) Customer Experience Strategy 2026 - 2030
- Information and Communication Technology (ICT) Strategy
- Integrated Risk Management Management Plan 2024 - 2027
- Long Term Financial Plan 2026 - 2035
- Organisational Excellence Strategy
- Our People Strategy 2025 - 2029

OUR STRATEGIC PILLARS



Our Community

This pillar acknowledges the vital role of community, where individuals experience safety, inclusion, and a strong sense of belonging. We are dedicated to enhancing the community by promoting health and wellbeing, and by creating opportunities for all. Our goal is to ensure that the Singleton community remains vibrant and prosperous.

Our Places

This pillar acknowledges our desire for our places to be sustainable, adaptable, and inclusive. They are vibrant, connected, innovative, and safe. Thoughtfully crafted to enhance our natural environment and local heritage, these spaces foster a sense of community and respect for the world around us.

Our Environment

This pillar acknowledges the communities strong desire to be more sustainable by promoting renewable energy, reducing waste, protecting our natural resources and building resilience in our community and infrastructure.

Our Economy

This pillar acknowledges that our ambition to have a diverse, resilient, and innovative economy is the key to long-term prosperity and stability.
Building upon our existing strengths and embracing smart growth to ensure our future security.

Our Leadership

This pillar acknowledges our determination to be a council that is trusted, accountable, responsible, and community-focused, which is essential for effective governance and positive community impact.

HOW TO READ THE PLAN









1. **Pillar**
   Our priority focus areas.

2. **Objectives**
   These are the areas that our community has identified as a priority.

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

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

5. **Operational Plan Action**
   These are the actions we are planning to undertake annually to achieve our deliverables.

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

7. **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.

8. **Responsbility**
   This shows the Council service department responsbile 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.

OUR COMMUNITY



Community Priorities

- **Entertainment/activities**
- **Youth**
- **Arts + Culture**
- **Events**

Our Supporting Strategies

- Reconciliation Action Plan (RAP) 2023
- Arts and Cultural Strategy 2020 - 2030
- Community Development Strategy 2022 - 2026
- Community Development Management Plan
- Companion Animals Management Plan 2018
- Disability Inclusion Action Plan 2022 - 2026

OUR COMMUNITY

Our Objectives (Where we want to be in 10 years time)	**Our Delivery Program Strategies** (How we will get there)	**Our Measures** (How will we know when we have arrived)
1.1 Our Community is creative, vibrant and inclusive	1.1.1 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain 1.1.2 Facilitate and support programs and activities which promote inclusion and celebrate diversity 1.1.3 Promote and provide venues and spaces that are available for use and hire by the community to support creativity, vibrancy and inclusion	• Increase customer satisfaction – trending towards 80% • Increased participation rates (number of programs and events run throughthe Library, Arts + Cultural Centre, Youth Venive and Civic Centre)
1.2 Our Community is safe, healthy and educated	1.2.1 Promote, facilitate and provide services for education, healthy living and lifestyles 1.2.2 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, housing, integration, connectivity, security and well-being	• Increased participation rates (number of programs and events run that focus on health and wellbeing)
1.3 Our Community is connected, sustainable and prosperous	1.3.1. Provide services, support and facilities that meet the needs of our community at different stages of life 1.3.2 Support and empower our youth to build their confidence and create opportunities for them to actively pursue their interests in social, recreational, and employment activities 1.3.3 Provide opportunities for our community to be prepared and embrace jobs for the future	• Increase customer satisfaction – trending towards 80% • Participation rates (number of attendees at programs/events indicatives focused on training, jobs and youth services)

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Actions (How we will get there)
Our CSP Objectives 1.1 Our Community is creative, vibrant and inclusive	
1.1.1 Create and provide social, recreational and cultural services which educate, innovate, inspire and entertain	1.1.1.1 Deliver an inclusive Singleton Arts and Culture Strategy and supporting programs in line with Year 2 actions from Singleton Arts and Culture Centre Strategy 2025-2030**
	1.1.1.2 Provision of targeted programs in the Singleton Arts and Cultural Centre for all ages which educate, inspire and entertain **
	1.1.1.3 Collaboratively design and facilitate a variety of programs, including social, recreational, educational and literacy initiatives that encourage diverse participation. These programs will be held in accessible community spaces and tailored to foster creativity, connection, and inclusivity across the Singleton community **
1.1.2 Facilitate and support programs and activities which promote inclusion and celebrate diversity	1.1.2.1 Deliver two significant community events that promote inclusion, community participation, wellbeing and happiness.
	1.1.2.2 Provide support to community groups and organisations when running community events that enhance Singleton's livability, wellbeing and prosperity
	1.1.2.3 Support NAIDOC and Reconciliation Week events and programs
	1.1.2.4 Deliver an arts and culture program that promotes inclusion and celebrates diversity **
1.1.3 Promote and provide venues and spaces that are available for use and hire by the community to support creativity, vibrancy and inclusion	1.1.3.1 Identify opportunities to enhance the Civic Centre and surrounds including accessibility, aesthetics and digital upgrade
	1.1.3.2 Increase utilisation of the Singleton Arts + Cultural Centre
	1.1.3.3 Promote the services, capacity and utilisation of the Civic Centre.
	1.1.3.4 Develop and deliver Public Arts Strategy for the Singleton LGA

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Arts + Culture	Increase Arts and Culture service offering
x	x	x	x	Arts + Culture	Arts and Culture program that is inclusive and accessible
x	x	x	x	Community Service Delivery	Social, recreational and educational programs
x	x	x	x	Civic Centre + Events	Delivery of two significant community events
x	x	x	x	Civic Centre + Events	Community-led events supported
x	x	x	x	Community Service Delivery	Support of community events and programs including NAIDOC Week.
x	x	x	x	Arts + Culture	Arts and Culture program that promotes inclusion and celebrates diversity
x	x	x	x	Civic Centre + Events	Enhance community facility for events and activities
x	x	x	x	Arts + Culture	Increase Arts and Culture service offering
x	x	x	x	Civic Centre + Events	Increased use of the Civic Centre for events and activities
x	x	x	x	Arts + Culture	Enhanced community spaces through public art

Our Delivery Program Strategies (How we will get there)	Operational Plan Actions (How we will get there)
Our CSP Objectives: 1.2 Our Community is safe, healthy and educated	
1.2.1 Promote, facilitate and provide services for education, healthy living and lifestyles	1.2.1.1 Work with key organisations and Singleton Interagency to deliver and/or facilitate the delivery of programs that support vulnerable members of the community
	1.2.1.2 Promote 'scores on door premises' program to both business and the community to facilitate good public health standards
	1.2.1.3 Implement and promote content within the Sustainability Hub to drive relevant behavioural change interventions through principles of social inclusion, social normality, and intergenerational equity
	1.2.1.4 Deliver high-quality, sustainable management of children's services, ensuring quality education and care of children that meets assessment and rating standards
	1.2.1.5 Implement priority actions from the Children Services Improvement action plan
	1.2.1.6 Ensure effective management of the leisure facilities contract to deliver high-quality, safe and accessible recreational services that support the community's healthy, safety, and education needs
1.2.2 Advocate and Collaborate with Government and other agencies to improve services relating to but not limited to health, education, housing, integration, connectivity, security and well-being	1.2.2.1 Collaborate with government bodies, industry and other stakeholders to improve services that enhance economic prosperity, liveability and community wellbeing
	1.2.2.2 Review Advocacy Agenda annually in preparation for the four yearly update in line with Council's IP+R
	1.2.2.3 Advocate regionally and at NSW and federal government levels on behalf of the comunity consistent with our Advocacy Agenda

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Community Service Delivery	Improved community capacity
x	x	x	x	Development + Regulatory	Increased food safety compliance within in the community
x	x	x	x	Sustainable Services	Sustainability Hub utilisation
x	x	x	x	Community Service Delivery	Quality children's services
x	x	x	x	Community Service Delivery	Improved children's services
x	x	x	x	Community Service Delivery	Quality leisure services
x	x	x	x	Community Development	Workshops, committee meetings eg Disability Inclusion Action Plan, Audit Rick and Improvement Committee
x	x	x	x	Executive Director	Update Advocacy Agenda and Infrastructure Agenda
x	x	x	x	Executive Director	Community improvements

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 1.3 Our Community is connected, sustainable and prosperous	
1.3.1. Provide services, support and facilities that meet the needs of our community at different stages of life	1.3.1.1 Improve availability and accessibility of community services through the review of the Singleton Community Development Strategy
	1.3.1.2 Improve access and inclusion through the review of the Disability Inclusion Action Plan
	1.3.1.3 Monitor, maintain and utilise community data sets for evidence-based decision making to meet the needs of our community at different stages of life
	1.3.1.4 Deliver library services that meet the needs of the community through visitation, loans, and online engagement to align with Living Learning Library Standards
	1.3.1.5 Promote and facilitate the Community Economic Development Fund Grant Program
	1.3.1.6 Manage and enhance the Visitor Information Centre to deliver sustainable services, implement contemporary strategies to grow the visitor economy, and maintain Destination NSW accreditation
1.3.2 Support and empower our youth to build their confidence and create opportunities for them to actively pursue their interests in social, recreational, and employment activities	1.3.2.1 Deliver Youth services to meet the needs of the community through visitation, online engagement and beneficial relationships with external support agencies
1.3.3 Provide opportunities for our community to be prepared and embrace jobs for the future	1.3.3.1 Participate in government and industry forums relating to employment and jobs of the future
	1.3.3.2 Engage with community members, job providers and education bodies to build capacity for employment pathways and jobs of the future including feasibility assessment to undertake an LGA specific Jobs for the Future Forum
	1.3.3.3 Manage the Future Ready Singleton Apprentice/Traineeship/Cadet Program which has been implemented to address critical local government skills shortages and create opportunities for local youth, and continue to explore future opportunities**

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Community Development	Inclusive and accessible community services
x	x	x	x	Community Development	Improved social programs and services
x	x	x	x	Community Development	Evidence-based decision making
x	x	x	x	Community Service Delivery	Improved library services
x	x	x	x	Corporate + Community Services	Community Economic Development Fund Grant Program
x	x	x	x	Visitor Information Centre	Improved Visitor Information Centre services
x	x	x	x	Community Service Delivery	Improved Youth services
x	x	x	x	Economic Development	Employment programs and services
x	x	x	x	Economic Development	Improved employment programs and services
x	x	x	x	People + Culture	Future Ready Singleton program

OUR PLACES



Community Priorities

- **Walking, cycling and pathways**
- **Sporting facilities**
- **Maintaining our facilities (roads, parking, drainage)**
- **Parks + playgrounds**

Our Supporting Strategies

- Asset Management Strategy
- Singleton Walking and Cycling Plan
- Traffic + Transportation Strategy
- Singleton Emergency Management Plan
- Integrated Water Cycle Management Plan
- Local Environmental Plan (LEP) 2013
- Local Strategic Planning Statement 2041
- Development Control Plan (DCP)
- Local Housing Strategy
- Masterplans
- Plans of Management
- Upper Hunter Employment Lands Strategy
- Rural Lands Strategy
- Community Recreation and Facilities Needs Assessment
- Community Sports Infrastructure Strategy
- Recreation Needs Study
- Urban Stormwater Drainage Study

OUR PLACES

Our Objectives (Where we want to be in 10 years time)	**Our Delivery Program Strategies** (How we will get there)	**Our Role Our Measures** (How will we know when we have arrived)
2.1 Our Places are sustainable, adaptable and inclusive	2.1.1 Provide facilities, infrastructure and land that is accessible to the whole community 2.1.2 Provide stormwater infrastructure improvements to reduce localised flooding and improve long-term drainage performance.	• Capital Works metrics • Disability and Inclusion Action Plan deliverables
2.2 Our Places are vibrant, connected, innovative and safe	2.2.1 Improve transport connectivity and support sustainable alternatives 2.2.2 Provide safe and reliable water and sewer services 2.2.3 Ensuring the safety of our community through proactive compliance and maintenance programs	• Asset inspections • Length of shared pathways/ cycleways each year • Water and sewer service performance metrics including dam level, water main breaks and sewer chokes
2.3 Our Places are thoughtfully designed and developed to enhance the environment, heritage and investment outcomes	2.3.1 Advocate and facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community 2.3.2 Advocate and facilitate land use planning and development outcomes to drive investment	• DA metrics (applications received/ determined/State Significant Developments

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 2.1 Our Places are sustainable, adaptable and inclusive.	
2.1.1 Provide facilities, infrastructure and land that are accessible to the whole community	2.1.1.1 Continue to implement levels of service for Open Space
	2.1.1.2 Implement levels of service for Local + Regional Roads and associated infrastructure
	2.1.1.3 Deliver Infrastructure Capital Works in line with endorsed Capital Works Program
	2.1.1.4 Design future Capital Works Program in line with asset management plans
	2.1.1.5 Develop plan for management of depot operations across the organisation
	2.1.1.6 Facilitate scheduled sports council committee meetings
	2.1.1.7 Develop Strategic Plans, Plans of Management and Master Plans for Community Land
	2.1.1.8 Implement priority actions from the Lake St Clair Plan of Management **
	2.1.1.9 Promote Lake St. Clair service offering in alignment with the Hunter Valley Destination Management Plan
2.1.2 Provide stormwater infrastructure improvements to reduce localised flooding and improve long-term drainage performance.	2.1.2.1 Investigate Kelso Street drainage, and develop design plans and costings for drainage improvement works that deliver the most sustainable outcomes
	2.1.2.2 Advocate and seek funding for Kelso Street drainage improvement works that provide the most sustainable community outcomes**
Our CSP Objective: 2.2.1 Improve transport connectivity and support sustainable alternatives	
2.2.1 Improve transport connectivity and support sustainable alternatives	2.2.1.1 Implement Walking and Cycling Strategy priority actions **
	2.2.1.2 Implement priority actions from the Transport Strategy
	2.2.1.3 Continue development of an Electronic Vehicle Charging Installation (EVCI) Strategy

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Recreation + Facilities	Safe and accessible open spaces that meet the needs of the community
x	x	x	x	Civil Operations	Safe and accessible local and regional roads that meet the needs of the community
x	x	x	x	Capital Works	New, renewed and upgraded infrastructure assets are delivered in line with Asset Management Plans
x	x	x	x	Infrastructure Services	Capital works are programmed to ensure effective delivery
x	x	x	x	Infrastructure Services	Plan in place for consolidated operations depot
x	x	x	x	Recreation + Facilities	Engaged sporting community involved in current and future sporting priorities
x	x	x	x	Recreation + Facilities	Legal documents to guide how community land is managed
x	x	x	x	Recreation + Facilities	Improvements to Lake St Clair
x	x	x	x	Visitor Information Centre	Increased utilisation of Lake St Clair
	x	x	x	Capital Works	Sustainable outcomes for local storm water drainage
	x	x	x	Capital Works	Funding secured to deliver sustainable outcomes for Kelso St drainage
x	x	x	x	Infrastructure Services	Improved walking and cycling infrastructure
x	x	x	x	Engineering Services	Improved transport connectivity
x	x	x	x	Sustainable Services	Electronic Vehicle Charging Installation (EVCI) Strategy

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 2.2 Our Places are vibrant, connected, innovative and safe.	
2.2.2 Provide safe and reliable water and sewer services	2.2.2.1 Water and sewer related customer requests are actioned within Council's Water and Sewer Customer Service Plan levels of service
	2.2.2.2 Water and sewer development related applications are actioned within Council's Water and Sewer Customer Service Plan levels of service
	2.2.2.3 High and medium risk liquid trade waste approval holders are inspected annually by Council
	2.2.2.4 Continue implementation of Council's Drinking Water Management System, including the 2026/2027 Improvement Program Items to ensure potable water supply is in accordance with the Australian Drinking Water Guidelines
	2.2.2.5 Continue implementation of Sewerage System Pollution Incident Response Management Plan to ensure sewage services in accordance with Council's Environment Protection Licence requirements
	2.2.2.6 Complete, or progress to the identified phase, water and sewer capital projects as per 2026/2027 Capital Works Program to renew assets, provide for development and growth and improve the environment and health performance of water and sewer systems
	2.2.2.7 Implement Integrated Water Cycle Management Plan (IWCM) projects and investigations for 2026/2027
	2.2.2.8 Complete annual review of strategic planning documents in accordance with Regulatory and Assurance Framework for Local Water Utilities.
	2.2.2.9 Review annual asset management forecasts and programs for capital and operational budgets and maintenance activities
	2.2.2.10 Monitor water usage and availability and implement corrective actions as per the Drought and Emergency Response Management Plan, when required, to ensure Council's water customers have a resilient water supply.
	2.2.2.11 Develop potable water schemes in villages **
	2.2.2.12 Review water and sewer income and expenditure models to determine water and sewer pricing and to ensure water and sewer services are priced so they are economically sustainable and equitable
	2.2.2.13 Complete and submit water and sewer regulatory and business performance reporting

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role		What will be provided
x	x	x	x	Water + Sewer		Safe and reliable water and sewer services that meet the needs of the community
x	x	x	x	Water + Sewer		Developments connected to water and sewer meet Council's requirements
x	x	x	x	Water + Sewer		Trade waste is discharged to Council's sewerage system in compliance with its Environmental Protection Licence
x	x	x	x	Water + Sewer		Potable water is supplied in accordance with the Australian Drinking Water Guidelines
x	x	x	x	Water + Sewer		Sewage services are provided in accordance with Council's Environment Protection Licence requirements
x	x	x	x	Water + Sewer		Council's water and sewer assets are renewed and upgraded
x	x	x	x	Water + Sewer		Strategic plans are in place to provide safe and reliable water and sewer services
x	x	x	x	Water + Sewer		Strategic plans are in place to provide safe and reliable water and sewer services
x	x	x	x	Water + Sewer		Water and sewer assets are managed according to their Total Asset Management Plans
x	x	x	x	Water + Sewer		Council's water customers have adequate access to potable water during times of drought
x	x	x	x	Water + Sewer		Potable water schemes in villages
x	x	x	x	Water + Sewer		Water and sewer pricing is equitable for customers and Council has sufficient funds available to provide services consistent with Council's levels of service
x	x	x	x	Water + Sewer		Performance of Council's water and sewer services are reported to relevant government departments for benchmarking and compliance checking

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 2.2 Our Places are vibrant, connected, innovative and safe.	
2.2.3 Ensuring the safety of our community through proactive compliance and maintenance programs	2.2.3.1 Implement proactive program of development compliance auditing
	2.2.3.2 Implement programs to improve parking near schools, illegal dumping, abandoned vehicle rates and companion animal management
	2.2.3.3 Conduct swimming pool compliance inspections according to inspection program
	2.2.3.4 Undertake programmed infrastructure inspections for condition including critical assets
	2.2.3.5 Attend to maintenance matters raised in customer request system within required timeframe.
Our CSP Objectives: 2.3 Our Places are thoughtfully designed and developed to enhance the environment, heritage and investment outcomes	
2.3.1 Advocate and facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community	2.3.1.1 Assess and certify development that creates new lots and public infrastructure to ensure it meets relevant standards within required timeframes
	2.3.1.2 Commence integration of the liveability assessment outcomes into Council's strategic planning
	2.3.1.3 Deliver agreed priority actions of the Rural Lands Strategy following adoption by Council**
	2.3.1.4Deliver agreed priority actions for the Vineyards and Rural Tourism Strategy**
	2.3.1.5 Deliver agreed priority actions for the Employment Lands Strategy**
	2.3.1.6 Monitor and report on implementation of Housing Strategy (LSPS 2.3.1)
	2.3.1.7 Deliver high priority actions from the Affordable Housing Action Plan, including undertaking an LGA specific Housing Forum
	2.3.1.8 Commence analysis of Strategic Growth Areas Constraints Mapping in preparation for DPHI review of strategic planning reform**
	2.3.1.9 Review of Development Control Plan in response to strategic land use planning outcomes identified in the Housing Strategy, Employment Land Strategy and Vineyards and Rural Tourism Strategy (LSPS 4.3.2) and Rural Lands Strategy**
	2.3.1.10 Implement guidelines to support the appropriate identification, management and mitigation of impacts to sites and places of local Aboriginal significance (LSPS 2.2.3)

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibiliy + Role	What will be provided
x	x	x	x	Development + Regulatory Services	Proactive auditing of development compliance
x	x	x	x	Development + Regulatory Services	Improvements for community safety
x	x	x	x	Development + Regulatory Services	Proactive pool compliance program
x	x	x	x	Compliance + Systems	Proactive infrastructure inspections program
x	x	x	x	Compliance + Systems	Maintenance completed within required timeframe
x	x	x	x	Infrastructure Services	Developments that are built to council standards
x	x	x	x	Community Development	Increase awareness of sustainable urban planning across the LGA
x	x	x	x	Strategic Planning	Improved liveability
x	x	x	x	Strategic Planning	Improved tourism
x	x	x	x	Strategic Planning	Improved employment lands
x	x	x	x	Strategic Planning	Housing Strategy implementation
x	x	x	x	Strategic Planning	Affordable Housing Guidelines
x	x	x	x	Strategic Planning	Better understanding of Strategic Growth Areas Constraints Mapping
x	x	x	x	Strategic Planning	Clarity on future development
x	x	x	x	Strategic Planning	Guidelines to support sites and places of Aboriginal significance

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 2.3 Our Places are thoughtfully designed and developed to enhance the environment, heritage and investment outcomes	
2.3.1 Advocate and facilitate land use planning and development outcomes which respect and contribute in a positive way to the environment and community	2.3.1.11 Implement the Mount Thorley Warkworth Heritage Grants Program
	2.3.1.12 Assess engineering plans as part of subdivision works certification
	2.3.1.13 Undertake a contributions plan review
	2.3.1.14 Development applications are processed to meet best practice guidelines
	2.3.1.15 Building Certification applications are processed to meet best practice guidelines
2.3.2 Advocate and facilitate land use planning and development outcomes to drive investment	2.3.2.1 Undertake comprehensive review of the Local Environmental Plan and Development Control Plan to ensure investment outcomes are achieved
	2.3.2.2 Prepare a report that investigates constraints, opportunities and impacts associated with establishing renewable energy production facilities in the LGA **
	2.3.2.3 Proactively engage with state significant development and infrastructure providers within the LGA and the Hunter Central Coast Renewable Energy Zone to ensure state significant development projects meet Council's adopted strategic planning objectives.

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Development + Regulatory Services	Heritage within the LGA is preserved
x	x	x	x	Engineering Services	Engineering plans assessed
x				Sustainable Services	Reviewed contributions plan
x	x	x	x	Development + Regulatory Services	Applications are assessed in a transparent and reliable system
x	x	x	x	Development + Regulatory Services	Increase in uptake of Council's Building Certification services
x	x	x	x	Strategic Planning	Improved support for investment
x	x	x	x	Strategic Planning	Understanding of the realities of renewable energy production facilities on the LGA
	x	x	x	Major State Government Projects	Improved alignment of project with Council's adopted strategic planning objectives

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

OUR ENVIRONMENT



Community Priorities

- **Entertainment/Activities**
- **Youth**
- **Maintaining our facilities (roads, parking, drainage)**
- **Events**

Our Supporting Strategies:

- Singleton Floodplain Risk Management Study and Plan 2024
- Singleton Sustainability Strategy 2019-2027
- Singleton Emissions Reduction Action Plan
- Singleton Waste Strategy 2023-2033
- Wollombi Brook Flood Risk Management Study and Plan 2016
- Flying Fox Camp Management Strategy
- Singleton Weed Management Strategy

OUR ENVIRONMENT

Our Objectives (Where we want to be in 10 years time)	Our Delivery Program Strategies (How we will get there)	Our Measures (How will we know when we have arrived)
3.1 Our Environment is protected, valued and respected	3.1.1 Collaborate to enhance, protect and improve our natural environment 3.1.2 Manage and reduce risks from environmental pollution and disease 3.1.3 Increase the planning and preparedness for natural disasters	• Number of participants in environmental program activities • Number of participants/programs on Emergency Management
3.2 Our Environment is preserved through circular economy	3.2.1 Promote efficient water, energy and waste management and increase reuse and recycling	• Increasing recycling, reuse and landfill diversion rates (missed bin ratio/kerbside collection)
3.3 Our Environment is enhanced through clean energy and proactive approach to climate change	3.3.1 Advocate for quality clean air and quality rehabilitation 3.3.2 To lead Council towards our emissions reduction goals for 2030	• Increase in LED lighting across Council's sites

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives : 3.1 Our Environment is protected, valued and respected	
3.1.1 Collaborate to enhance, protect and improve our natural environment	3.1.1.1 Support community engagement and strategic actions identified through consultation with the Singleton Sustainability Advisory Committee
	3.1.1.2 Implement and utilisation of recycled / reused materials where possible within civil capital and maintenance works
	3.1.1.3 Establish the ecological baseline in non-National Park parts of the LGA
	3.1.1.4 Support the delivery of biodiversity improvements at Col Fisher Park
	3.1.1.5 Commence development of vegetation assessment tool for development assessment
	3.1.1.6 Work with the Singleton Sustainability Advisory Committee to ensure the principles of ecologically sustainable development are embedded in Council's strategies, plans and programs.
3.1.2 Manage and reduce risks from environmental pollution and disease	3.1.2.1 Develop and implement an Environmental Management System to protect the environment from damage arising from Council's operations and ensure regulatory compliance
	3.1.2.2 Actively comply with landfill licence, EPA approved management plans and regulatory reporting requirements
	3.1.2.3 Review and test the Pollution Incident Response Management Plans for Waste Management Facility at least annually
	3.1.2.4 Implement inspection program for unauthorised and unregistered on site sewage management (OSSM) systems
3.1.3 Increase the planning and preparedness for natural disasters	3.1.3.1 Assist the community in the prevention of, preparation for, response to + recovery from natural disasters
	3.1.3.2 Implement priority actions from Floodplain Risk Management Study + Plan **

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Sustainable Services	Improved biodiversity outcomes on public and private land
x	x	x	x	Civil Operations	Reduction in waste from civil maintenance and project work
x	x	x	x	Sustainable Services	Established ecological baseline
x	x	x	x	Sustainable Services	Improved biodiversity at Col Fisher Park
x	x	x	x	Sustainable Services	Vegetation assessment tool developed
x	x	x	x	Sustainable Services	Principles of ecologically sustainable development are embedded in Council's strategies, plans and programs
x	x	x	x	Integrated Risk Management	Environmental Management System
x	x	x	x	Waste Services	Compliant Waste Management Facility
x	x	x	x	Waste Services	Compliant Waste Management Facility
x	x	x	x	Development + Regulatory Services	OSSMs in the LGA are compliant with minimal risk to public health
x	x	x	x	Disaster Risk Reduction	Detailed arrangements for the prevention of, preparation for, response to and recovery from emergencies within the LGA
x	x	x	x	Assets	Flood risks are understood and responded to appropriately

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives : 3.2 Our Environment is preserved through circular economy	
3.2.1 Promote efficient water, energy and waste management and increase reuse and recycling	3.2.1.1 Complete efficiency projects identified for 2026/2027 as identified in the Water and Sewer Efficiency Strategy to optimise the efficiency of water and sewer infrastructure and services
	3.2.1.2 Implement the high priority actions from the Waste Management Strategy
	3.2.1.3 Finalise the Environmental Impact Statement stage of the Water Management Facility Masterplan and lodge Development Application for the proposed extension.
	3.2.1.4 Progress construction of the new leachate management system
	3.2.1.5 Provide problem waste disposal options to Singleton community through drop off events and the Community Recycling Centre at the Waste Management Facility
	3.2.1.6 Facilitate the utilisation of products made from recycled materials
	3.2.1.7 Attend all regional meetings for waste management and circular economy working groups as well as participate in regional events and projects
Our CSP Objectives : 3.3 Our Environment is enhanced through clean energy and proactive approach to climate change	
3.3.1 Advocate for quality clean air and quality rehabilitation	3.3.1.1 Advocate for funding to develop Post Mining Land Use/Net Zero Strategy**
	3.3.1.2 Subject to 3.3.1.1, commence Post Mining Land Use Strategy/Net Zero Strategy**
	3.3.1.3 Continue to advocate for a particulate characterisation study for the Upper Hunter, following reduced mining and power station closures
3.3.2 To lead Council towards our emissions reduction goals for 2030	3.3.2.1 Commence the development of a climate change adaptation plan for Council
	3.3.2.2 Progress participation in the OEH Sustainability Advantage program to Silver membership
	3.3.2.3 Implement actions to reduce emissions in line with NSW government objectives
	3.3.2.4 Review and implement the Singleton Sustainability Strategy in consultation with the Singleton Sustainability Advisory Committee

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Water + Sewer	Improved efficiency of water and sewer infrastructure and services
x	x	x	x	Waste Services	Compliant waste management approach for Singleton
x	x	x	x	Waste Services	Waste services expanded to meet the community needs
x	x	x	x	Waste Services	New leachate management system
x	x	x	x	Waste Services	Variety of waste disposal options for the community
x	x	x	x	Waste Services	Support and opportunities for the community
x	x	x	x	Waste Services	Improved waste management
x	x	x	x	Community Growth + Evolution	Post Mining Land Use Strategy
x	x	x	x	Community Growth + Evolution	Post Mining Land Use Strategy
x	x	x	x	Community Growth + Evolution	Support for a particulate characterisation study for the Upper Hunter
x	x	x	x	Sustainable Services	Clear climate change adaptation outcomes
x	x	x	x	Sustainable Services	Council is a leader in sustainability
x	x	x	x	Sustainable Services	Council is a leader in emissions reduction
x	x	x	x	Sustainable Services	Improved sustainability across Council services

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

OUR ECONOMY



Community Priorities

- Entertainment/Activities
- Youth
- Retail
- Events
- Hospitality

Our Supporting Strategies:

- Hunter Valley Destination Management Plan 2022 - 2030
- Socio - Economic Development Strategy 2024 - 2028
- Singleton Vineyards and Rural Tourism Strategy 2023
- Singleton Local Contributions Plan 2025
- Invest Singleton

OUR ECONOMY

Our Objectives (Where we want to be in 10 years time)	**Our Delivery Program Strategies** (How we will get there)	**Our Measures** (How will we know when we have arrived)
4.1 Our Economy will demonstrate diversity, resilience and innovation	4.1.1 Foster and increase the diversity and resilience of the Singleton economy 4.1.2 Enhance relationships between local business, industry and government to set strategic economic goals	• Quarterly progress on strategy actions • Program participant satisfaction • Number of enquiries managed by industry • Number of grant enquiries completed • Number of external events attended and stakeholders engaged • Number of NBN upgrades to businesses and households
4.2 Our Economy will be smart, embrace growth and provide security for the future	4.2.1 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change	• Number of initiatives supported • Number of programs in progress
4.3 Our Economy will prosper through our approach to becoming a destination of choice to live, work, play and invest	4.3.1 Support tourism through partnerships and enable Singleton LGA to grow as a tourist destination 4.3.2 Foster initiatives that strengthen Singleton's brand identity to become a destination of choice to live, work, play and invest 4.3.3 Facilitate land use planning outcomes that enable investment	• Quarterly progress on strategy actions • Number of stakeholders engaged • Number of project plan milestones achieved • Number of evening events delivered to the community annually

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	**Operational Plan Action** (How we will get there)
Our CSP Objective: 4.1 Our Economy will demonstrate diversity, resilience and innovation	
4.1.1 Foster and increase the diversity and resilience of the Singleton economy	4.1.1.1 Implement the Singleton Socio Economic Development Strategy including feasibility assessment to undertake an LGA specific Industry Forum
	4.1.1.2 Manage the Singleton Investment Activation Program, including system development, communication plans, online portal and attraction processes.
	4.1.1.3 Implement and refine Council's concierge process for improved investor relationships
	4.1.1.4 Provide information and support to enable the local community and businesses to apply for funding
4.1.2 Enhance relationships between local business, industry and government to set strategic economic goals	4.1.2.1 Represent Council at the industry and economic forums, and collaborate with relevant stakeholders to represent the needs of Singleton and support regional growth and stakeholder engagement
	4.1.2.2 Collaborate with key stakeholders to develop a Singleton Digital Connectivity Plan
Our CSP Objectives: 4.2 Our Economy will be smart, embrace growth and provide security for the future.	
4.2.1 Support the capacity of Singleton businesses to be flexible, adaptable and prepared for change	4.2.1.1 Collaborate with Business Singleton to support and grow local business
	4.2.1.2 Deliver programs that safeguard and build capacity for local business to participate in the net zero transition across the whole LGA

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role		What will be provided
x	x	x	x	Economic Development		Future direction for Singleton socio-economic prosperity and resilience
x	x	x	x	Economic Development		Singleton becomes a destination of choice for investment
x	x	x	x	Economic Development		Singleton positioning and identity with potential investors
x	x	x	x	Economic Development		Community and businesses attract funding
x	x	x	x	Economic Development		Improved relationships with industry and economic providers
x	x	x	x	Economic Development		Singleton's digtal connectivity is improved
x	x	x	x	Economic Development		Highly functioning partnership with Business Singleton
x	x	x	x	Economic Development		Improved resilience for business sector

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	**Operational Plan Action** (How we will get there)
Our CSP Objectives: 4.3 Our Economy will prosper though our approach to becoming a destination of choice to live, work, play and invest	
4.3.1 Support tourism through partnerships and enable Singleton LGA to grow as a tourist destination	4.3.1.1 Deliver and implement priority actions from the Hunter Valley Destination Management Plan**
	4.3.1.2 Collaborate with Hunter Valley Wine Tourism Alliance, Alliance Working Group and Hunter Valley Wine and Tourism Association to promote Visitor Economy.
	4.3.1.3 Implement a Singleton LGA tourism network for the delivery of actions to improve the local tourism experience and promote Singleton as a destination.
	4.3.1.4 Deliver two evening/twilight events annually including Christmas on John Street
4.3.2 Foster initiatives that strengthen Singleton's brand identity to become a destination of choice to live, work, play and invest and invest	4.3.2.1 Implement Singleton Strategic Storytelling Project outcomes to promote Singleton as a destination to live, work, play and invest **
	4.3.2.2 In collaboration with Australian Business Volunteers and Business Singleton, implement aligned actions from the Community Strategy Challenge
4.3.3 Facilitate land use planning outcomes that enable investment	4.3.3.1 Implementation of land use planning strategies, including the Local Housing Strategy, Employment Lands Strategy, Vineyards and Rural Tourism Strategy and the Rural Land Use Strategy**

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Economic Development	Collaborative approach to tourism
x	x	x	x	Economic Development	Resilience and growth of wine tourism and viticulture
x	x	x	x	Visitor Information Centre	Improved relationships with tourism providers
x	x	x	x	Civic Centre + Events	Delivery of two evening/twilight events
x	x	x	x	Communication + Engagement	Singleton is promoted as a destination to live, work, play and invest
	x	x	x	Community Growth + Evolution	A collaborative approach to positively impacting Singleton's economic future
x	x	x	x	Community Growth + Evolution	Investment is enabled through landuse planning strategies

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

OUR LEADERSHIP



Community Priorities

- Entertainment/Activities
- Youth
- Retail
- Events
- Hospitality
- Walking, cycling and pathways
- Sporting facilities
- Parks + playgrounds
- Arts + Culture
- Maintaining our facilities (roads, parking, drainage)

Our Supporting Strategies

- Advocacy Agenda
- Infrastructure Agenda
- Business Operating Framework
- (DRAFT) Customer Experience Strategy 2026-2030
- Information and Communication Technology (ICT) Strategy
- Integrated Risk Management Plan 2026 - 2029
- Long Term Financial Plan 2025 - 2035
- Organisational Excellence Strategy
- Our People Strategy 2025 - 2029
- Arts + Cultural Strategy 2020 - 2030

OUR LEADERSHIP

Our Objectives (Where we want to be in 10 years time)	**Our Delivery Program Strategies** (How we will get there)	**Our Measures** (How will we know when we have arrived)
5.1 Our Council is customer focused and collaborative	5.1.1 Council's service delivery is aligned with our community's needs and delivered the best way possible 5.1.2 Collaborate with our community, stakeholders and Council to create an informed community and better outcomes 5.1.3 Our people and systems are continuously evolving to ensure we meet the challenges of the future	• Increasing employee engagement trending towards 80% • Service delivery - 95% completion of operational actions plans • Increasing customer satisfaction - trending towards 80% • All high priority actions from Integrated Risk Management Plan 2026 - 2029 implemented • Number of complaints received
5.2 Our Council is trusted, responsible and transparent	5.2.1 To lead, govern and regulate in an ethical, equitable and transparent way 5.2.2 All council activities are managed in a financial sustainable way 5.2.3 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2035	• Financial metrics (operating result/ capital works expenditure • Number of grants applied for • Number of successful grants received

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 5.1 Our Council is customer focused and collaborative	
5.1.1 Council's service delivery is aligned with our Community's needs and delivered the best way possible	5.1.1.1 Review services in line with Council's 2026/2027 Service Excellence Review Program
	5.1.1.2 Review and enhance Council's Delivery Program and Operation Plan in line with the IP+R cycle, gaining organisational input to ensure an integrated approach to Council's strategies and actions.
	5.1.1.3 Review and enhance the Community Strategic Plan 2029 - 2039, Delivery Program and Operation Plan in line with the IP+R cycle, working with the community and internal stakeholders to ensure the documents to reflect the current needs and aspirations of the Singleton community.
	5.1.1.4 Deliver high priority 2026/2027 actions from the Organisation Excellence Strategy
	5.1.1.5 Implement Year 1 actions from Customer Experience Strategy 2026-2030
	5.1.1.6 Continuous improvement in our Voice of the Customer framework
	5.1.1.7 Deliver high quality Customer Service in line with sector benchmark
5.1.2 Collaborate with our community, stakeholders and Council to create an informed community and better outcomes	5.1.2.1 Deliver communications to enhance of Council digital and social media profile
	5.1.2.2 Ensure full coverage of all Council's media items by a professional, collaborative communications approach
	5.1.2.3 Enhance community engagement through implementation of Council's Community Engagement Strategy
	5.1.2.4 Continue to collaborate with the Hunter Joint Organisations

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	Integrated Planning + Reporting	Service Reviews are completed in line with legislation
x	x	x	x	Integrated Planning + Reporting	Council's Delivery Program and Operation Plan updated in line with IP+R cycle
x	x	x	x	Integrated Planning + Reporting	Council's Community Strategic Plan updated in line with IP+R cycle
x	x	x	x	Community Experience + Events	Council's services are delivered to meet customer expectations
x	x	x	x	Community Experience + Events	Improved customer experience when dealing with Council
x	x	x	x	Community Experience + Events	Council services are delivered in line with customer expectations
x	x	x	x	Community Experience + Events	Improved Council customer service
x	x	x	x	Communication + Engagement	Improved delivery of information in digital and social media platforms
x	x	x	x	Communication + Engagement	Coverage of Council's good news stories in local and regional media outlets, and Council's own publications
x	x	x	x	Communication + Engagement	Community engagement is delivered in line with Council's adopted Community Engagement Strategy
x	x	x	x	Integrated Planning + Reporting	A progressive and connected Hunter Council

Role of council Deliver Advocate Collaborate Regulate ** This action is funding dependant

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 5.1 Our Council is customer focused and collaborative	
5.1.3 Our People and Systems are continuously evolving to ensure we meet the challenges of the future	5.1.3.1 Implement Our People Strategy 2025-2029
	5.1.3.2 Review, update and develop Our People Strategy 2029 - 2033
	5.1.3.3 Implement the Swell (safe and well) Program to promote the mental and physical health, safety and wellbeing of our people
	5.1.3.4 Implement the Equal Employment Opportunity Plan 2025-2029
	5.1.3.5 Develop and deliver a program of staff development sessions to amplify a customer centric culture
	5.1.3.6 Collect and integrate Customer data to provide a holistic view of our customers experiences
Our CSP Objective: 5.2 Our Council is trusted, responsible and transparent	
5.2.1 To lead, govern and regulate in an ethical, equitable and transparent way	5.2.1.1 Empower staff to respond swiftly to customer needs and amplify a culture of customer centricity
	5.2.1.2 Ensure tendering and procurement activities are undertaken according to legislation and achieving best value for Council and Community
	5.2.1.3 Support the community and organisation through the delivery of our Digital Strategy (ICT)
	5.2.1.4 Continual review and enhancement of Cyber Security capabilities through delivery of Cyber Security roadmap
	5.2.1.5 Ensure all Finance (incl rating) activities meet legislative and OLG guidelines
	5.2.1.6 Implement the highest priority actions for 2026/2027 from the Integrated Risk Management Management Plan 2026 - 2029
	5.2.1.7 Conduct audits to drive improvements in our Integrated Risk Management Management System

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
x	x	x	x	People + Culture	Our people are engaged, safe sustainable and performing
		x	x	People + Culture	Our people are engaged, safe sustainable and performing
x	x	x	x	Integrated Risk Management	A workforce that is safe and well
x	x	x	x	People + Culture	Our people are diverse, high performing and reflect the community we serve
x	x	x	x	Community Experience + Events	Our people are collectively building a culture where we actively look out for our impact on all customers
x	x	x	x	Community Experience + Events	Customer experience is understood using real data
x	x	x	x	Community Experience + Events	Teams have the right tools, the right information and the autonomy to adapt swiftly to evolving customer needs
x	x	x	x	Procurement	Legislative compliant procurement that promotes local spend
x	x	x	x	Information Systems	A best practice digital strategy that meets community expectations
x	x	x	x	Information Systems	Limit risk of cyber security attacks and educate staff on potential cyber threats
x	x	x	x	Financial Services	Legislative compliance
x	x	x	x	Integrated Risk Management	A structured approach to the management of risk.
x	x	x	x	Integrated Risk Management	A best practice Integrated Risk Management management system that minimises risks arising from Council's operations

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 5.2 Our Council is trusted, responsible and transparent	
5.2.1 To lead, govern and regulate in an ethical, equitable and transparent way	5.2.1.8 Continue development of the Environmental Risk Management System Framework
	5.2.1.9 Undertake an annual review of Councillors Professional Development Program
	5.2.1.10 Action and process Councillor requests as per timeframes detailed in the Councillor and Staff Interaction Policy
	5.2.1.11 Report Councillor workshop and meeting attendance
	5.2.1.12 Ensure Council meeting actions are undertaken within the agreed timeframes
	5.2.1.13 Ensure Council policies are current and reviewed as required
	5.2.1.14 Ensure all Council activities are undertaken within legistlative requirements
	5.2.1.15 Complete governance items on the Office of Local Government Calendar of Compliance and Reporting requirements by due dates
	5.2.1.16 Administer the 2028 Local Government election for the Singleton LGA
	5.2.1.17 Coordinate the Internal Audit program and meetings of the Audit, Risk + Improvement Committee
	5.2.1.18 Maintain Council as a Child Safe Organisation and ensure compliance with the NSW Child Safe Standards and all relevant child protection legislation
	5.2.1.19 Work with VPA Community Committees, in line with the relevant signed VPA, EPA Act and established governance processes, to deliver VPA funded projects that enhance the communities of Jerrys Plains, Bulga and Milbrodale.
	5.2.1.20 Review and maintain governance processes and documentation relevant to the VPA Community Committees.
	5.2.1.21 Administer the review of VPA Community Committee terms of reference and membership in line with the Council Committees Policy.

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibiliy + Role	What will be provided
x	x	x	x	Integrated Risk Management	A best practice Integrated Risk Management management system that minimises risks arising from Council's operations
x	x	x	x	Governance	An elected Council that is informed, engaged and attuned to community needs
x	x	x	x	Governance	An elected Council that is informed, engaged and attuned to community needs
x	x	x	x	Governance	An elected Council that is informed, engaged and attuned to community needs
x	x	x	x	Governance	An elected Council that is informed, engaged and attuned to community needs
x	x	x	x	Governance	An elected Council that is informed, engaged and attuned to community needs
x	x	x	x	Governance	Compliance requirements are met
x	x	x	x	Governance	Compliance and reporting requirements are met
x	x	x	x	Governance	An elected Council
x	x	x	x	Integrated Risk Management	Audit program and ARIC delivered in line with statutory requirements
x	x	x	x	Community Service Delivery	Council is a Child Safe Organisation
x	x	x	x	VPA Projects	VPA Community Committees and funded projects are managed in line with signed VPAs, Council Committees Policy and endorsed Terms of Reference
x	x	x	x	VPA Projects	VPA Community Committees and funded projects are managed in line with signed VPAs, Council Committees Policy and endorsed Terms of Reference
x	x	x	x	VPA Projects	VPA Community Committees are managed in line with signed VPAs, Council Committees Policy and endorsed Terms of Reference

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

Our Delivery Program Strategies (How we will get there)	Operational Plan Action (How we will get there)
Our CSP Objectives: 5.2 Our Council is trusted, responsible and transparent	
5.2.1 To lead, govern and regulate in an ethical, equitable and transparent way	5.2.1.22 Deliver the actions from the Information Management Strategy and legislative obligations
	5.2.1.23 As required, conduct independent investigations and perform designated roles of Complaints Coordinator, Disclosure Coordinator, Privacy Contact Officer or Public Officer in line with legislative requirements
5.2.2 All council activities are managed in a financial sustainable way	5.2.2.1 Actively mature the LTFP and systems to drive financial sustainability
	5.2.2.2 Facilitate increased maturity and collaboration of financial management across council
	5.2.2.3 Enhance Council's financial sustainability through strategic property management
	5.2.2.4 Review and place Council's insurance policies prior to the end of the financial year
	5.2.2.5 Source, manage and maintain plant, vehicles and equipment to support Council activities
	5.2.2.6 Undertake condition assessment and revaluation of councils assets as required
	5.2.2.7 Develop and refine asset management strategies, plan and policies as part of preparation for the new IP+R cycle, gaining organisational input to ensure Asset Management Plans and policy are up to date.
5.2.3 Seek funding to provide infrastructure, programs, services or events which value add to the delivery of the objectives of Singleton 2035	5.2.3.1 Support grant funding applications that enable Council to provide infrastructure, programs, services or events for the Community

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

2025/2026	Operational Plan Year 2026/2027	2027/2028	2028/2029	Council's Responsibility + Role	What will be provided
	x	x	x	Information Management	Information management services are performed within legislative requirements
	x	x	x	Executive Director	Roles are performed as required to meet legislative requirements
x	x	x	x	Financial Services	Financial sustainability
x	x	x	x	Financial Services	Financial sustainability
x	x	x	x	Property Services	Financial sustainability through strategic property management
x	x	x	x	Integrated Risk Management	Appropriate insurance against losses that could affect services and infrastructure
x	x	x	x	Compliance + Systems	Safe and efficient fleet meets the needs to support the council operations
x	x	x	x	Assets	Robust Asset Management to support ongoing investment in the community's assets
x	x	x	x	Assets	Sustainable asset management in line with community needs
x	x	x	x	Grants Management	Increased service offering, fast track progress

Role of council **Deliver** **Advocate** **Collaborate** **Regulate** ** **This action is funding dependant**

3

OUR FINANCIALS

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Budget 2026/2027

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 2027.

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

The 2026/2027 Net Operating Result before Grants and Contributions Provided for Capital Purposes shows a deficit of $6.342 million. The 2025/2026 result of $4.787 million deficit is the projection as at the December 2025 Quarterly Budget Review. The deterioration from the adopted 2025/2026 original budget of $0.114 million surplus is due to the increase in depreciation following the 2025/2025 revaluation of Road assets.

Council is currently implementing a Financial Improvement project aimed at enhancing financial sustainability and efficiency. Efforts are underway aimed at returning to a balanced budget to ensure sound financial management and strategic allocation of resources for the future.

Rate Increase 2026/2027
The Independent Pricing and Regulatory Tribunal (IPART) determined the rate pegging limit for 2026/2027 to be 4.2% for Singleton Council. Singleton Councils Income Statement for 1 year ending 30 June 2027 is shown below and is based on the 4.2% rate peg limit as per the IPART determination.

Singleton Council Income Statement
Five years ending 30 June 2027

	2026 $000	2027 $000	Estimated 2028 $000	Estimated 2029 $000	Estimated 2030 $000
Revenue From Continuing Operations					
Rates and annual charges	41,805	43,513	45,208	46,901	48,653
User charges and fees	25,067	25,083	26,151	27,242	28,376
Other revenues	2,603	304	310	316	322
Grants and contributions - operating	12,103	11,250	11,540	11,834	12,135
Grants and contributions - capital	21,937	4,393	8,718	12,146	18,831
Interest and investment revenue	4,378	6,452	4,676	3,972	3,599
Other income	2,444	3,553	4,128	3,616	3,351
Total Revenue from Continuing Operations	**110,337**	**94,548**	**100,731**	**106,027**	**115,267**

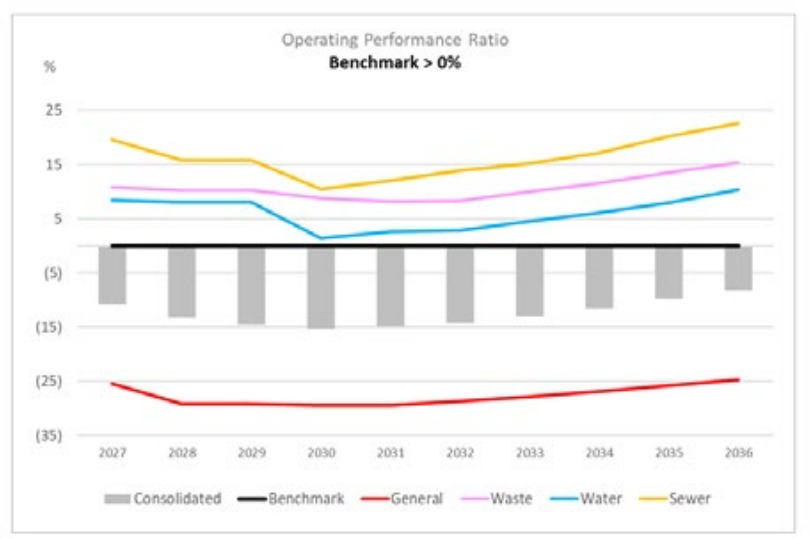
	2026 $000	2027 $000	Estimated 2028 $000	Estimated 2029 $000	Estimated 2030 $000
Expenses From Continuing Operations					
Employee benefits and on-costs	33,061	35,289	36,348	37,439	38,562
Materials and services	32,854	31,323	32,262	33,230	34,227
Borrowing costs	659	1,011	1,045	1,196	1,190
Depreciation and amortisation	23,089	24,129	25,543	27,000	28,535
Other expenses	2,358	3,154	3,280	3,411	3,547
Net Loss from disposal of assets	1,135	1,591	1,662	1,737	1,815
Total Expenses from Continuing Operations	**93,187**	**96,497**	**100,140**	**104,013**	**107,876**
Operating result from continuing operations	**17,150**	**(1,949)**	**591**	**2,014**	**7,391**
Net operating result for the year before grants and contributions provided for capital purposes	**(4,787)**	**(6,342)**	**(8,127)**	**(10,132)**	**(11,440)**

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.

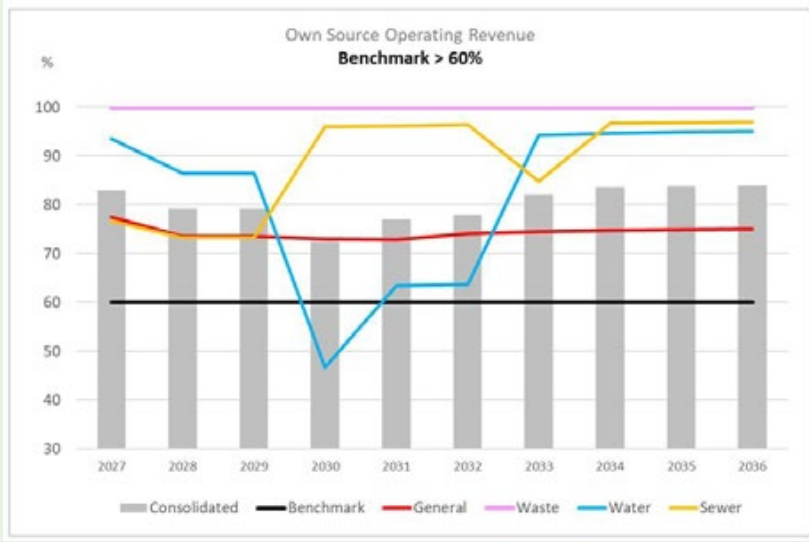
Operating Performance Ratio - Consolidated (%)

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



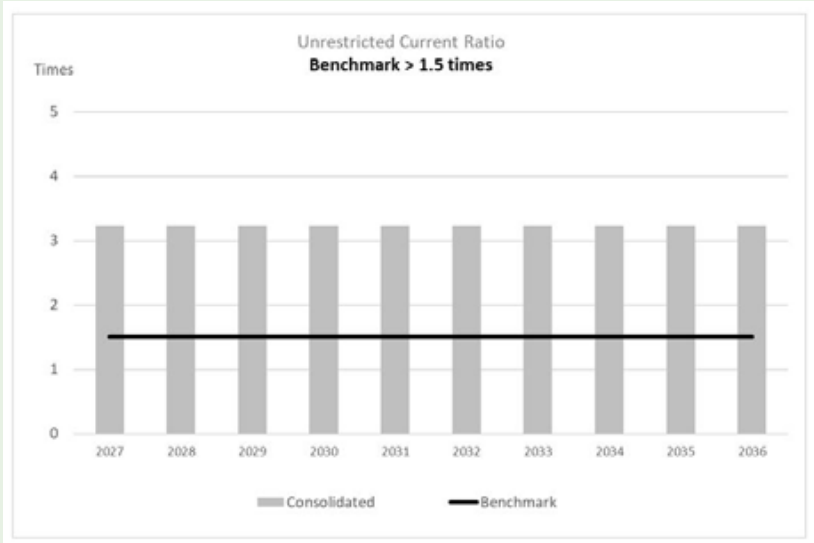
Own Source Operating Revenue Ratio

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%



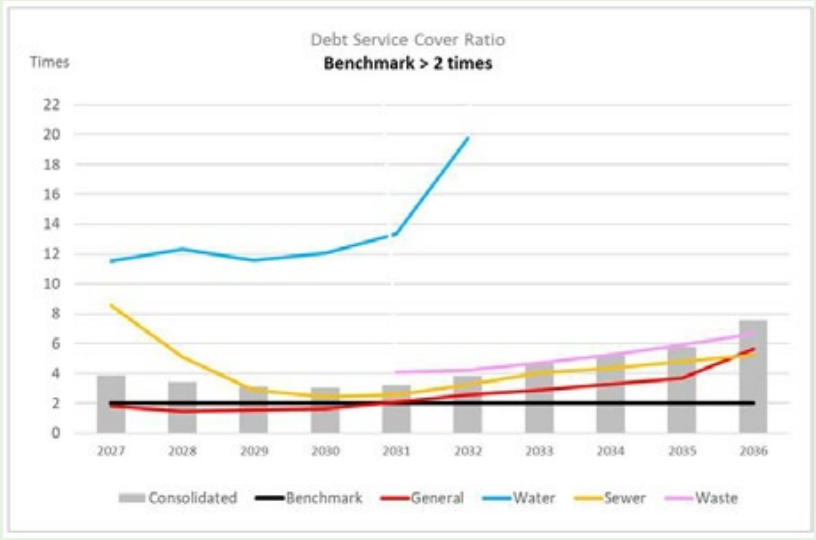
Unrestricted Current Ratio

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



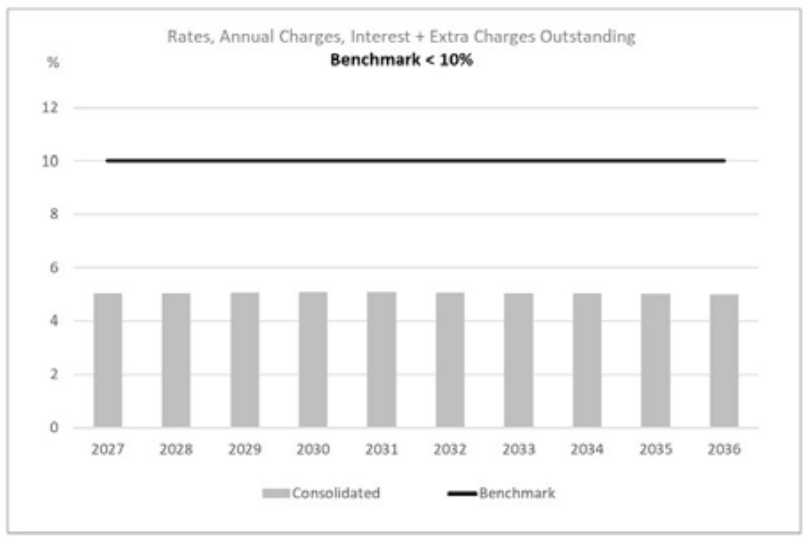
Debt Services Cover Ratio

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



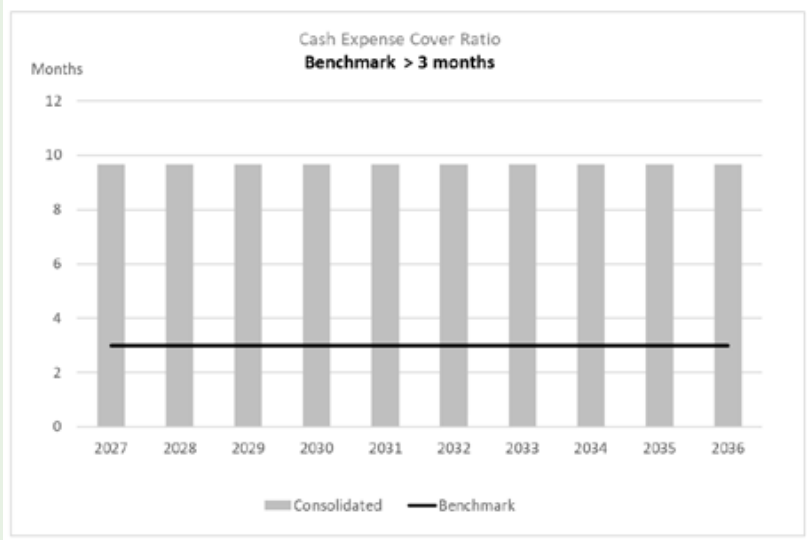
Rates, Annual Charges, Interest + Extra Charges Outstanding

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 then 10% for rural Councils.



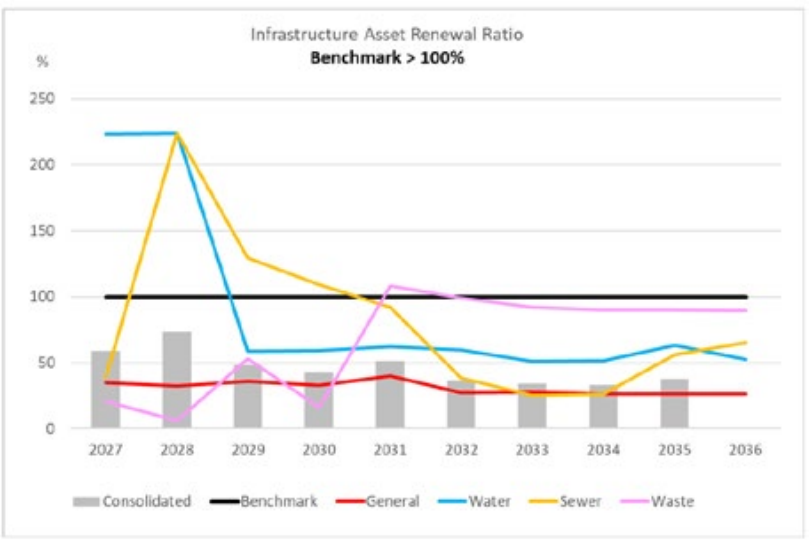
Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue to paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than 3 months.



Infrastructure Asset Renewal Ratio

This measures the rate at which Council's assets are being renewed relative to the rate at which they are depreciating.



Budget by CSP Pillar | **Income from Continuing Operations**

Council's income statements as per Council's Long Term Financial Plan, have been allocated across our five pillars of 'Create Singleton 2025-2035', as follows:

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Community						
	Children Services	2,384	2,705	2,798	2,894	2,993
	Library Services	196	203	209	214	220
	Youth Services	118	130	133	136	139
	Arts & Culture	58	50	52	54	56
Our Places						
	Roads (ISPP)	13,581	7,763	10,388	11,058	11,395
	Roads	7,968	172	177	183	188
	Recreation + Facilities	6,511	2,946	3,155	3,167	3,736
	Emergency Services	547	391	395	404	414
	Water Services	13,602	13,057	14,627	20,043	26,406
	Sewer Services	9,606	11,555	12,183	9,597	9,824
	Council Assets	205	592	608	626	644
Our Environment						
	Environmental Services	14,945	14,498	14,987	15,557	15,952
	Planning + Development Services	3,546	3,551	3,054	3,133	3,216
	Regulatory Services	340	245	254	262	271

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Economy						
	Economy + Community	2,931	65	226	120	128
	Land Development	444	0	0	0	0
	Livestock Sales	11	11	12	12	12
Our Leadership						
	Financial Services	32,520	35,827	36,782	37,861	38,948
	Governance	113	116	119	122	125
	People + Culture	306	260	267	274	281
	Executive Projects	1	1	1	1	1
	Integrated Risk	50	0	0	0	0
	Information Services	147	156	160	165	170
	Depot + Council Fleet Services	225	382	335	345	355

Budget by CSP Pillar | **Expenditure from Continuing Operations**

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Community						
	Children Services	3,185	3,477	3,583	3,691	3,804
	Library Services	1,694	1,782	1,840	1,899	1,961
	Youth Services	500	501	516	532	548
	Arts + Culture	1,222	1,356	1,405	1,447	1,490
	Other Community Services	834	1,165	1,200	1,237	1,274
Our Places						
	Roads (ISPP)	9,420	9,203	9,533	9,827	10,131
	Roads	323	323	333	343	353
	Recreation + Facilities	9,331	10,032	10,124	10,397	10,697
	Emergency Services	1,803	1,696	1,762	1,830	1,900
	Water Services	11,044	10,402	10,908	11,449	12,028
	Sewer Services	6,943	6,909	7,384	7,944	8,307
	Council Assets	19,195	19,607	20,417	21,263	22,149
Our Environment						
	Environmental Services	11,838	12,422	12,858	13,323	13,830
	Planning + Development Services	5,323	5,316	5,476	5,641	5,810
	Regulatory Services	218	163	179	181	183

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Economy						
	Economy + Community	633	1,433	1,476	1,521	1,566
	Land Development	247	217	283	294	306
	Livestock Sales	311	318	430	434	439
Our Leadership						
	Council Performance & Improvement	37	37	38	39	40
	Communication & Engagement	783	854	880	906	934
	Financial Services	820	1,071	1,101	1,135	1,170
	Governance	1,802	1,873	1,931	1,992	2,054
	Contracts & Property	281	305	314	324	334
	People & Culture	517	576	593	611	629
	Executive Projects	255	288	296	305	314
	Integrated Risk	940	1,113	1,146	1,181	1,216
	Information Services	3,084	3,482	3,594	3,709	3,829
	Depot & Council Fleet Services	621	702	730	759	790

Budget by CSP Pillar | **Net Operating Result from Continuing Operations**

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Community						
	Children Services	(801)	(772)	(785)	(797)	(811)
	Library Services	(1,498)	(1,579)	(1,631)	(1,685)	(1,741)
	Youth Services	(382)	(371)	(383)	(396)	(409)
	Arts & Culture	(1,164)	(1,306)	(1,354)	(1,393)	(1,435)
	Other Community Services	(834)	(1,165)	(1,200)	(1,237)	(1,274)
Our Places						
	Roads (ISPP)	4,161	(1,440)	855	1,231	1,264
	Roads	7,644	(152)	(156)	(160)	(165)
	Recreation & Facilities	(2,820)	(7,085)	(6,969)	(7,230)	(6,961)
	Emergency Services	(1,256)	(1,306)	(1,367)	(1,425)	(1,486)
	Water Services	2,558	2,655	3,720	8,594	14,378
	Sewer Services	2,662	4,645	4,799	1,653	1,516
	Council Assets	(18,991)	(19,015)	(19,808)	(20,637)	(21,504)
Our Environment						
	Environmental Services	3,107	2,076	2,129	2,234	2,121
	Planning & Development Services	(1,777)	(1,765)	(2,422)	(2,508)	(2,594)
	Regulatory Services	122	82	75	82	88

CSP Pillar	Service	Revised 2026 $'000	Estimated 2027 $'000	Estimated 2028 $,000	Estimated 2029 $,000	Estimated 2030 $,000
Our Economy						
	Economy + Community	2,298	(1,368)	(1,251)	(1,401)	(1,439)
	Land Development	197	(217)	(283)	(294)	(306)
	Livestock Sales	(300)	(306)	(418)	(422)	(426)
Our Leadership						
	Council Performance & Improvement	(37)	(37)	(38)	(39)	(40)
	Communication & Engagement	(783)	(854)	(880)	(906)	(934)
	Financial Services	31,700	34,756	35,681	36,725	37,779
	Governance	(1,689)	(1,757)	(1,812)	(1,870)	(1,928)
	Contracts & Property	(281)	(305)	(314)	(324)	(334)
	People & Culture	(211)	(315)	(326)	(337)	(348)
	Executive Projects	(254)	(287)	(295)	(304)	(313)
	Integrated Risk	(890)	(1,113)	(1,146)	(1,181)	(1,216)
	Information Services	(2,937)	(3,326)	(3,433)	(3,544)	(3,659)
	Depot & Council Fleet Services	(396)	(320)	(396)	(415)	(435)

Capital Works

Details of specific capital works projects that are proposed to be undertaken in the 2026/2027 financial year are below:

Programs		Source of Funds					
	Estimate 2027 $	General Funds	Loans	Operating Grants + Contributions	Capital Grants + Contributions	User Fees + Charges	Reserves
Design Program	550,000	550,000	0	0	0	0	0
Local Road Program	3,690,651	2,585,651	0	1,105,000	0	0	0
Regional Roads Program	728,500	0	0	728,500	0	0	0
Causeway + Bridge Rehabilitation	6,250,001*	0	0	650,000	5,600,001*	0	0
Buildings	11,980,511*	327,500	5,376,028*	42,500	3,591,222*	0	2,643,261
Drainage	544,216*	447,152*	0	97,064*	0	0	0
Plant	1,000,000	0	0	0	0	0	1,000,000
Open Space	170,000	170,000	0	0	0	0	0
Natural Disaster Recovery	1,702,514*	0	0	0	1,702,514*	0	0
Waste Services	5,594,197*	0	0	0	0	0	5,594,197*
Library books and digital collection	80,000	0	0	80,000	0	0	0
Water supply network	10,943,250*	0	0	0	0	383,000	10,560,250*
Sewerage network	6,631,750	0	2,500,000*	0	0	66,000	4,065,750*
Total	49,865,590*	4,080,303*	7,876,028*	2,703,064*	10,893,737*	449,000	23,863,458*

*Figures include capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Asset Treatment
Buildings*	Gym & Swim	25m pool dome roof replacement	Renewal
Buildings*	Rose Point Park	Upgrade to amenities building	Upgrade
Buildings*	Livestock Exchange/Singleton Saleyards	Replacement of commercial centre, car parking & landscaping	Renewal
Buildings*	Livestock Exchange/Singleton Saleyards	Weighbridge upgrade	Upgrade
Buildings*	Livestock Exchange/Singleton Saleyards	Saleyard upgrade	Upgrade
Buildings*	Gym & Swim	MSB & Electrical Upgrade	Renewal
Buildings*	Gym & Swim	EV charger	New
Buildings*	Civic Centre Auditorium	Upgrade to disability access	New
Buildings*	Civic Centre Administration	Disability bathroom construction and access	Renewal
Buildings	185-195 John St	Remove asbestos and refurbish site	Renewal
Buildings	Works Depot	Washdown Bay Compliance works	New
Buildings	Works Depot	Workshop floor improvements	Renewal

Capital Works Program

Program	Location	Project Description	Renewal / New
Causeway + Bridge Rehabilitation	Cranky Corner South Road	Renewal/Replace wingwall	Renewal
Causeway + Bridge Rehabilitation	Goorangoola Creek Road	Replace timber bridge with culverts	Renewal
Causeway + Bridge Rehabilitation*	Combo Lane Singleton	Construct Pedestrian & Bike Bridge	New
Design Program	Various across LGA	Feasibility, Concept and Detailed Design works incl. Survey/Investigation/ Design	Renewal
Drainage	Standen Drive - 7.08 from Bell Road	Renewal culvert	Renewal
Drainage	Various across LGA	Renewal of damaged headwalls	Renewal
Drainage	Various across LGA	Renewal to erosion control structures	Renewal
Drainage	York St + Bathurst St Intersection	Upgrade downstream pipes	Renewal
Drainage*	Combo Lane - Singleton	Drainage Swale near school entry	New

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Asset Treatment
Library books and digital collection	Library books and digital collection		New
Natural Disaster Recovery*	Various Rural Roads	P10 Singleton General	Renewal
Natural Disaster Recovery*	Various Rural Roads	P13 Final Package	Renewal
Natural Disaster Recovery*	Cassels Road	P7 Flood Rectification	Renewal
Local Road Program	Mitchell's Flat Road	Causeway renewal	Renewal
Local Road Program	Myall Creek Road	Causeway renewal	Renewal

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Renewal / New
Local Road Program	Myrallie Road	Causeway renewal	Renewal
Local Road Program	Various urban roads	Renewal of select section of failed Kerb and Gutter	Renewal
Local Road Program	Low Maintenance roads across the LGA	Gravel resheeting and minor works per the priority tool assesment	Renewal
Local Road Program	Various Urban road rehabilitation	Limited sectional Road rehabilitation	Renewal
Local Road Program	Various rural roads	Bitumen resealing	Renewal
Local Road Program	Various urban roads	Bitumen resealing	Renewal
Local Road Program	Various unsealed rural local roads	Gravel resheeting	Renewal
Local Road Program	Emergency Works across LGA	Emergency Works	Renewal
Local Road Program	Various across LGA	Patch, grade, compact, seal of various sites per the Priority Assessment list	New

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Asset Treatment
Local Road Program	Various across LGA	Traffic safety upgrades (guardrails)	New
Local Road Program	Oakley Lane	Road rehabilitation	Renewal
Local Road Program	Putty Valley Road	Road rehabilitation	Renewal
Local Road Program	The Inlet Road	Road rehabilitation	Renewal
Open Space	Various Parks across LGA	Electrical upgrades to poles and lights and meterboxes	Renewal
Plant	Infrastructure Works Plant	Plant and Vehicle Replacement	New
Regional Roads Program	Cessnock Road	Road rehabilitation	Renewal
Regional Roads Program	Various Regional roads	Bitumen resealing	Renewal
Sewerage network	Pressure Sewer System	Refurbishment and replacement program	Renewal
Sewerage network	Pressure Sewer System	Supply and installation - new development	New
Sewerage network	Sewage Treatment Plant	Electrical upgrade and building replacement	Upgrade

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Renewal / New
Sewerage network	Sewage Treatment Plant	Laboratory equipment replacement program	Renewal
Sewerage network	Sewage Treatment Plant	Sludge pond renewal	Renewal
Sewerage network	Sewer Network	Development related infrastructure	New
Sewerage network	Sewer Network	Manhole renewal program	Renewal
Sewerage network	Sewer Network	Plant and equipment	New
Sewerage network	Sewer Network	Plant and equipment replacement	Renewal
Sewerage network	Sewer Network	Safety and sundry equipment replacement	Renewal
Sewerage network	Sewer Network	Small main inspection and replacement / relining program	Renewal
Sewerage network	Telemetry	Replacement program	Renewal
Sewerage Network/Water Supply Network	Dyrring Road	Water and Sewer Depot - Construction	Replacement
Waste Services	Jerry's Plains Waste Management Facility	Design for Remediation Works and former Jerrys Plains landfill site	Remediation
Waste Services	Singleton Waste Management Facility	Hook lift bin replacement	Renewal

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Asset Treatment
Waste Services	Singleton Waste Management Facility	Leachate Well Extension	New
Waste Services	Singleton Waste Management Facility	Washbay Construction	New
Waste Services	Singleton Waste Management Facility	Western Landfill Cell Construction	New
Waste Services*	Singleton Waste Management Facility	Leachate pond construction	New
Water supply network	Apex Reservoir	Reservoir renewal program	Renewal
Water supply network	Glennies Creek Dam Outlet Valve	Renewal	Renewal
Water supply network	Glennies Creek Water Pump Station	Renewal program	Renewal
Water supply network	Mount Thorley Raw Water System	Upgrade and renewal program	Upgrade
Water supply network	Reservoir	New reservoir - concept design	New
Water supply network	Retreat Water Pump Station	Renewal program	Renewal
Water supply network	Rixs Creek Reservoir	Reservoir renewal program	Renewal
Water supply network	Telemetry	Replacement program	Renewal
Water supply network	Water Buildings	Renewal program	Renewal
Water supply network*	Water network - Rix's network	Trunk main relining	Renewal

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Renewal / New
Water supply network	Water Network	Alternate water supply - investigation	New
Water supply network	Water Network	Connections - new development	New
Water supply network	Water Network	Hydrant renewal program	Renewal
Water supply network	Water Network	Plant and equipment	New
Water supply network	Water Network	Plant and equipment replacement	Renewal
Water supply network	Water Network	Pressure management program	New
Water supply network	Water Network	Safety and sundry equipment replacement	Renewal
Water supply network	Water Network	Trunk main relining	Renewal
Water supply network	Water Network	Valve and hydrant replacement program	Renewal

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

Capital Works Program

Program	Location	Project Description	Asset Treatment
Water supply network	Water Network	Water main renewal program	Renewal
Water supply network	Water Network	Water meter replacement program	Renewal
Water supply network	Water Treatment Plant	Inlet valve renewal	Renewal
Water supply network	Water Treatment Plant	Laboratory equipment replacement program	Renewal
Water supply network	Water Treatment Plant	Water quality improvement program	Renewal
Water supply network	Water Treatment Plant	Water quality improvements - concept design	New

*Capital works deferred from the 2025/2026 program. These are carryover works and included in the capital budget.

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:

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.

The adopted replacement periods are as follows:

Graders	9 years/8,000 hrs
Dozer at Waste Management Facility	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 (includes whipper Snippers, chainsaws, blowers, Push mowers and trailers)	Replace as required

Sale of assets

The following assets have been nominated for sale in the year 2026/2027:

- Plant and equipment in accordance with the asset replacement program;
- Light motor vehicles in accordance with Council policy;

Council is currently undertaking a review of its land holdings held for resale to clarify it's 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 2026/2027 will be $167,632.

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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 set the parameters around the condition of assets to be modelled and costed.

The required expenditure identified in Council's Asset Management Plans include costs such as new assets, renewals, rehabilitation, along with 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, building and plant and fleet assets.

STATEMENT OF REVENUE POLICY

Council's Statement of 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 2026/2027:

- 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.

2026-2027 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**

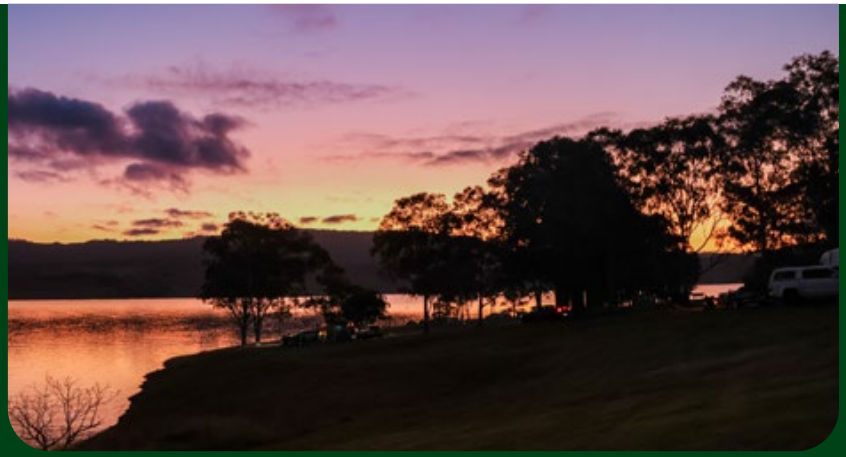
The determination of the category for each parcel of land is done in accordance with the definitions set out in Sections 515, 516, 517, 518 and 519 of the Act. The classification that applies to each parcel of land is printed on the annual rate notice that is issued. Section 524 of the Act requires a 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 2025, with a base date of 1 July 2025. The 2026-2027 rating year will be the first year in which these valuations will be used for the calculation of Council's General Purpose Rating Income.
Council's 2025-2026 rate yield has been increased by the 4.2% rate peg as determined by IPART.

2026-2027 Rating Summary

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

Rate Type	Category	Sub-Category	Ad Valorem Rate in the Dollar	Base Amount $	% of Total Rate	Rate Yield $'000
Ordinary	Residential	Singleton	0.3838	277.00	19.61%	8,136
Ordinary	Residential	Rural Residential	0.3034	277.00	14.14%	2,195
Ordinary	Residential	Village	0.2083	277.00	30.01%	303
Ordinary	Residential	Ordinary	0.1412	277.00	19.58%	3,571
Ordinary	Business	Singleton	0.6492	277.00	7.45%	1,973
Ordinary	Business	Mount Thorley	0.9001	277.00	5.50%	418
Ordinary	Business	Village	0.5448	277.00	16.71%	45
Ordinary	Business	Ordinary	0.1933	277.00	15.44%	531
Ordinary	Farmland	Ordinary	0.1606	277.00	9.42%	1,961
Ordinary	Mining	Coal	0.4089	-	-	10,138
					Total Yield	29,271



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 2026-2027:

Residential

The Residential category consists of four sub-categories:

- **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;

- **Residential Village** - applies to land which has a dominant residential use and is located within a village area; and

- **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; and
- **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.

Charges on Outstanding Rates + Charges

The maximum level of interest is determined each year and advised to councils by the Office of Local Government. Section 566 (3) of the *Local Government Act 1993* (the Act) states in part that "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 an incentive to ratepayers to meet their obligations in regard to rates outstanding.

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

- There are several payment options available to ratepayers
- It is a foreseeable expenditure
- Ratepayers with genuine hardship are able to apply to Council under the Hardship Policy for payment plans and writing off of interest.

Council proposes to apply the maximum permissible rate of interest payable on outstanding rates and charges at an amount to be announced by the Minister of Local Government in accordance with Section 566 of the Act for 2026-2027. The interest rate for 2025/2026 was set at 10.5%. The interest rate for 2026/2027 financial year has not been announced to date, once announce Council will use the published rate.

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 organics collections, fortnightly recycling and general waste 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 2026/2027 waste levy will rise from the current $101.30 per tonne to $104.00 (actual waste levy amount subject to formal advice from the EPA in June 2026). 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 2026/2027 will be $575,000 for domestic waste and $795,000 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 2023/24 shows that the Singleton landfill has a lifespan of more than 15 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, during the COVID pandemic volumes of waste disposed from households increased beyond the 2016 rates. However, the introduction of the food organic service in 2025/26 resulted in a 33% decrease in the red residual bin volumes.

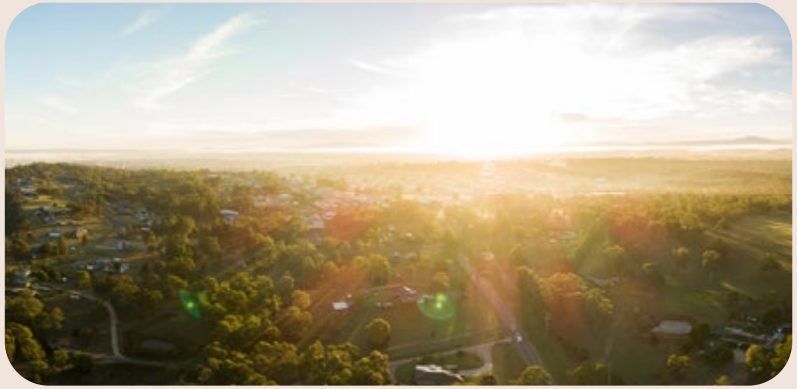
In late 2023, council undertook a review of the rehabilitation liability for the Waste Management Facility. This review was necessary to determine whether council has allowed enough capital in the waste reserve to provide for the long-term rehabilitation costs associated with the landfill site. This 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 decade there have been some major changes in the recycling industry including the introduction of the China National 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 resulted in an increase in kerbside processing of recycling in 2021/2022 by approximately $30.00 per property, which has allowed this service to continue.

Council provides the option for 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, a larger (360L) recycling bin can be added to the services in place of the current bin (240L) for a one of charge of $75, with no additional increase in waste service charge.

Council also provides urban residents with the option to increase their residual red bin collection to a weekly frequency for an additional $185 per annum.

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 green 240L food and garden organic bin
- Fortnightly collection of red 240L mobile waste bins for general waste
- Fortnightly collection of either 240L or 360L yellow recyclables 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.

NOTE: Urban properties will have the option to increase the red bin collection frequency to weekly at an additional cost.

Rural

- Weekly collection of green 240L food and garden organic bin
- Fortnightly collection of red 240L general waste bin
- Fortnightly collection of either 240L or 360L yellow recyclables 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
- Trailer vouchers or bulky waste services are not accessible to commercial customers.

NOTE: Urban commercial properties will have the option to add a organics bin at an additional cost if they generate both food and garden

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
- Trailer vouchers are not accessible to commercial customers

NOTE: Rural commercial properties will have the option to add a organics bin at an additional cost if they generate both food and garden organics.

Unoccupied Urban Lots

A minimum charge is applied to unoccupied urban lots, as per section 496(1) of the *Local Government Act 1993*, as detailed in the Domestic Waste Management Charges table.



The Domestic Waste Management (DWM) Charges

The DWM Charges for the 2026/2027 financial year are as follows:

Urban	2025/2026	2026/2027		
		Levy	Fuel Levy	Total Levy
Weekly food and garden organics waste (240L), fortnightly general waste (240L), fortnightly recycling (240L or 360L)	$675.00	$710.00	$27.50	$737.50
Weekly food and garden organics waste (240L), weekly general waste (240L), fortnightly recycling (240L or 360L)	$860.00	$895.00	$27.50	$922.50
Additional weekly general waste service (240L)	$325.00	-	-	$350.00
Additional fortnightly general waste service (240L)	$200.00	-	-	$200.00
Additional fortnightly recycling service (240L)	$175.00	-	-	$175.00
Additional fortnightly recycling service (360L)	$200.00	-	-	$200.00
Additional weekly food and garden organics service (240L)	$200.00	-	-	$250.00
Swap of 240L recycling bin for a 360L recycling bin	$75.00	-	-	$75.00
Minimum domestic waste service charge	$40.00	-	-	$50.00

Rural	2025/2026	2026/2027		
		Levy	Fuel Levy	Total Levy
Weekly food and garden organics (240L), Fortnightly general waste (240L), fortnightly recycling (240L)	$675.00	$710.00	$27.50	$737.50
Additional fortnightly general waste service (240L)	$200.00	-	-	$200.00
Additional fortnightly recycling service (240L)	$175.00	-	-	$175.00
Additional fortnightly recycling service (360L)	$200.00	-	-	$200.00
Additional weekly food and garden organics service (240L)	$200.00	-	-	$250.00
Minimum domestic waste service charge	$40.00	-	-	$50.00

Commercial Urban	2025/2026	2026/2027		
		Levy	Fuel Levy	Total Levy
Weekly general waste (240L), fortnightly recycling (240L or 360L)	$585.00	$615.00	$27.50	$642.50
Additional weekly general waste service (240L)	$325.00	-	-	$350.00
Additional fortnightly general waste service (240L)	$200.00	-	-	$200.00
Additional fortnightly recycling service (240L)	$175.00	-	-	$175.00
Additional fortnightly recycling service (360L)	$200.00	-	-	$200.00
Additional weekly food and garden organics (240L)	$200.00	-	-	$250.00

Commercial Rural	2025/2026	2026/2027		
		Levy	Fuel Levy	Total Levy
Fortnightly general waste (240L), fortnightly recycling (240L or 360L)	$585.00	$615.00	$27.50	$642.50
Additional fortnightly general waste service (240L)	$200.00			$200.00
Additional weekly food and garden organics service (240L)	$200.00			$250.00
Additional fortnightly recycling service (240L)	$175.00			$175.00
Additional fortnightly recycling service (360L)	$200.00			$200.00

WATER + SEWER SERVICES

Section 501(1) of the *Local Government Act 1993* permits Council to make and levy an annual charge for water supply and sewerage 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 service availability charge.

Water Charges

The then-Department of Planning and Environment (DPE) released the NSW Regulatory and Assurance Framework for Local Water Utilities in July 2022 and the underlying Guidance on strategic planning outcome – Implement sound pricing and prudent financial management in November 2025 which outlines Council's requirements when setting its water pricing to recover sufficient revenue, promote the efficient use of services and achieve equitable and affordable pricing and intergenerational equity. Council's 2026/2027 pricing structure has been developed in accordance with this framework.

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 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 2026/2027 by approximately 3.8%, being CPI. It is anticipated that water charges will then increase by approximately 1% plus CPI per year between 2027/2028 and 2031 and by 1.6% plus CPI in 2032/2033; all subsequent years are expected to be increased by at least CPI to ensure overall revenue is in line with inflation. These increases reflect the impact of the acquisition of Council's Water and Sewer Depot as a result of Transport for NSW's construction of the Singleton Bypass as well as Council's ongoing capital works program required to renew and rehabilitate water assets to ensure their safe and effective functioning. However, if water usage significantly declines from current levels, 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.

Impact of Singleton Bypass on Water Charges

Transport for NSW acquired land from Council in 2022 under the *Just Terms Compensation Act, 1991* to facilitate the construction of the Singleton Bypass.

This site included Council's Water and Sewer Depot (formerly Waterworks Lane Depot). The former Waterworks Lane Depot had been in operation since the 1900s, housing most of Council's water and sewer network maintenance team along with all associated activities including offices, amenities, storage sheds and stockpile sites. The facility met the needs of both staff and our growing community, and without the Singleton Bypass project would have continued to operate as the headquarters for Council's water and sewer teams responding around-the-clock to issues including main breaks and sewer overflows.

To continue to provide this essential service to the Singleton community, Council has been seeking appropriate compensation from Transport for NSW to ensure Council's water and sewer customers do not have to fund the construction of a new depot, which has been estimated to cost $20 million. However, to date, Transport for NSW has not offered sufficient compensation to construct and relocate to a replacement Water and Sewer Depot.

Council cannot wait any longer to commence design and construction works on a replacement Water and Sewer Depot in order to provide appropriate facilities to support staff in the provision of water and sewer services.

Whilst Council has done everything possible to mitigate the impact on its customers, it is simply not possible without increasing prices above CPI.

This means that Council's water and sewer customers will experience an increase in water bills expected to be 3.8% in 2026/2027 and then at least 1% plus CPI from 2027/2028 to 2032/2033.

Council has been and continues to advocate to the NSW and Federal governments for fair and reasonable compensation to avoid this price increase above CPI. Should Council receive such compensation, it is expected that Council's water and sewer bills would increase by CPI only in 2026/2027.



Description of the Water Billing System

The NSW Government's Regulatory and Assurance Framework for Local Water Utilities outline's Council's requirement to use a two-part tariff, consisting of a fixed annual service availability charge and a water consumption charge based on water usage, when setting water bills.

Residential and non-residential (including business, commercial and non-rateable) customers pay equivalent charges to be consistent with the NSW Regulatory and Assurance Framework for Local Water Utilities.

The residential water charges have been set to nominally achieve a 29% service availability charge and 71% usage charge split for residential customers. This pricing arrangement sends a strong pricing signal to users to use water efficiently.

Residential and non-residential customers with larger water services pay an increased annual service availability charge 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 both residential and non-residential properties with multiple or oversized water meter service connections.

Description of Water Service Availability Charge Calculations

The water service availability 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 service availability 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:
$B = AC_{20} \times (D^2/400)$
Where:
B = service availability charge for oversized meter
AC_{20} = service availability charge for a 20 mm diameter water supply connection
D = actual diameter of customers' water supply service (mm)

Singleton Water Supply Area

Residential and Non-Residential Water Customers

The usage charge for 2026/2027 has been set at $2.84 per kilolitre.

Water Charges

Charges to be applied to Singleton residential and non-residential water supply customers in 2026/2027 are as follows:

Charge	Services Availability Charge $		Usage Charge $ per kilolitre	
Singleton				
	2025/26	2026/27	2025/26	2026/27
Service Availability	223.80	232.20	2.74	2.84
Obanvale	44.76	46.44	2.74	2.84
20 mm	223.80	232.20	2.74	2.84
25 mm	349.69	362.81	2.74	2.84
32 mm	572.93	594.43	2.74	2.84
40 mm	895.20	928.80	2.74	2.84
50 mm	1,398.75	1,451.25	2.74	2.84
65 mm	2,363.89	2,452.61	2.74	2.84
80 mm	3,580.80	3,715.20	2.74	2.84
100 mm	5,595.00	5,805.00	2.74	2.84
150mm	12,588.75	13,061.25	2.74	2.84

It has been estimated that the total income yield for the Singleton Water Supply Area for the 2026/2027 financial year will be $7,699,892.

Mount Thorley Water Supply Area

The Mount Thorley water charges consist of a fixed annual service availability charge and a water consumption charge. Oversized services attract a higher base charge due to the additional load they place on water distribution systems.

Non-Residential Water Customers

The usage charge for 2026/2027 has been set at $2.84 per kilolitre.

Water Charges

Charges to be applied to Mount Thorley water supply customers in 2026/2027 are as follows:

Charge	Services Availability Charge $		Usage Charge $ per kilolitre	
Mount Thorley				
	2025/26	2026/27	2025/26	2026/27
Service availability	223.80	232.20	2.74	2.84
20 mm	223.80	232.20	2.74	2.84
25 mm	349.69	362.81	2.74	2.84
32 mm	572.93	594.43	2.74	2.84
40 mm	895.20	928.80	2.74	2.84
50 mm	1,398.75	1,451.25	2.74	2.84
65 mm	2,363.89	2,452.61	2.74	2.84
80 mm	3,580.80	3,715.20	2.74	2.84
100 mm	5,595.00	5,805.00	2.74	2.84
150mm	12,588.75	13,061.25	2.74	2.84

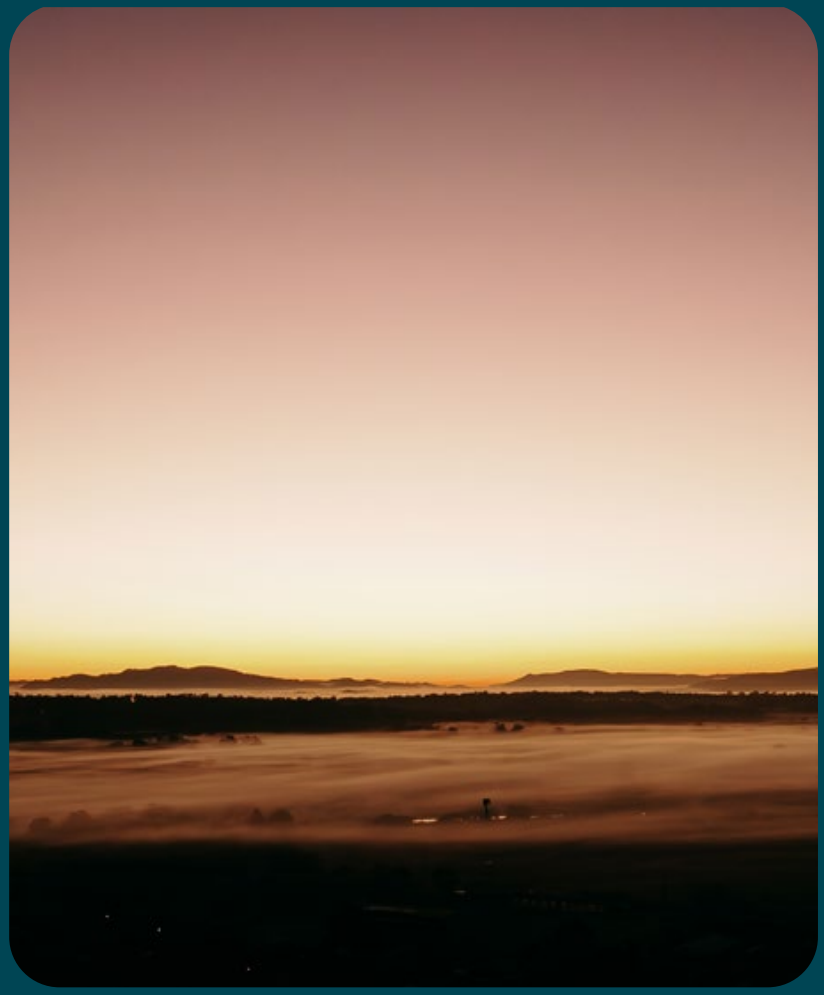
It has been estimated that the total income yield for the Mount Thorley Water Supply Area for the 2026/2027 financial year will be $123,897.

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 rural fire service 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 for 2026/2027 has been set at $2.84 per kilolitre.

Water Charges

The Jerrys Plains water charges consist of a fixed annual service availability charge and a water consumption charge.
Charges to be applied to Jerrys Plains residential and non-residential water supply customers in 2026/2027 are as follows:

Charge	Services Availability Charge $		Usage Charge $ per kilolitre	
Jerrys Plains				
	2025/26	2026/27	2025/26	2026/27
Service availability	111.90	116.10	2.74	2.84
20 mm	223.80	232.20	2.74	2.84
25 mm	349.69	362.81	2.74	2.84
32 mm	572.93	594.43	2.74	2.84
40 mm	895.20	928.80	2.74	2.84
50 mm	1,398.75	1,451.25	2.74	2.84
65 mm	2,363.89	2,452.61	2.74	2.84
80 mm	3,580.80	3,715.20	2.74	2.84
100 mm	5,595.00	5,805.00	2.74	2.84
150mm	12,588.75	13,061.25	2.74	2.84

It has been estimated that the total income yield for the Jerrys Plains Water Supply Area for the 2026/2027 financial year will be $57,929.

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 for 2026/2027 has been set at $2.84 per kilolitre.

Water Charges

The Broke water charges consist of a fixed annual service availability charge and a water consumption charge.
Charges to be applied to Broke residential and non-residential water supply customers in 2026/2027 are as follows:

Charge	Services Availability Charge $		Usage Charge $ per kilolitre	
Broke				
	2025/26	2026/27	2025/26	2026/27
Service availability	223.80	232.20	2.74	2.84
20 mm	223.80	232.20	2.74	2.84
25 mm	349.69	362.81	2.74	2.84
32 mm	572.93	594.43	2.74	2.84
40 mm	895.20	928.80	2.74	2.84
50 mm	1,398.75	1,451.25	2.74	2.84
65 mm	2,363.89	2,452.61	2.74	2.84
80 mm	3,580.80	3,715.20	2.74	2.84
100 mm	5,595.00	5,805.00	2.74	2.84
150mm	12,588.75	13,061.25	2.74	2.84

It has been estimated that the total income yield for the Broke Water Supply Area for the 2026/2027 financial year will be $201,678.

Bulga Water 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 grant funding is secured for the estimated $26 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 service availability 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.

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 and Emergency Response Management Plan that details how Council will manage Council's water supplies 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 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 rainfall is received in the area and the recovery of the water storages is confirmed.

Water Saving Measures – Permanent Water Wise Rules

Council encourages its customers to put in place 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 everyday actions to help save wasted water and reduce bills and apply to everyone who sources water from Singleton Council including 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 handheld hoses must have a trigger nozzle attached, and
3. No hosing of paths, driveways, concrete and other paved areas. Use a broom or blower.

SEWERAGE SERVICE + LIQUID TRADE WASTE CHARGES

Sewer Charges

The then Department of Planning and Environment (DPE) released the NSW Regulatory and Assurance Framework for Local Water Utilities in July 2022 and the underlying Guidance on strategic planning outcome – Implement sound pricing and prudent financial management in November 2025 which outlines Council's requirements when setting its sewer pricing to recover sufficient revenue, promote the efficient use of services and achieve equitable and affordable pricing and intergenerational equity. Council's 2026/2027 pricing structure has been developed in accordance with this framework.

Council has a long-term financial plan in place for the Sewer Fund. This strategy has been established to ensure that the total income generated is sufficient to meet all 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.

Sewer charges will increase in 2026/2027 by approximately 4.8%, being CPI + 1%, which reflects the impact of the acquisition of Council's Water and Sewer Depot as a result of Transport for NSW's construction of the Singleton Bypass as well as Council's ongoing capital works program required to renew and rehabilitate sewer assets to ensure their safe and effective functioning. Charges after 2026/2027 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.

Impact of Singleton Bypass on Sewer Charges

Transport for NSW acquired land from Council in 2022 under the *Just Terms Compensation Act 1991* to facilitate the construction of the Singleton Bypass.

This site included Council's Water and Sewer Depot (formerly Waterworks Lane Depot). The former Waterworks Lane Depot had been in operation since the 1900s, housing most of Council's water and sewer network maintenance team along with all associated activities including offices, amenities, storage sheds and stockpile sites. The facility met the needs of both staff and our growing community, and without the Singleton Bypass project would have continued to operate as the headquarters for Council's water and sewer teams responding around-the-clock to issues including main breaks and sewer overflows. To continue to provide this essential service to the Singleton community, Council has been seeking appropriate compensation from Transport for NSW to ensure Council's water and sewer customers do not have to fund the construction of a new depot, which has been estimated to cost $20 million. However, to date, Transport for NSW has not offered sufficient compensation to construct and relocate to a replacement Water and Sewer Depot.

Council cannot wait any longer to commence design and construction works on a replacement Water and Sewer Depot in order to provide appropriate facilities to support staff in the provision of water and sewer services.

Whilst Council has done everything possible to mitigate the impact on its customers, it is simply not possible without increasing prices above CPI.

This means that Council's water and sewer customers will experience an increase in sewer bills expected to be 4.8% in 2026/2027.

Council has been and continues to advocate to the NSW and Federal governments for fair and reasonable compensation to avoid this price increase above CPI. Should Council receive such compensation, it is expected that Council's water and sewer bills would increase by CPI only in 2026/2027.

Description of the Sewer Billing System

The NSW Government's Regulatory and Assurance Framework for Local Water Utilities outline's Council's requirement to use a two-part tariff, consisting of a fixed annual service availability charge and a usage charge, when setting sewerage bills. However, consistent with the NSW Government's Regulatory and Assurance Framework for Local Water Utilities, for simplicity, residential sewerage customers pay a fixed residential sewerage charge. Non-residential sewerage customers and liquid trade waste discharges pay both the fixed annual service availability charge and a usage charge. These charges are related to their activities and are reflective of the load placed on the sewer system by both their sewage and trade waste (where applicable) discharges.

Residential Sewer Customers

Residential sewerage customers 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 2026/2027 is $989.31. This represents an 4.8% increase from 2025/2026.

Non-Residential Sewer Customers

For non-residential customers, sewerage bills will be based on a two-part tariff consisting of an annual service availability charge and a sewerage usage charge per kilolitre discharged.

The sewerage service availability 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 minimum sewerage service availability charge for 2026/2027 is $946.44 and the usage charge is $2.84 per kL.

The specific pricing calculation method is as follows:
$B = SDF \times [(AC_{20} \times D2/400) + (C \times UC)]$
Where:
B =total annual non-residential sewerage bill (minimum charge of $946.44 for 2026/2027)
AC_{20} = sewerage service availability charge for a 20 mm diameter water supply connection ($946.44 for 2026/2027)
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)
C=customer's annual water consumption in kilolitres
UC= sewer usage charge ($2.84 for 2026/2027)

Non-Residential customers will be invoiced tri-annually receiving the greater of the usage charge calculated for the period and $315.48.

It has been estimated that the total income yield for the Singleton sewerage area for the 2026/2027 financial year will be $7,490,757.

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 service availability 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. These trade waste charges are payable in addition to sewer charges.

The specific pricing calculation method is as follows:
$TW=A + (C \times UC_{TW} \times TWDF)$
Where:
TW=total annual trade waste fees and charges ($)
A=annual trade waste fee $135.96 for 2026/2027)
C=customers' annual water consumption (kL)
UC_{TW}=trade waste usage charge ($2.23/kL for 2026/2027)
TWDF=liquid trade waste discharge factor (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)

The minimum liquid trade waste bill for 2026/2027 will therefore be $135.96 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 dis-charges at $2.23 per kilolitre for 2026/2027.

Customers will be invoiced tri-annually, with the charge being calculated based upon a proportion of the annual fee ($45.32), plus usage charges for the period.

Category 1 (low risk) dischargers pay fixed charges only, unless non-compliant. Category 2 (medium risk) and 2S (high risk) dischargers pay fixed and volume-based charges. Category 3 (high risk) dischargers pay fixed and mass-based charges. 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. Further information on liquid trade waste charging is available in Council's POL/26005 – Discharge of Liquid Trade Waste to Sewage System Policy.

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 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.

These charges are further detailed in Council's Fees and Charges schedule.

It has been estimated that the total income yield for the liquid trade waste charges for the 2026/2027 financial year will be $232,383.

Pressure Sewer Systems

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 in Redbournberry.

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 2026/2027 is to be set at $330.12 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 $333.12, a duplex pump unit will pay $660.24 and a triplex pump unit will pay $990.36 in annual pump maintenance fees.

Residential Sewer Customers with Pressure Sewer

Residential sewerage dischargers with a pressure sewer connection will pay the residential sewer charge ($989.31 for 2026/2027) plus the pressure sewer pump maintenance charge based on the number of pump units at the property. For 2026/2027, the total minimum residential sewer charge for customers serviced by pressure sewer (including the annual pressure sewer pump maintenance fee), will be $1,319.43.

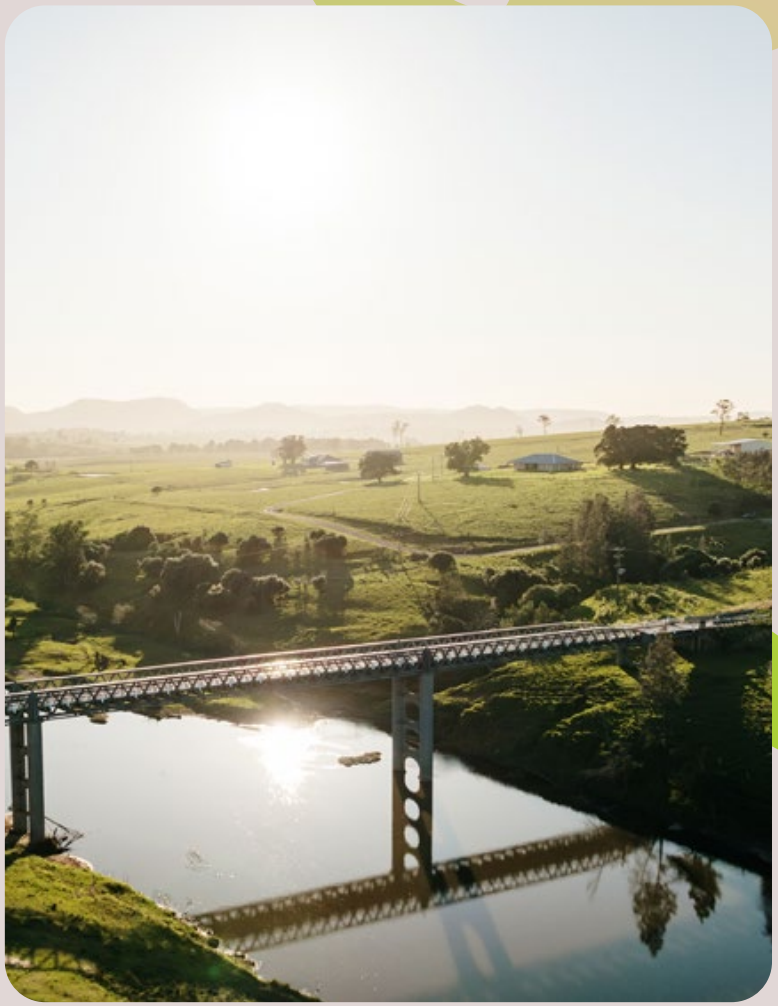
Non-Residential Sewer Customers with Pressure Sewer

For non-residential customers with pressure sewer, the total annual pressure sewerage bill will be based on a two-part tariff consisting of an annual service availability charge and a uniform sewer-age 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 mainte-nance fee based on the number of pump units at the property.

The specific pricing calculation method is as follows:
$BPS = SDF\ X\ [(AC_{20}\ X\ D^2/400) + (C\ x\ UC)] + (PS\ x\ PU)$

Where:
BPS =Total annual non-residential pressure sewerage bill (minimum charge of $1,276.56 for 2026/2027)
SDF =sewerage discharge factor (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)
AC_{20} sewerage service availability charge for a 20 mm diameter water supply connection ($946.44 for 2026/2027)
D=actual diameter of customers' water supply service (mm)
C=sewerage discharge factor (as per the Liquid Trade Waste Regulation Guidelines and is based on business type)
UC=sewer usage charge ($2.84 for 2026/2027)
PS=Annual pump maintenance fee ($330.12 for 2026/2027)
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 Organisations

Water Supply Services

POL/26030 – Water Supply Services Policy gives assistance to charitable and non-profit organisations providing services in the local community, by giving the following reductions on the water service availability charge.

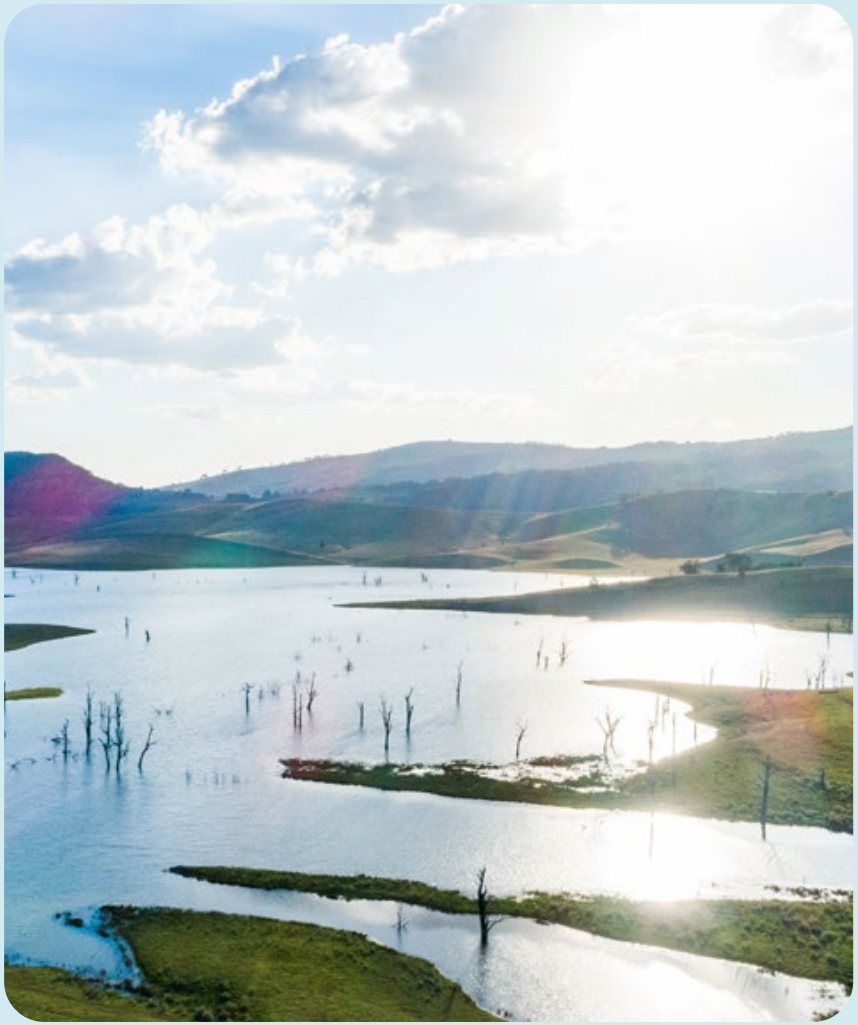
- **Level 1 Reduction of 75% for water service availability charge**
- **Level 2 Reduction of 50% for water service availability charge**
- **Level 3 Reduction of 25% for water service availability charge**
- **Level 4 Percentage reduction as determined by Council**

Sewer Supply Services

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

- **Level 1 Reduction of 75% for sewer service availability charge**
- **Level 2 Reduction of 50% for sewer service availability charge**
- **Level 3 Reduction of 25% for sewer service availability charge**
- **Level 4 Percentage reduction as 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 and Rainwater Tanks

In order to encourage residential customers in Singleton, Broke and Jerrys Plains 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 2026/2027.

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 $168.00 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 it 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).

Tank Size (Litres)	Subsidy
2,000 – 3,999	$140.00
4,000 – 8,999	$353.00
9,000 or more	$638.00

Plus $168.00 if all toilets connected.
Plus $84.00 if washing machine connected.

This rebate will be reduced to the actual cost of supplying and installing the rainwater tank if it is below the rebate(s) set above.

Tanks installed in order to comply with BASIX requirements for new developments are not eligible for the rebate.

ENVIRONMENTAL CHARGES

On Site Sewage Management System (OSSM)

Following the Wallis Lake hepatitis outbreak in 1997, the State Government introduced amendments to the Local Government Act making it an obligation for councils to better supervise septic installations and other OSSM systems. Council has been obliged to require the owners of non-sewered parcels of land with toilets or other improvements to seek an "approval to operate" OSSM systems whereas previously only an installation approval was required.

Council applies its obligations under section 68 of the *Local Government Act 1993,* as well as the provisions of Part 2, Division 4, Subdivision 6 and 7 of the Local Government (General) Regulation 2021, through its adopted Onsite Sewer Management Policy.

The annual approval to operate (with conditions of approval) and the associated charge, is applied to cover administrative costs, the costs associated with monitoring service documentation and pump out figures supplied via service records to council, the costs of environmental auditing, complaint investigation costs and the costs of providing education and system management advice. This cost is distributed across over 4,200 OSSM systems within the Local Government Area.

This approval expires after 12 months and the charge is an annual one. All new OSSM systems are charged $155.50 for the initial 'Approval to Operate' as per the adopted Fees and Charges Schedule.

An Annual Charge for Onsite Sewage Management System (OSSM) was introduced in the 2014/15 financial year. All ratepayers who have an OSSM will be charged $141.80 per system.

Overdue OSSM charges will attract interest from 1 July 2024.

It has been estimated that the total income yield for OSSM for the 2026/2027 financial year will be $598,237.



Stormwater Management Service Charge

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 2026/2027 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.**

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 $158,218. 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 2026/2027 Financial Year:

- **Water quality monitoring: $18,598**
- **Community education on stormwater quality: $5,275**
- **Community projects such as signs on stormwater pits: $3,198**
- **Posters, brochures/leaflets for distribution to the community: $972**
- **Public exhibitions in schools, shopping centres and media campaigns:$1,066**

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.



OTHER CHARGES

Fees + Charges

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 2026/2027 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.

Changes or additions to Council fees which may be considered during 2026/2027 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*.

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 borrowings are governed by the provisions of the *Local Government Act 1993* and the Local Government (General) Regulation 2021. A council may borrow at any time for any purpose allowed under the *Local Government Act 1993*. A council may borrow by way of overdraft or loan or by any other means approved by the Minister.

The Minister may impose limitations or restrictions on borrowings by a particular council.

There are proposed borrowings in the 2026/2027 year of $7.876 million. Funding capital projects as indicated in the Capital works program.

As at 30 June 2027, Singleton Council loan liabilities are forecast to be $21.706 million. It has been estimated that Council's Net Debt Service Ratio for 2026/2027 will be 3.89 times.

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.

4

OUR RESOURCING STRATEGIES

133 Long Term Financial Management
135 Workforce Management
137 Asset Management

LONG TERM FINANCIAL MANAGEMENT

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

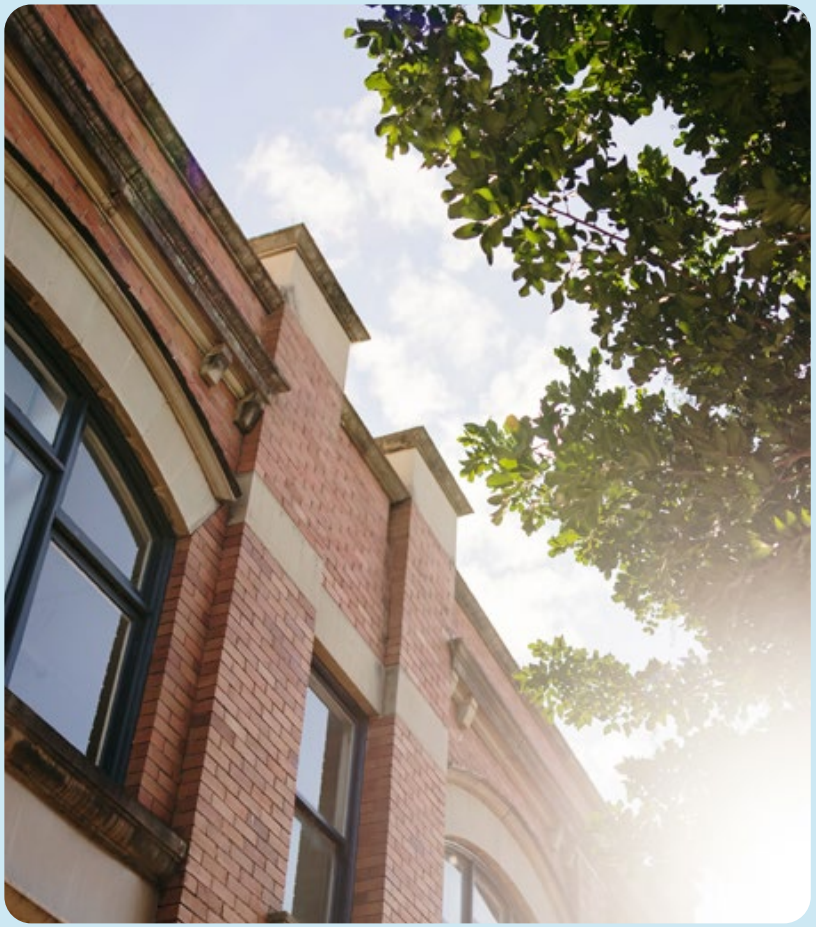
The development of a LTFP is vital for informing both Council and our community about the long-term financial position of our organisation.

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 2025 - 2029 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.

Building on our previous People Strategy 2022- 2026, Our People Strategy 2025 – 2029 identifies our workforce achievements, opportunities and challenges. It 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.

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

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.

Strategy to Action

Our People Strategy 2025 - 2029 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 2025 – 2029 is focused on the following four key pillars:

- **Foundation for Success**
  Developing planned, effective, and strategic approaches to workforce resourcing and retention, grounded in our organisational culture and values.
- **Career Pathways**
  Creating clear progression and career pathways through professional development, skills building, and experience-based learning to invest in and retain our talent.
- **Future Proofing**
  Designing and implementing workforce and succession management programs that prepare our organisation for future challenges and ensure ongoing success.
- **Safe + Healthy**
  Continuously improving our work health, safety, and wellbeing programs to prioritise the physical and mental health of our employees.

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 Council. The asset management planning framework consists of our Policy, Strategy and Asset Management Plans.



Summary of our assets

Roads

669.52km of sealed roads

84.62km of regional roads

128.84km of unsealed roads

68 bridges

67 major culverts

67 causeways

73.59km safety barriers

199.88km kerb and gutter

Water + Sewer

Water Treatment Plant

Sewer Treatment Plant

326km watermains

130km sewermains

11 reservoirs

16 sewer pump stations

9 water pump stations

Transportation

52.9km of footpaths

35.3km of shared pathways

113,396 square meters of carparks

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

Open Space + Reserves

- 20 playgrounds for community use
- 57.07ha of community parks (0.19ha regional, 22.54ha district, 34.34ha local)
- 74.87ha of sportsgrounds (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

- 82.3km of drainage pipes (urban) in the area of Singleton Heights, Hunterview, 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

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 $1.268 million.

Asset Class	Replacement Cost	Fair Value
Roads	$576,658,000	$369,346,000
Drainage	$192,720,000	$154,556,000
Transport	$27,908,000	$22,851,000
Buildings	$96,231,000	$70,049,000
Open space and reserve	$57,491,000	$30,341,000
Water	$199,273,000	$110,481,000
Sewer	$118,213,000	$71,056,000
Total	**$1,268,494,000**	**$828,680,000**

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

Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the 2025-2035 Community Strategic Plan. The outcomes and strategies supported by that plan are detailed in the Asset Management Strategy. 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 Planning

Asset management planning is a comprehensive process to help ensure the delivery of services from infrastructure is financially sustainable. Council has seven Asset Management Plans, each detailing 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 plans define the services to be provided, how the services are provided and what funds are required to provide the service over the 10-year planning period. The Asset Management Plans links to the Long Term Financial Plan which typically considers a 10-year planning period.

The Asset Management Plans include:

1. Roads, including bridges, major culverts, causeways and kerb and gutter
2. Stormwater 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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FEES + CHARGES

Amounts relating to certain fees identified in this Fees and Charges schedule are set external to Council and therefore these may change depending on when Council is made aware of the applicable amounts to be charged for this year.

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Explanation Table

Classifications

Fee Type

A	Nil Cost Recovery	There is no charge for these types of goods or services. All costs associated with this good/service are met from either general revenues, grants, contributions, or various combinations of same.
B	Minimal Cost Recovery	The price for these items 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	Majority Cost Recovery	The price for these items is set to make a substantial contribution towards the cost of the service.
D	Full Operating Cost Recovery	The price for these items have been set to cover the operating cost of providing the item.
E	Full Cost and Partial Capital Cost Recovery	The price of these items is set to recover annual operating costs and to make a contribution to the cost of replacement of the infrastructure assets utilised in providing the item.
F	Regulated Fees	The price charged for these items is a statutory charge set by legislation.

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Singleton Council						
Visitor Information Centre						
Hire of Boardroom (all other hire types) – per hour	$28.50	$27.27	$2.73	$30.00	5.26%	C
Hire of Boardroom (registered community group/not-for-profit) - per hour	$0.00	$17.73	$1.77	$19.50		C
Hire of Boardroom – full day	$166.50	$157.78	$15.78	$173.55	4.23%	C
Hire of Boardroom (registered community group/not-for-profit) - full day	$0.00	$102.54	$10.25	$112.79		C
VIC Pop up Shop - Daily Charge	$24.00	$23.18	$2.32	$25.50	6.25%	C
Driver Reviver exempt from the VIC Pop up Shop - Daily Charge						
Consignment Goods					Minimum 20%	D
Lifestyle Items includes jewellery, fabric crafts, tableware etc.						
Souvenirs and Merchandise					RRP	D
The centre also provides souvenirs and merchandise that are for sale at the recommended retail price for the individual product						

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type

Singleton Art + Cultural Centre

Singleton Art & Cultural Centre (SACC) has three (3) 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 or Not-for-Profit; Non-exclusive venue hire for community activities during standard open hours only.
Category 3 - Education/Leisure/Artisan; Non-exclusive venue hire for artisan or education providers during standard open hours. The intent of this category is to support upcoming artisans and the provision of education/leisure activities relating to arts and culture. Exclusive hire or out of public hours to be negotiated with Council officers, where an additional fee may be required. If a space is hired during opening hours, the content and purpose of the hired space will need to be reviewed by Council Officers/SACC staff, prior to confirmation of hire.

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 as required (not all bookings will require a bond) upon 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. Wet materials may not also be permissable, dependent on the current exhibition.
- All venue and workshop room hire spaces are subject to availability. Main Gallery, Workshop Space and Digital Spaces are at times used for the display of SACC curated and touring exhibitions. The configuration of these spaces is dependent on the current exhibition. Please enquire with the SACC team regarding the schedule of exhibitions.
- 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 - Main Gallery Hire

Security Bond	$151.00	$250.00	$0.00	$250.00	65.56%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$61.50	$58.64	$5.86	$64.50	4.88%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$69.00	$65.45	$6.55	$72.00	4.35%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$74.50	$70.91	$7.09	$78.00	4.70%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$82.00	$77.73	$7.77	$85.50	4.27%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D

Digital Lab (Space only)

Security Bond	$151.00	$157.50	$0.00	$157.50	4.30%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$30.50	$29.09	$2.91	$32.00	4.92%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$37.00	$35.45	$3.55	$39.00	5.41%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$42.50	$40.45	$4.05	$44.50	4.71%	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Digital Lab (Space only) [continued]						
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$49.50	$47.27	$4.73	$52.00	5.05%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D
Digital Lab with Equipment Hire						
Hire and Use of Digital Lab and VR equipment requires attendance of a staff member to supervise and coordinate use of space for the duration of the hire. Room set up and pack down included in staffing cost. Depending on the use of technology including VR equipment and tablets, a 3hour minimum hire fee charge may apply.						
Security Bond	$255.50	$266.50	$0.00	$266.50	4.31%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$63.00	$60.00	$6.00	$66.00	4.76%	D
3 hour minimum hire time period required.						
Monday to Friday - 5:00pm to 10:30pm - per hour	$73.50	$70.00	$7.00	$77.00	4.76%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour (3hr minimum hire)	$63.00	$60.00	$6.00	$66.00	4.76%	D
3 hour minimum hire time period required.						
Saturday to Sunday - 5:00pm to 10:30pm - per hour (3hr minimum hire)	$73.50	$70.00	$7.00	$77.00	4.76%	D
3 hour minimum hire time period required.						
Staffing Monday to Friday - per hour max 7.5 hours	$50.50	$48.18	$4.82	$53.00	4.95%	D
Staffing Monday to Friday per hour greater than 7.5 hour per award rate					Per award	D
Staffing Saturday and Sunday per award (3hr minimum hire)					Per award	D
3 hour minimum hire time period required.						
Community - Workshop Room Hire						
Security Bond	$151.00	$157.50	$0.00	$157.50	4.30%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$30.50	$29.09	$2.91	$32.00	4.92%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$37.00	$35.45	$3.55	$39.00	5.41%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$42.50	$40.45	$4.05	$44.50	4.71%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$49.50	$47.27	$4.73	$52.00	5.05%	D
Materials Used					Cost plus 40%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D
Education/Leisure/Artisan - Main Gallery Hire						
Security Bond	$251.00	$262.00	$0.00	$262.00	4.38%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$129.50	$122.73	$12.27	$135.00	4.25%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$152.50	$144.55	$14.45	$159.00	4.26%	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Education/Leisure/Artisan - Main Gallery Hire [continued]						
Saturday to Sunday - 9:00am to 5:00pm - per hour	$168.00	$159.55	$15.95	$175.50	4.46%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$185.00	$175.45	$17.55	$193.00	4.32%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D
Education/Leisure/Artisan - Workshop Room Hire						
Security Bond	$151.00	$157.50	$0.00	$157.50	4.30%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$57.50	$54.55	$5.45	$60.00	4.35%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$71.00	$67.27	$6.73	$74.00	4.23%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$84.00	$80.00	$8.00	$88.00	4.76%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$103.00	$97.73	$9.77	$107.50	4.37%	D
Materials Used					Cost plus 40%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D
Private/Commercial - Main Gallery Hire						
Security Bond	$256.50	$267.50	$0.00	$267.50	4.29%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$191.00	$181.36	$18.14	$199.50	4.45%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$214.50	$203.64	$20.36	$224.00	4.43%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$243.50	$230.91	$23.09	$254.00	4.31%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$263.00	$249.55	$24.95	$274.50	4.37%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D
Private/Commercial - Workshop Room Hire						
Security Bond	$256.50	$267.50	$0.00	$267.50	4.29%	D
Monday to Friday - 9:00am to 5:00pm - per hour	$80.00	$75.91	$7.59	$83.50	4.38%	D
Monday to Friday - 5:00pm to 10:30pm - per hour	$105.00	$99.55	$9.95	$109.50	4.29%	D
Saturday to Sunday - 9:00am to 5:00pm - per hour	$122.00	$115.91	$11.59	$127.50	4.51%	D
Saturday to Sunday - 5:00pm to 10:30pm - per hour	$142.50	$135.00	$13.50	$148.50	4.21%	D
Materials Used					Cost plus 40%	D
Room set up and pack down	$104.50	$99.09	$9.91	$109.00	4.31%	D

Community - Main Gallery Hire per hour

Base hourly rate, minimum of three (3) hours

Corporate or Private Venue Hire

Base hourly rate, minimum of three (3) hours

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type

Workshop Room Hire

Corporate or Private Workshop Room Hire. Digital Lab after-hours and weekend hire requires a 3hr minimum hire period.

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	$37.50	$35.91	$3.59	$39.50	5.33%	C
Family	$61.50	$58.64	$5.86	$64.50	4.88%	C
Concession - Individual	$31.00	$29.55	$2.95	$32.50	4.84%	C
Business	$98.00	$93.18	$9.32	$102.50	4.59%	C

3yr Membership

Individual	$91.50	$86.82	$8.68	$95.50	4.37%	C
Family	$145.00	$137.73	$13.77	$151.50	4.48%	C
Concession - Individual	$73.50	$70.00	$7.00	$77.00	4.76%	C
Business	$236.50	$224.09	$22.41	$246.50	4.23%	C

Gallery Retail

Gallery Retail Stock, Merchandise and Consignment	Minimum commission of 30% on consignment items. Stock and merchandise at RRP.	C
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.	C
Minimum commission of 30% on consignment items. Stock and merchandise at RRP.		
Postage of merchandise items	Full cost recovery + GST	D

Event and Admission Fees

Incoming touring exhibitions of national significance, which 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	A
Children (0-18 years)	Free	A

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Admission Fees [continued]						
Adults				Free		A
Ticketed Events						
Ticketed Events				Full cost recovery + GST unless funded by third party contribution/s		C
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		D
Corporate Art Loan Fee				10% of valuation + installation costs		D
Per Week						
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		C
Workshops (unless funded by 3rd party contributions)				Tutor fee + materials + administration costs.		D
Installation and De-Installation Services	$75.00	$71.36	$7.14	$78.50	4.67%	D
Hourly rate						

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Filming						
Application Assessment Fee – Ultra Low				Free		A
Approved Filming Application Fee – Ultra Low				Free		A
Late Application Fee – Ultra Low				Free		A
6 or less crew members, no disruption caused to Council, retailers or motorists, activities contained to open space areas and vehicles associated with filming are legally parked.						
Application Assessment Fee – Low	$0.00	$100.00	$0.00	$100.00		F
Approved Filming Application Fee – Low	$156.50	$180.00	$0.00	$180.00	15.02%	F
Late Application Fee – Low	$0.00	$450.00	$0.00	$450.00		F
Between 7-25 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.						
Application Assessment Fee - Medium	$0.00	$100.00	$0.00	$100.00		F
Approved Filming Application Fee – Medium	$313.00	$385.00	$0.00	$385.00	23.00%	F
Late Application Fee – Medium	$0.00	$963.00	$0.00	$963.00		F
Between 26-50 crew members, no more than 10 trucks, some construction, some general use of equipment, unit base requirement and up to 4 filming locations.						
Application Assessment Fee – High	$0.00	$100.00	$0.00	$100.00		F
Approved Filming Application Fee – High	$522.00	$670.00	$0.00	$670.00	28.35%	F
Late Application Fee – High	$0.00	$1,675.00	$0.00	$1,675.00		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.						
Supervision during working hours 8:30am – 4:30pm				Fee for service		D
Supervision after working hours				Fee for service		D
Site visit/inspection				Fee for service		D
Additional Services						
Filming Bond				A reasonable bond is negotiated between Council and the filmmaker depending upon a risk assessment		D
Cleaning				Fee for service		D
Site Remediation				Fee for service		D
Security				Fee for service		D
Additional Site Preparation				Fee for service		D
Waste Management				Fee for service		D
Access				Fee for service		D
Power				Fee for service		D
Water				Fee for service		D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Roads						
Road Opening Application	$1,450.00	$1,515.00	$0.00	$1,515.00	4.48%	B
All other costs associated with Council Road closure procedure - Land Titles Office, survey, conveyancing, property transfer and Dept Planning + Development costs ($4,200 deposit required)						
Road Closure Application	$1,450.00	$1,515.00	$0.00	$1,515.00	4.48%	D
All other costs and disbursements associated with a Road closure is payable by the applicant						
Private Works	The charges applied are not detailed due to commercial advantage					E
Use of Roads/Footpaths						
Section 128 & Section 133 - Installation of a Public Gate and or Grid, Application & Agreement Fee	$593.00	$618.00	$0.00	$618.00	4.22%	C
Section 138 Application & Agreement Fee - Commercial/Industrial	$711.00	$741.00	$0.00	$741.00	4.22%	C
Section 138 Application & Agreement Fee - Residential/Community	$416.00	$434.00	$0.00	$434.00	4.33%	C
Section 138 Application & Agreement Fee - Blasting Notification - 1 to 5 blasting per application per year	$178.00	$185.50	$0.00	$185.50	4.21%	C
Section 138 Application & Agreement Fee - Blasting Notification - 5 to 10 blasting per application per year	$237.50	$247.50	$0.00	$247.50	4.21%	C
Section 138 Application & Agreement Fee - Blasting Notification - >10 blasting per application per year	$593.00	$618.00	$0.00	$618.00	4.22%	C
Section 138 Application and Agreement Fee - Private Infrastructure and Other large Projects	$2,067.00	$2,067.00	$0.00	$2,067.00	0.00%	C
Variation Fee	$414.00	$432.00	$0.00	$432.00	4.35%	D
Bond (site specific)				Price on application		D
Section 125 Application & Agreement Fee	$237.50	$247.50	$0.00	$247.50	4.21%	D
Inspection Fee (Asset protection inspection, S138, S125, S126 if required)	$178.00	$185.50	$0.00	$185.50	4.21%	C
CBD - Caretaking Service						
Commercial properties with public road frontage (street and or lanes)	$17.40	$16.55	$1.65	$18.20	4.60%	C
Charged on a per metre basis						
Annual Pipe/ Utility Service Charges						
Section 611 Charges – Local Government Act Annual charge applies for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public road.						
Section 611 Pipe/Utility – Commercial	To be determined by market valuation/Council Policy					D
Section 611 Pipe/Utility and associated structures	To be determined by market valuation/Council Policy					D
Annual Structure Charge						
Annual charge applies for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public road.						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Annual Structure Charge [continued]						
Section 611 Tunnel/Conveyor		To be determined by market valuation/Council Policy				D
Section 611 - Structure (including Fencing & Screening)		To be determined by market valuation/Council Policy				D
Section 611 - Bridge		To be determined by market valuation/Council Policy				D
Annual Insurance Fee – applies to all above agreements		To be determined by market valuation/Council Policy				D
Temporary Grazing Permit						
Grazing Application fee	$81.00	$84.50	$0.00	$84.50	4.32%	B
Heavy Vehicle Access Administration						
Issue Permit	$80.00	$83.50	$0.00	$83.50	4.38%	F
Route Assessment					At cost	F
Road Lease Fee						
Road Lease Application Fee	$1,140.00	$1,081.82	$108.18	$1,190.00	4.39%	C
Annual Fee		To be determined by market value/Council policy				C
Per ha or part thereof						
Lease Preparation and all other costs					At cost	D
B-Double Route Assessment Applications						
B-Doubles exceeding 19m	$996.00	$1,040.00	$0.00	$1,040.00	4.42%	D
B-Doubles not exceeding 19m with GVM less then 50 tonne	$213.00	$222.00	$0.00	$222.00	4.23%	D
Cost of bridge assessment if required					At cost	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Water + Sewer						
Water Services						
Water Service Connections						
All fees are indicative and additional plant and equipment costs, traffic control or road under-boring, if required, are by quotation.						
Section 64 Water and Sewer Developer Charges will be applicable to allotments where such charges have not previously been levied.						
Standard Service – Existing Tapping - 20mm - Each	$716.65	$716.65	$0.00	$716.65	0.00%	D
Standard Service - Tap and Connection - 20mm - Each	$2,701.06	$2,701.06	$0.00	$2,701.06	0.00%	D
Oversize Service - Existing Tapping - 25mm - Each	$977.92	$977.92	$0.00	$977.92	0.00%	D
Oversize Service – Tap and Connection - 25mm - Each	$3,031.79	$3,031.79	$0.00	$3,031.79	0.00%	D
Oversize Service - Existing Tapping - 32mm Each	$0.00	$1,026.82	$0.00	$1,026.82		D
Oversize Service – Tap and Connection - 32mm - Each	$3,879.02	$3,879.02	$0.00	$3,879.02	0.00%	D
Oversize Service - Greater than 32mm					by Quotation	D
Fire Service - Supply and Installation - Tee and Valve					by Quotation	D
Fire Service - Supply and Installation of Meter					by Quotation	D
For the provision of a domestic water service to a privately owned fire service manifold; includes connection fees.						
Water Meter Relocation - Up to 500mm from existing location - per Water Meter	$414.59	$419.14	$0.00	$419.14	1.10%	D
Water Meter Relocation - Greater than 500mm from existing location - per Water Meter					by Quotation	D
Water Disconnection at the Water Main - per Water Meter					by Quotation	D
Supply and Installation - Lockable Ball Valve - 20mm or 25mm - per Meter					by Quotation	D
Supply and Installation - Anti Tampering Nut & Barrel - 20mm and 25mm - per Meter					by Quotation	D
Supply and Installation - Meter - Existing Meter Frame - 20mm - per Meter	$211.21	$208.80	$0.00	$208.80	-1.14%	D
Supply and Installation - Meter - Existing Meter Frame - Other Sizes - per Meter					Actual Cost	D
Re-instatement of Damaged Service - All Size Meters - During and Outside Business Hours - per Meter					Actual Cost	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 fee 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 Services - Hydrant and Valves Lids and Surrounds - per Item					Actual Cost	D
Traffic Control - Associated with Water and Sewer Works - Quoted Works					by Quotation	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Water Service Connections [continued]						
Under bore - per connection					by Quotation	D
Backflow Prevention Devices						
Backflow Prevention Device - Supply and Installation - All Sizes - Each					by Quotation	D
Backflow Prevention Device - Registration / Administration - Annual	$36.55	$37.94	$0.00	$37.94	3.80%	B
Backflow Prevention Device - Testing by Council - Annual	$312.64	$324.52	$0.00	$324.52	3.80%	D
Water Performance Testing						
Water Meter Accuracy Test - 20 and 25mm Service - Each	$186.38	$210.61	$0.00	$210.61	13.00%	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	D
Water Meter Accuracy Test - by external provider					By Quotation	D
Statement of Available Pressure - per Site	$215.47	$223.66	$0.00	$223.66	3.80%	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	D
Standpipe and Water Carters Fees						
Application and Approval Fee - 5 Yearly – per Application	$311.53	$314.98	$0.00	$314.98	1.11%	C
Inspection of Vehicle to Cart Drinking Water - per Hour	$349.00	$362.26	$0.00	$362.26	3.80%	D
Standpipe Water Usage Fee - per kL	$3.67	$3.81	$0.00	$3.81	3.81%	E
Electronic Key - per Keycard (Including replacement keycards)	$11.06	$11.48	$0.00	$11.48	3.80%	D
Inactive keycards will be disconnected after 12 months; no charge to reactivate keycards with current approval in place.						

Sewer Services

Sewer Junction Installation

Fee is charged where it is necessary to install a new or 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 Water and Sewer Developer Charges will be applicable to allotments where such charges have not previously been levied.

Sewer Connection - New or Relocation - By Council - All Depths - Each					by Quotation	C
Sewer Junction - Inspection Fees - New or Relocation by Licensed Plumber - per Inspection	$110.30	$114.49	$0.00	$114.49	3.80%	C
Service Location - Privately Owned - per hour					Actual Cost	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Sewer Junction Installation [continued]						
Sewer Disconnection - By Council - Each				by Quotation		C
Raising or Lowering of Sewer Maintenance Chamber - Each				by Quotation		D
Water and Sewer - Labour and Plant						
Council Works						
Costs associated with operational staff, plant and equipment on a per unit/per hour basis, used for calculating actual cost and by quotation rates. Works undertaken as Local Water Utility working on Council assets are exempt of GST. All materials charged will be at actual cost.						
Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	$81.16	$84.24	$0.00	$84.24	3.79%	D
Labour - Network Delivery Team - Outside Business Hours - per Hour/per Operator	$166.13	$172.44	$0.00	$172.44	3.80%	D
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	$83.66	$86.84	$0.00	$86.84	3.80%	D
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	$171.13	$177.63	$0.00	$177.63	3.80%	D
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	$83.66	$86.84	$0.00	$86.84	3.80%	D
Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	$171.13	$177.63	$0.00	$177.63	3.80%	D
Technical Services - Water and Sewer Development Engineer - During Business Hours - per Hour	$119.52	$124.06	$0.00	$124.06	3.80%	D
Technical Services - Water and Sewer Development Engineer - Outside Business Hours - per Hour	$0.00	$248.12	$0.00	$248.12		D
Plant and Equipment - Excavator / Backhoe - per Hour	$136.22	$141.40	$0.00	$141.40	3.80%	D
Plant and Equipment - Non Destructive Digger - per Hour	$197.96	$205.48	$0.00	$205.48	3.80%	D
Plant and Equipment - Jetter - per Hour	$296.00	$307.25	$0.00	$307.25	3.80%	D
Plant and Equipment - Bobcat - per Hour	$99.82	$103.61	$0.00	$103.61	3.80%	D
Plant and Equipment - CCTV - per Hour	$23.73	$24.63	$0.00	$24.63	3.79%	D
Private Works						
Labour - Network Delivery Team - During Business Hours - per Hour/per Operator	$89.28	$84.24	$8.42	$92.67	3.80%	D
Labour - Network Delivery Team - Outside Business Hours - per Hour/per Operator	$182.74	$172.43	$17.24	$189.68	3.80%	D
Labour - Utilities Plumber / Supervisor - During Business Hours - per Hour/per Operator	$92.03	$86.85	$8.68	$95.53	3.80%	D
Labour - Utilities Plumber / Supervisor - Outside Business Hours - per Hour/per Operator	$188.24	$177.62	$17.76	$195.38	3.79%	D
Labour - Utilities Electrician - During Business Hours - per Hour/per Operator	$92.03	$86.85	$8.68	$95.53	3.80%	D
Labour - Utilities Electrician - Outside Business Hours - per Hour/per Operator	$188.24	$177.62	$17.76	$195.38	3.79%	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Private Works [continued]						
Plant and Equipment - Excavator / Backhoe - per Hour	$149.84	$141.39	$14.14	$155.53	3.80%	D
Plant and Equipment - Non Destructive Digger - per Hour	$217.76	$205.48	$20.55	$226.03	3.80%	D
Plant and Equipment - Jetter - per Hour	$325.60	$307.25	$30.72	$337.97	3.80%	D
Plant and Equipment - Bobcat - per Hour	$109.80	$103.61	$10.36	$113.97	3.80%	D
Plant and Equipment - CCTV Camera - per Hour	$26.10	$24.63	$2.46	$27.09	3.79%	D
Pressure Sewer Systems						
Single Pump – Supply and Installation - Residential - Each	$12,573.89	$9,963.06	$0.00	$9,963.06	-20.76%	C
This fee applies to the supply and installation of a pressure sewer system on private property. The fee 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 - Residential - Each	$17,744.04	$19,647.60	$0.00	$19,647.60	10.73%	C
This fee applies to the supply and installation of a pressure sewer system on private property. The fee 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.						
Single Pump - Supply and Installation - Commerical - Each	$0.00	$12,641.10	$0.00	$12,641.10		C
This fee applies to the supply and installation of a pressure sewer system on private property. The fee 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.						
Dual Pump - Supply and Installation - Commerical - Each	$0.00	$20,265.87	$0.00	$20,265.87		C
This fee applies to the supply and installation of a pressure sewer system on private property. The fee 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	C
Pressure Sewer Components - Repairs and Replacements - Malicious Damage					Actual Cost	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 of Compliance, 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	$59.76	$62.03	$0.00	$62.03	3.80%	B
s307 - Certificate of Compliance - Minor - Class 1 and 10 Buildings - per Development	$59.76	$62.03	$0.00	$62.03	3.80%	B
For the purpose of issuing a Certificate of Compliance under Section 307 of the *Water Management Act 2000* (NSW) 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	$179.28	$186.09	$0.00	$186.09	3.80%	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Water Management Act Compliance [continued]						
s307 - Certificate of Compliance - Moderate - per Stage / per Development	$179.28	$186.09	$0.00	$186.09	3.80%	B
For the purpose of issuing a Certificate of Compliance under Section 307 of the *Water Management Act 2000* (NSW) 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	$358.56	$372.19	$0.00	$372.19	3.80%	C
s307 - Certificate of Compliance - Major - per Stage / per Development					by Quotation	B
For the purpose of issuing a Certificate of Compliance under Section 307 of the *Water Management Act 2000* (NSW) major impact developments are considered those requiring increases in the size of existing water and sewer infrastucture 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 section 306 Notice of Requirement.						
s307 - Additional Inspection or Re-Inspection of Works - per Inspection (During Business Hours)	$179.28	$186.09	$0.00	$186.09	3.80%	B
s307 - Additional Inspection or Re-Inspection of Works - per Inspection (After Business Hours)	$0.00	$372.19	$0.00	$372.19		B
Section 64 Water and Sewer Developer Charges						
Water – New and Existing - per ET	$8,040.00	$8,345.52	$0.00	$8,345.52	3.80%	C
Sewer - New and Existing - per ET	$2,960.00	$3,072.48	$0.00	$3,072.48	3.80%	C
Technical Services - Water and Sewer Servicing						
Building Plan Assessment and Stamping - Water and Sewer Servicing Requirements - Each	$33.23	$34.49	$0.00	$34.49	3.79%	C
Water and Sewer Asset Information Request (Desktop Review)	$0.00	$34.49	$0.00	$34.49		C
Building in the Vicinity of Water and Sewer Assets Advice - per Site	$152.75	$158.55	$0.00	$158.55	3.80%	B
Fee applies to the administration of building in the vicinity of water and sewer assets 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	$358.56	$372.19	$0.00	$372.19	3.80%	B
Review of plans and associated documents to determine preliminary assessment of requirements for impacts on water and sewer infrastructure, provided as advice only. Completed in addition to the *Water Management Act NSW 2000* 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.						
Hydraulic Design Assessment - per design	$298.80	$310.15	$0.00	$310.15	3.80%	C
Water and Sewer - Development Engineer - Engineering Plan and Design Review - Minor - per Application / per Asset Class	$358.56	$372.19	$0.00	$372.19	3.80%	C
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 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Technical Services - Water and Sewer Servicing [continued]						
Water and Sewer - Development Engineer - Engineering Plan and Design Review - Moderate - per Application / per Asset Class	$836.64	$868.43	$0.00	$868.43	3.80%	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 Review - Major - per Application / per Asset Class	$1,195.20	$1,240.62	$0.00	$1,240.62	3.80%	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 Isolation/Shutdown (Including subdivision connection works) - All Sizes				By Quotation		D
Water Main Connection (New mains and main extensions including subdivision works) - All Sizes				By Quotation		B
Reticulation Main (Construction) - All Sizes				by Quotation		D
Trunk Mains (Construction) – All Sizes				by Quotation		D
Sewer Mains						
Supply and installation of sewer infrastructure by Council.						
CCTV Inspections - Video Record - by Council				Actual Cost		D
Sewer Main Connection (New mains and main extensions - subdivision works)				By Quotation		D
Sewer Main (Construction) - All Sizes				by Quotation		D
Sewer Rising Main (Construction) - All Sizes				by Quotation		D
Pressure Sewer Main (Construction) - All Sizes				by Quotation		D
Liquid Trade Waste						
Liquid Trade Waste Access Charge - Annual	$127.41	$132.25	$0.00	$132.25	3.80%	F
Application for Liquid Trade Waste Discharge Approval – Classification A - Each	$389.27	$404.06	$0.00	$404.06	3.80%	C
Application for Liquid Trade Waste Discharge Approval – Classification B & C - Each	$923.33	$958.42	$0.00	$958.42	3.80%	D
Charges for Non-Complying Site - Classification A & B - per kL	$22.95	$23.82	$0.00	$23.82	3.79%	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.						
Re-inspection Fee – Liquid Trade Waste - per Inspection	$137.88	$143.12	$0.00	$143.12	3.80%	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Excess Mass Charges - Category 3 Dischargers (Large Volumes) - per kg						
Actual charges are based on a sliding scale, depending on the concentration. Details of the formulae is available in Council's Policy for Discharge of Liquid Trade Waste to Sewerage System (POL/26005). Other restricted substances exceeding approved limits not listed below will be by quotation.						
Ammonia (as N)	$3.01	$3.12	$0.00	$3.12	3.65%	F
Biochemical Oxygen Demand (BOD) up to 600 mg/litre	$1.02	$1.06	$0.00	$1.06	3.92%	F
Cadmium	$33.76	$35.04	$0.00	$35.04	3.79%	F
Chromium	$33.76	$35.04	$0.00	$35.04	3.79%	F
Copper	$20.73	$21.52	$0.00	$21.52	3.81%	F
Cyanide	$102.49	$106.38	$0.00	$106.38	3.80%	F
Fluoride	$5.06	$5.25	$0.00	$5.25	3.75%	F
Oil and Grease (Total O and G)	$1.87	$1.94	$0.00	$1.94	3.74%	F
Lead	$50.64	$52.56	$0.00	$52.56	3.79%	F
Methylene Blue Active Substances (MBAS)	$1.02	$1.06	$0.00	$1.06	3.92%	F
Nickel	$33.76	$35.04	$0.00	$35.04	3.79%	F
Nitrogen (as TKN – Total Kjeldahl Nitrogen)	$1.02	$1.06	$0.00	$1.06	3.92%	F
Petroleum Hydrocarbons (non-flammable)	$3.43	$3.56	$0.00	$3.56	3.79%	F
Phosphorous (Total P)	$2.11	$2.19	$0.00	$2.19	3.79%	F
Sulphate (SO4)	$0.48	$0.50	$0.00	$0.50	4.17%	F
Suspended Solids (SS)	$1.32	$1.37	$0.00	$1.37	3.79%	F
Total Dissolved Solids (TDS)	$0.30	$0.31	$0.00	$0.31	3.33%	F
Zinc	$20.73	$21.52	$0.00	$21.52	3.81%	F

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type

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 19 of this document.

Mixed Waste

Mixed Waste - Minimum Fee	$27.50	$25.00	$2.50	$27.50	0.00%	C
Mixed waste - Per Tonne	$469.00	$440.91	$44.09	$485.00	3.41%	E
Mixed Waste - Commercial Quantities (Over 500 tonnes Per Annum - Agreement to be entered into with Council at commencement of financial year) - Per Tonne	$399.00	$372.73	$37.27	$410.00	2.76%	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)	$699.00	$681.82	$68.18	$750.00	7.30%	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)	$399.00	$386.36	$38.64	$425.00	6.52%	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)

Asbestos - Minimum Fee	$0.00	$25.00	$2.50	$27.50		C
Burial fee (per load) (In addition to Disposal Rate)	$225.00	$227.27	$22.73	$250.00	11.11%	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	$525.00	$500.00	$50.00	$550.00	4.76%	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	$37.50	$35.91	$3.59	$39.50	5.33%	E
Sheep/Goat	$72.00	$68.18	$6.82	$75.00	4.17%	E

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Deceased Animals [continued]						
Horse/Cattle (Prior Appointment Required)	$125.00	$118.18	$11.82	$130.00	4.00%	E
Native Animals					Free	A
Virgin/Excavated Natural Material						
Virgin Excavated Natural Material (VENM) Per Tonne (With Certificate)	$99.00	$100.00	$10.00	$110.00	11.11%	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		C
Garden Organic Waste						
Garden Organic Waste - Minimum Fee	$27.50	$25.00	$2.50	$27.50	0.00%	C
Garden Organic Waste - Per Tonne	$359.00	$340.91	$34.09	$375.00	4.46%	C
Bricks and Concrete						
Bricks and Concrete - Minimum Fee	$27.50	$25.00	$2.50	$27.50	0.00%	C
Bricks and Concrete - Per Tonne	$309.00	$290.91	$29.09	$320.00	3.56%	C
Wood and Timber Waste						
Wood and Timber - Minimum Fee	$27.50	$25.00	$2.50	$27.50	0.00%	C
Untreated Wood and Timber Waste - Per Tonne (includes clean timber and timber pallets)	$359.00	$340.91	$34.09	$375.00	4.46%	E
per tonne or part thereof						
Contaminated Wood and Timber Waste - Per Tonne (includes painted, treated or contaminated timber and timber pallets)	$425.00	$400.00	$40.00	$440.00	3.53%	E
per tonne or part thereof						
Scrap Metal						
Scrap metal					Free	A
Lead Acid Batteries					Free	A
Car Bodies - Without Tyres					Free	A
Car Bodies - With Tyres (Per Vehicle)	$70.00	$68.18	$6.82	$75.00	7.14%	C
White goods (refrigerators, freezers, air conditioners with certificate of degassing)					Free	A
White goods (refrigerators, freezers and air conditioners) - Each	$30.00	$27.27	$2.73	$30.00	0.00%	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.						
Drum Muster items					Free	A
Solar Panel - Each	$0.00	$16.36	$1.64	$18.00		C
Paper and Cardboard					Free	A

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Community Recycling Centre [continued]						
Household quantities of Commingled Recycling (aluminium cans, plastic bottles and containers and glass bottles or jars)					Free	A
Car boot, small trailer						
Commercial Commingled Recycling - Per Tonne	$299.00	$318.18	$31.82	$350.00	17.06%	C
Household Quantities of Problem Waste Materials (polystyrene, 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	A
Commercial Quantities of Paint (Within Allowable Paintback Limits)					Free	A
Commercial Quantities of Paint (In Excess of Allowable Paintback Limits) - Per Tonne	$349.00	$453.64	$45.36	$499.00	42.98%	C
Commercial Quantities of Problem Waste Materials (polystyrene, 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	$599.00	$590.91	$59.09	$650.00	8.51%	C
Household Quantities of Electronic Waste					Free	A
Commercial Quantities of Electronic Waste - Per Tonne	$849.00	$809.09	$80.91	$890.00	4.83%	C
Contaminated Load Sorting Charge	$299.00	$271.82	$27.18	$299.00	0.00%	C
Will be charge for contaminated loads of dedicated recycling that require sorting by waste facility staff.						
Mattresses						
Mattresses - Each	$37.50	$35.91	$3.59	$39.50	5.33%	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	$15.00	$15.91	$1.59	$17.50	16.67%	B
Light truck or 4WD tyre	$22.50	$22.73	$2.27	$25.00	11.11%	B
Standard Truck Tyre	$42.50	$40.91	$4.09	$45.00	5.88%	B
Super Single Truck Tyre	$85.00	$84.09	$8.41	$92.50	8.82%	B
Tyres - On Rim						
Maximum number of tyres at any one time is five (5) without prior approval.						
Motorbike or Passenger Tyre	$27.50	$27.27	$2.73	$30.00	9.09%	B
Light truck or 4WD tyre	$45.00	$45.45	$4.55	$50.00	11.11%	B
Standard Truck Tyre	$85.00	$81.82	$8.18	$90.00	5.88%	B
Super Single Truck Tyre	$175.00	$168.18	$16.82	$185.00	5.71%	C
Tyres - Tractor and Earthmoving Tyres						
Tractor Tyre Small (Less than 1 metre)	$120.00	$113.64	$11.36	$125.00	4.17%	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Tyres - Tractor and Earthmoving Tyres [continued]						
Tractor Tyre Large (1 to 2 metres)	$225.00	$213.64	$21.36	$235.00	4.44%	C
Tractor Tyre Extra Large (greater than 2 metres)	$375.00	$354.55	$35.45	$390.00	4.00%	C
Earthmoving Tyre Small (Less than 1 Metre)	$185.00	$177.27	$17.73	$195.00	5.41%	C
Disposal of earthmoving tyres requires prior approval of the Manager.						
Earthmoving Tyre Medium (1 - 1.5 metres)	$350.00	$340.91	$34.09	$375.00	7.14%	C
Earthmoving Tyre Large (1.5 - 2 metres)	$650.00	$622.73	$62.27	$685.00	5.38%	C
Earthmoving Tyre Extra Large (greater than 2 metres)	$999.00	$954.55	$95.45	$1,050.00	5.11%	C
Sales						
After Hours Opening Fee – Each	$0.00	$318.18	$31.82	$350.00		C
Weighbridge Docket - Per Ticket (For Vehicle Registration)	$30.00	$29.55	$2.95	$32.50	8.33%	C
Recovered goods sold through the Barragun Recycling Shop					As Marked	A
Garbage bins						
Supply 360L Recycle bin	$75.00	$75.00	$0.00	$75.00	0.00%	C
One off fee for the supply of bin						
Supply Kitchen Caddy	$0.00	$4.55	$0.45	$5.00		C
Event Bins						
Bin supply	per bin (includes delivery, collection and first bin) Min. Fee incl. GST: $40.00					D
Additional weekday service	per service Min. Fee incl. GST: $13.75					D
Additional weekend service	per service Min. Fee incl. GST: $27.50					D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Open Spaces + Facilities						
Playing Fields and Parks						
GPS set-out for Line Marking - rate per hour	$120.50	$114.55	$11.45	$126.00	4.56%	D
Community Use (Sports Clubs and Schools in LGA)	$0.00	$0.00	$0.00	$0.00	0.00%	D
Sports Fields Hire – (Teams from Outside LGA)					$21.50 per hour	B
Group fitness or other commercial classes trainer registration (per annum)	$292.50	$277.27	$27.73	$305.00	4.27%	B
Agistment of Stock (per animal per week)	$23.00	$21.82	$2.18	$24.00	4.35%	B
Cleaning Fee for Sporting Facilities/ Toilets (if not cleaned by users)					At cost	A
Call out fee to Secure Buildings left Unlocked by User Group					At cost	D
Public Cemeteries						
State Government Interment Levy					At cost	D
Order for interment	$313.00	$400.00	$0.00	$400.00	27.80%	D
Adult burial plot (monumental or lawn)	$2,090.00	$3,100.00	$0.00	$3,100.00	48.33%	D
Additional Fee - Lawn Section Steel Cross	$200.00	$181.82	$18.18	$200.00	0.00%	C
Columbarium wall niche	$1,150.00	$1,400.00	$0.00	$1,400.00	21.74%	D
Administration Fee - Removal or moving of ashes	$156.50	$163.50	$0.00	$163.50	4.47%	D
Administration Fee - Transfer of burial right	$150.00	$150.00	$0.00	$150.00	0.00%	D
Administration Fee - Re-issue of Interment Right Certificate	$150.00	$150.00	$0.00	$150.00	0.00%	D
Application Fee - Monument Approval	$156.50	$240.00	$0.00	$240.00	53.35%	B
Application Fee - Minor Monumental Works	$0.00	$55.00	$0.00	$55.00		C
Licence to work in Singleton Council Cemetery (single)	$0.00	$145.00	$0.00	$145.00		C
Licence to work in Singleton Council Cemetery (annual capped)	$0.00	$550.00	$0.00	$550.00		C
One Off Growth Fee (new beams only)					At cost	C
Lake St Clair						
Entry Fees						
12 Month Water Craft Pass (includes 1 Day Family Pass) with each visit	$178.00	$168.64	$16.86	$185.50	4.21%	D
6 Month Water Craft Pass (includes 1 Day Family Pass) with each visit	$107.50	$102.27	$10.23	$112.50	4.65%	D
Potable Water					At cost + 20%	D
WIFI Access					At cost + 20%	C
Peak Periods (School Holidays and Long Weekends)						
1 Day Adult Pass	$4.00	$3.82	$0.38	$4.20	5.00%	D
1 Day Child Pass	$2.90	$2.82	$0.28	$3.10	6.90%	D
1 Day Family Pass (Up to 2 Adults + 3 Children under the age of 16)	$15.20	$14.55	$1.45	$16.00	5.26%	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Peak Periods (School Holidays and Long Weekends) [continued]						
1 Day Water Craft Pass (includes Family Pass)	$18.20	$17.27	$1.73	$19.00	4.40%	D
Commercial Operations - as determined by the General Manager						D
Non-Peak Periods						
1 Day Adult Pass	$3.50	$3.36	$0.34	$3.70	5.71%	D
1 Day Child Pass	$2.10	$2.00	$0.20	$2.20	4.76%	D
1 Day Family Pass (Up to 2 Adults + 3 Children under the age of 16)	$10.60	$10.18	$1.02	$11.20	5.66%	D
1 Day Water Craft Pass (includes Family Pass)	$15.40	$14.73	$1.47	$16.20	5.19%	D
Commercial Operations - as determined by the General Manager						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)	$38.50	$36.82	$3.68	$40.50	5.19%	D
Unpowered Camp site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	D
Unpowered Camp site/night extra child (4-17 years)	$6.10	$5.82	$0.58	$6.40	4.92%	D
Unpowered Camp site/night extra child (0-3 years)					Free	A
Powered site/night (Up to 2 Adults)	$52.00	$49.55	$4.95	$54.50	4.81%	D
Powered site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	D
Powered site/night extra child (4-17 years)	$6.10	$5.82	$0.58	$6.40	4.92%	D
Powered site/night extra child (0-3 years)					Free	A
Additional Vehicles	$4.80	$4.55	$0.45	$5.00	4.17%	C

Shoulder Periods (Sept-Oct, Mar-Apr excluding peak)

Maximum 6 people per site
Includes 1 vehicle an 1 boat; Max 4 vehicles per site
Minimum 2 night stay on weekends
Special rate with 10% discount can be applied for promotions in slow periods.
Special rate to offer midweek 3 nights for the price of two for promotional period (not including school holidays or Easter)

Unpowered Camp site/night (Up to 2 Adults)	$32.50	$30.91	$3.09	$34.00	4.62%	C
Unpowered Camp site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	C
Unpowered Camp site/night extra child (4-17 years)	$6.10	$5.82	$0.58	$6.40	4.92%	C
Unpowered Camp site/night extra child (0-3 years)					Free	A
Unpowered Camp site/night seniors (up to 2 adults)	$30.00	$28.64	$2.86	$31.50	5.00%	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Shoulder Periods (Sept-Oct, Mar-Apr excluding peak) [continued]						
Powered site/night (up to 2 adults)	$44.50	$42.27	$4.23	$46.50	4.49%	C
Powered site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	C
Powered site/night extra child (4-17 years)	$6.10	$5.82	$0.58	$6.40	4.92%	C
Powered site/night extra child (0-3 years)					Free	A
Additional Vehicles	$4.80	$4.55	$0.45	$5.00	4.17%	C
Powered site/night seniors (up to 2 adults)	$40.50	$38.64	$3.86	$42.50	4.94%	C
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 10% discount can be applied for promotions in slow periods. Special rate to offer midweek 3 nights for the price of two for promotional period (not including school holidays or Easter)						
Unpowered Camp site/night (Up to 2 Adults)	$30.50	$29.09	$2.91	$32.00	4.92%	D
Unpowered Camp site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	D
Unpowered Camp site/night extra child (4-17 years	$6.10	$5.82	$0.58	$6.40	4.92%	D
Unpowered Camp site/night extra child (0-3 years)					Free	A
Powered site/night (Up to 2 Adults)	$42.50	$40.45	$4.05	$44.50	4.71%	D
Unpowered Camp site/night seniors (up to 2 adults)	$27.50	$26.36	$2.64	$29.00	5.45%	C
Powered site/night extra adult (18+)	$14.40	$13.64	$1.36	$15.00	4.17%	D
Powered site/night extra child (4-17 years)	$6.10	$5.82	$0.58	$6.40	4.92%	D
Powered site/night extra child (0-3 years)					Free	A
Powered site/night seniors (up to 2 adults)	$38.00	$36.36	$3.64	$40.00	5.26%	C
Additional Vehicles	$4.80	$4.55	$0.45	$5.00	4.17%	C
Events on Council Owned and Managed Land						
Event Application Fee – Registered Charities	$154.50	$146.36	$14.64	$161.00	4.21%	B
Event Application Fee – Community/ Educational	$308.00	$291.82	$29.18	$321.00	4.22%	B
Event Application Fee – Commercial/ Professional	$765.00	$725.45	$72.55	$798.00	4.31%	B
Market Stalls or similar (per stall)	$10.40	$10.00	$1.00	$11.00	5.77%	B
Market Stalls or similar requiring powered sites (per stall)	$33.50	$31.82	$3.18	$35.00	4.48%	D
Food Truck Fee - Council run events	$330.00	$312.60	$31.26	$343.86	4.20%	D
Alcohol Stall Fee - Council run events	$275.00	$260.50	$26.05	$286.55	4.20%	D
Event Preparation (mowing etc.)					By quotation	B
Security Bond					By quotation	B
Temporary Structures and Amusement Devices 1-3	$295.50	$308.00	$0.00	$308.00	4.23%	B
Temporary Structures and Amusement Devices 4-6	$591.00	$616.00	$0.00	$616.00	4.23%	B
Event Food Vendor Inspections fee (per hour - fee is charged in minimum increments of 30 minutes)	$349.00	$349.00	$0.00	$349.00	0.00%	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Reserve Access						
Application Fee	$234.00	$221.82	$22.18	$244.00	4.27%	B
Access Fee (Daily)	$341.00	$323.64	$32.36	$356.00	4.40%	B
Bond – Minimum fee (price may increase dependent on type and location of works and risk)	$1,760.00	$1,835.00	$0.00	$1,835.00	4.26%	B
Tree Removal						
Tree removal for driveway/development application					By quotation	D
Graffiti Removal						
Graffiti removal					By quotation	D
Keys						
Additional Keys					At cost	D
Civic Centre Hire Fees						
Foyer Only Hire						
1 Hr	$74.50	$74.09	$7.41	$81.50	9.40%	B
1 Hr - Not for Profit	$45.00	$45.00	$4.50	$49.50	10.00%	B
2 Hrs	$155.50	$147.73	$14.77	$162.50	4.50%	B
2 Hrs - Not For Profit	$94.00	$89.09	$8.91	$98.00	4.26%	B
4 Hrs	$278.50	$264.09	$26.41	$290.50	4.31%	B
10% discount for longer bookings						
4 Hrs - Not For Profit	$171.50	$162.73	$16.27	$179.00	4.37%	B
10% discount for longer bookings						
8 Hrs	$508.00	$481.82	$48.18	$530.00	4.33%	B
10% discount for longer bookings						
8 Hrs - Not For Profit	$304.00	$288.18	$28.82	$317.00	4.28%	B
10% discount for longer bookings						
Additional Hrs - (above 8hrs) - Not For Profit					By Negotiation	B
Additional Hrs (above 8hrs)					By Negotiation	B
Auditorium Hire (includes Foyer)						
1 Hr	$148.00	$146.82	$14.68	$161.50	9.12%	B
1 Hr - Not for Profit	$90.26	$89.70	$8.97	$98.67	9.32%	B
2 Hrs	$309.00	$292.73	$29.27	$322.00	4.21%	B
2 Hrs - Not For Profit	$188.50	$178.64	$17.86	$196.50	4.24%	B
4 Hrs	$557.00	$528.18	$52.82	$581.00	4.31%	B
10% discount for longer bookings						
4 Hrs - Not For Profit	$337.00	$320.00	$32.00	$352.00	4.45%	B
10% discount for longer bookings						
8 Hrs	$985.00	$936.36	$93.64	$1,030.00	4.57%	B
10% discount for longer bookings						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Auditorium Hire (includes Foyer) [continued]						
8 Hrs - Not For Profit	$602.00	$570.91	$57.09	$628.00	4.32%	B
10% discount for longer bookings						
Additional Hrs - (above 8hrs) - Not For Profit				By Negotiation		B
Additional Hrs (above 8hrs)				By Negotiation		B
Additional Charges						
Bar Service				$1.00 Per Head (Min 100 pax)		D
Catering Fee				Full Cost Recovery + 20%		D
Commercial Kitchen & Cafe				$1.85 Per Head (Min 100 pax)		D
Deposit (to be paid at time of booking & non-refundable)				50% of total booking fee or $320 (whichever is less)		E
Tea and coffee (on arrival per person)				$6 Per Head		D
Tea and coffee (all day per person)				$12.00 Per Head		D
Damage to Facility				Full Cost Recovery + 30%		D
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.						
Monday to Friday - outside the hours 8am to 4.30pm	$45.00	$42.73	$4.27	$47.00	4.44%	D
Saturday - Sunday - all hours	$67.50	$64.09	$6.41	$70.50	4.44%	D
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.*						
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				$62 per hour		B
Mon/Fri - 8:30am - 4:30pm				$62 per hour		B
Saturday				$67.50 per hour		B
Sunday/Public Holiday				$90 per hour		B
Recreation Buildings for Hire						
Including : Albion Park Clubhouse, Stanhope Reserve Clubhouse, Jerrys Plains Recreation Grounds Clubhouse.						
Bulga Recreation Ground Clubhouse - these fees are not applicable						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Recreation Buildings for Hire [continued]						
1 hour (min booking)	$21.50	$20.45	$2.05	$22.50	4.65%	C
1 hour (min booking) - Community Group	$15.20	$14.55	$1.45	$16.00	5.26%	C
8 hours	$141.00	$133.64	$13.36	$147.00	4.26%	C
8 hours - Community Group	$94.50	$89.55	$8.95	$98.50	4.23%	C
Cleaning (min 2 hours)						
If not left clean and tidy						
Mon - Fri (per hour)	$51.00	$48.64	$4.86	$53.50	4.90%	C
Saturday (per hour)	$75.50	$71.82	$7.18	$79.00	4.64%	C
Sunday/Public Holiday	$100.50	$95.45	$9.55	$105.00	4.48%	C
Tennis Court Hire						
Including: Broke Recreation Ground, Jerrys Plains Recreation Ground, Bulga Recreation Ground, Stanhope Reserve						
Court Hire – Day- Social				Free		A
Court Hire – Night - Social				per hour Min. Fee incl. GST: $11.40		D
Court Hire – Commercial Hire/Coaching				per hour per court Min. Fee incl. GST: $10.00		D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Singleton Gym + Swim Centre						
Singleton Gym & Swim Centre - Joining Fee one off	$55.00	$52.73	$5.27	$58.00	5.45%	C
Membership (Monthly)	$142.00	$135.45	$13.55	$149.00	4.93%	C
1 week membership	$40.00	$38.18	$3.82	$42.00	5.00%	C
3 month membership	$410.00	$390.91	$39.09	$430.00	4.88%	C
6 month membership	$815.00	$777.27	$77.73	$855.00	4.91%	C
Casual Entry						
Adult	$6.70	$6.36	$0.64	$7.00	4.48%	C
Child (1 -15 inclusive)	$5.00	$4.82	$0.48	$5.30	6.00%	C
Concession (Senior/Concession card holder)	$4.40	$4.18	$0.42	$4.60	4.55%	C
Family - Add additional child	$2.10	$2.00	$0.20	$2.20	4.76%	C
Family	$20.50	$19.55	$1.95	$21.50	4.88%	C
Spectator	$2.70	$2.55	$0.25	$2.80	3.70%	C
Visit Passes (10 Sessions) - Swim						
Adult	$62.00	$59.09	$5.91	$65.00	4.84%	C
Concession	$43.00	$40.91	$4.09	$45.00	4.65%	C
Child	$48.00	$45.45	$4.55	$50.00	4.17%	C
Visit Passes (10 Sessions) - Gym/Swim						
Visit Passes (10 Sessions) - Over 50's - Swim/Gym	$0.00	$80.00	$8.00	$88.00		C
Learn to Swim						
Administration fee (one off)	$30.00	$29.09	$2.91	$32.00	6.67%	C
Charge paid to direct debit provider						
1st Child per lesson	$19.00	$20.00	$0.00	$20.00	5.26%	C
2nd Child per lesson	$18.00	$19.00	$0.00	$19.00	5.56%	C
3rd Child and thereafter per lesson	$17.00	$18.00	$0.00	$18.00	5.88%	C
Learn to Swim - Private Lesson						
Private Lesson – One Child per 30 Minutes	$58.00	$61.00	$0.00	$61.00	5.17%	C
Private Lesson – Two Children per 30 Minutes	$68.00	$71.50	$0.00	$71.50	5.15%	C
Private Lesson – Three Children per 30 Minutes	$76.00	$80.00	$0.00	$80.00	5.26%	C
Squad						
Gold - Per Fortnight						
First Child	$87.00	$82.73	$8.27	$91.00	4.60%	C
Second Child	$82.00	$78.18	$7.82	$86.00	4.88%	C
Third Child	$77.00	$73.64	$7.36	$81.00	5.19%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Silver - Per Fortnight						
First Child	$64.50	$61.36	$6.14	$67.50	4.65%	C
Second Child	$60.00	$57.27	$5.73	$63.00	5.00%	C
Third Child	$56.50	$54.55	$5.45	$60.00	6.19%	C
Bronze - Per Fortnight						
First Child	$52.00	$49.55	$4.95	$54.50	4.81%	C
Second Child	$49.50	$47.27	$4.73	$52.00	5.05%	C
Third Child	$45.50	$41.82	$4.18	$46.00	1.10%	C
Fitness - Per Fortnight						
First Child	$38.50	$36.36	$3.64	$40.00	3.90%	C
Second Child	$36.00	$34.09	$3.41	$37.50	4.17%	C
Third Child	$35.00	$33.18	$3.32	$36.50	4.29%	C
Casual Entry						
Fitswim Adult – Member	$6.60	$6.36	$0.64	$7.00	6.06%	C
Fitswim Adult – Non Member	$12.20	$11.64	$1.16	$12.80	4.92%	C
Fitswim Card (10 Sessions – Member)	$60.00	$57.27	$5.73	$63.00	5.00%	C
Fitswim Card (10 Sessions – Non Member)	$110.00	$105.00	$10.50	$115.50	5.00%	C
Spa Sauna	$9.00	$8.64	$0.86	$9.50	5.56%	C
Gym						
Gym	$19.00	$18.18	$1.82	$20.00	5.26%	C
Concession gym	$14.00	$13.36	$1.34	$14.70	5.00%	C
Casual aqua class	$17.00	$16.23	$1.62	$17.85	5.00%	C
Personal Training/Boot Camps						
Personal training 10 pack/30 mins	$480.00	$459.09	$45.91	$505.00	5.21%	C
Personal training 1hr	$90.00	$86.36	$8.64	$95.00	5.56%	C
Personal training 10 pack/1hr	$800.00	$763.64	$76.36	$840.00	5.00%	C
Creche						
Crèche Casual	$6.70	$8.64	$0.86	$9.50	41.79%	C
Crèche Kids Card (20 Sessions) Member	$98.00	$93.64	$9.36	$103.00	5.10%	C
Crèche Kids Card (20 Sessions) Non Member	$118.00	$112.73	$11.27	$124.00	5.08%	C
Creche Weekly unlimited (direct debit only)	$27.00	$25.45	$2.55	$28.00	3.70%	E
Birthday Party						
Pool Party with inflatable - per person (minimum 10)	$32.00	$30.45	$3.05	$33.50	4.69%	D
School						
School LTS/Lifesaving	$10.50	$11.00	$0.00	$11.00	4.76%	C

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
School [continued]						
School in/outreach fitness programs 1-25 participants	$9.50	$9.09	$0.91	$10.00	5.26%	C
School in/outreach fitness programs more than 25 participants (per person)	$8.00	$8.18	$0.82	$9.00	12.50%	C
School Casual Swim	$4.30	$4.27	$0.43	$4.70	9.30%	C
Lane Hire						
Hydrotherapy	$34.00	$31.82	$3.18	$35.00	2.94%	C
Commercial use of Gym for PT and Hydro	$34.00	$31.82	$3.18	$35.00	2.94%	C
School Carnivals – per child	$5.00	$4.82	$0.48	$5.30	6.00%	C
Room Hire	$57.00	$54.55	$5.45	$60.00	5.26%	C
Lane Hire – Groups	$52.50	$50.00	$5.00	$55.00	4.76%	C
Outdoor and Leisure Pool Hire	$210.00	$200.00	$20.00	$220.00	4.76%	C
Indoor Pool Hire	$178.00	$168.18	$16.82	$185.00	3.93%	C
Aquatic Memberships						
Administration fee (one off)	$20.00	$19.09	$1.91	$21.00	5.00%	C
Swim Membership – Adult – Fortnightly	$29.00	$27.73	$2.77	$30.50	5.17%	C
Swim Membership – Concession – Fortnightly	$18.00	$17.27	$1.73	$19.00	5.56%	C
Swim Membership – Family – Fortnightly	$47.00	$45.00	$4.50	$49.50	5.32%	C
Swim Membership - Family Add on	$5.00	$4.73	$0.47	$5.20	4.00%	C
6 month Aquatic	$450.00	$409.09	$40.91	$450.00	0.00%	C
12 month Aquatic Upfront	$880.00	$800.00	$80.00	$880.00	0.00%	C
Health Club Membership						
Administration fee (one off)	$60.00	$57.27	$5.73	$63.00	5.00%	C
Charge paid to direct debit provider						
Corporate Membership - Fortnightly	$39.00	$37.27	$3.73	$41.00	5.13%	D
Adult - Fortnightly	$46.00	$43.64	$4.36	$48.00	4.35%	C
Concession - Fortnightly	$34.00	$32.27	$3.23	$35.50	4.41%	C
Teen Gym - Fortnightly (11-15 years, 3-5pm weekdays)	$27.00	$25.91	$2.59	$28.50	5.56%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Singleton Heights Sports Centre						
Gymnastics						
Annual Gymnastics NSW Registration - Kindergym	$62.00	$59.09	$5.91	$65.00	4.84%	D
Annual Gymnastics NSW Registration - Levels	$124.00	$118.18	$11.82	$130.00	4.84%	D
Annual Gymnastics NSW Registration - Recreation	$80.00	$76.36	$7.64	$84.00	5.00%	D
Kindergym - Fortnightly	$37.00	$35.45	$3.55	$39.00	5.41%	D
Levels - Fortnightly	$61.00	$58.18	$5.82	$64.00	4.92%	D
Recreation - Fortnightly	$40.50	$38.18	$3.82	$42.00	3.70%	D
Birthday Parties						
Kids Sports or Gymnastics Party - per person (minimum 12)	$26.00	$25.00	$2.50	$27.50	5.77%	D
Sports Competition						
Junior Competition (per player)	$8.60	$8.18	$0.82	$9.00	4.65%	B
Junior Competition (per team, per game)	$58.00	$55.45	$5.55	$61.00	5.17%	D
Senior Competition (per team, per game)	$75.00	$71.36	$7.14	$78.50	4.67%	D
Hire						
Squash Competition – per Hour	$32.00	$30.45	$3.05	$33.50	4.69%	D
Squash Hire – per Hour	$33.00	$31.36	$3.14	$34.50	4.55%	D
Squash Hire - all courts per 8 hours	$565.00	$536.36	$53.64	$590.00	4.42%	E
Volley Ball – per Hour	$80.00	$76.36	$7.64	$84.00	5.00%	D
Basketball – per Hour	$80.00	$76.36	$7.64	$84.00	5.00%	D
Badminton Per Hour	$40.00	$38.18	$3.82	$42.00	5.00%	D
Hall Hire – per Hour	$85.00	$80.91	$8.09	$89.00	4.71%	D
Daily Hire – per 8 hours	$460.00	$439.09	$43.91	$483.00	5.00%	D
School PE						
School PE	$6.70	$6.36	$0.64	$7.00	4.48%	D
School PE with instructor provided	$12.00	$11.82	$1.18	$13.00	8.33%	D
Kinder tots	$9.00	$8.64	$0.86	$9.50	5.56%	D
Holiday Program - Daily rate per child	$45.00	$42.73	$4.27	$47.00	4.44%	C
Casual Stadium Usage						
Individual	$8.50	$8.18	$0.82	$9.00	5.88%	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Early Education + Care Services						
Failure to Notify - per Occasion	$22.50	$23.50	$0.00	$23.50	4.44%	C
Late Collection Fee Cost (per 5 minutes after closing time)	$13.00	$13.60	$0.00	$13.60	4.62%	D
Administration Fee (per child per year)	$28.50	$35.00	$0.00	$35.00	22.81%	D
Debt Charge for accounts in arrears/ fortnightly	$13.60	$14.20	$0.00	$14.20	4.41%	D
Paper statement copy, per copy	$6.50	$6.80	$0.00	$6.80	4.62%	D
Direct debit dishonour fee				As per registration agreement		D
Waitlist fee	$28.00	$26.82	$2.68	$29.50	5.36%	D
Excursions/Incursions				As advertised for each program/activity		C
Out of School Hours Care (OOSH)						
Before School Care – per session	$30.00	$31.25	$0.00	$31.25	4.17%	C
After School Care – per session	$36.00	$37.50	$0.00	$37.50	4.17%	C
Vacation Care – per day	$69.00	$71.85	$0.00	$71.85	4.13%	C
Long Day Care - per day						
Nursery Room	$146.00	$160.00	$0.00	$160.00	9.59%	C
Toddlers Room	$146.00	$160.00	$0.00	$160.00	9.59%	C
Preschool Room	$146.00	$160.00	$0.00	$160.00	9.59%	C
Mobile Preschool - per day						
Equity Loading Eligibility	$0.00	$50.50	$0.00	$50.50		C
Full Rate	$50.50	$53.00	$0.00	$53.00	4.95%	C
Inclusion Rate				In accordance with annual funding specification		C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Singleton Youth Venue						
Community Development programs/activities					As advertised	B
Photocopies and printing per A4 page - Black and white	$0.40	$0.41	$0.04	$0.45	12.50%	B
Photocopies and printing per page A4 page - Colour	$0.80	$0.77	$0.08	$0.85	6.25%	B
Photocopies and printing per A3 page - Black and white	$0.80	$0.77	$0.08	$0.85	6.25%	B
Photocopies and printing per page A3 page - Colour	$1.40	$1.36	$0.14	$1.50	7.14%	B
Program/service delivery (minimum fee with additional time pro rata in 1/2 hour blocks)	$45.50	$43.18	$4.32	$47.50	4.40%	B
Preparation time per hour (minimum fee with additional time pro rata in 1/2 hour. blocks)	$45.50	$43.18	$4.32	$47.50	4.40%	B
Ticketed programs/activities					As Advertised	D
Meeting Rooms (include tea, coffee, water)						
Auditorium - Not-for-profit/hour (ATO definition)	$51.00	$48.64	$4.86	$53.50	4.90%	B
Auditorium - Standard rate/hour	$76.00	$72.27	$7.23	$79.50	4.61%	B
Auditorium - Lighting per booking	$81.50	$77.27	$7.73	$85.00	4.29%	B
Auditorium - PA System per booking	$44.50	$42.27	$4.23	$46.50	4.49%	B
Consultation Room - Not-for-profit/hour (ATO definition)	$12.60	$12.00	$1.20	$13.20	4.76%	B
Consultation Room - Standard rate/hour	$18.80	$17.82	$1.78	$19.60	4.26%	B
Floating Office - Not-for-profit/hour (ATO definition)	$18.80	$17.82	$1.78	$19.60	4.26%	B
Floating Office - Standard rate/hour	$28.50	$27.27	$2.73	$30.00	5.26%	B
Meeting Room - Not-for-profit/hour (ATO definition)	$26.00	$25.00	$2.50	$27.50	5.77%	B
Meeting Room - Standard rate/hour	$38.50	$36.82	$3.68	$40.50	5.19%	B
Kitchen access per booking	$38.50	$36.82	$3.68	$40.50	5.19%	B
Packdown/Clean Up per booking	$76.00	$72.27	$7.23	$79.50	4.61%	B
Supervision After Working Hours - Fee for Service					Fee for Service	D
Government Hire (i.e. elections)					Fee as negotiated	B

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Singleton Library						
Lost or Damaged Material – each item replacement cost, plus processing fee					Variable	D
Processing fee	$15.20	$16.00	$0.00	$16.00	5.26%	D
Inter Library Loan Service Fee	$6.20	$5.91	$0.59	$6.50	4.84%	E
Lost Membership Cards per replacement	$6.10	$6.40	$0.00	$6.40	4.92%	E
Photocopies and printing (completed by individual) per A4 page - Black and White	$0.40	$0.41	$0.04	$0.45	12.50%	C
Photocopying and printing (Completed by individual) A4 - colour	$0.80	$0.77	$0.08	$0.85	6.25%	C
Photocopying and printing (Completed by individual) A3 - Black and white	$0.80	$0.77	$0.08	$0.85	6.25%	C
Photocopying and printing (Completed by individual) A3 - Colour	$1.40	$1.36	$0.14	$1.50	7.14%	C
3D Printing				$8 per hour + materials		B
Lost Barcode – each	$4.90	$5.20	$0.00	$5.20	6.12%	D
Lost/Damaged DVD or CD case/slick	$7.50	$7.90	$0.00	$7.90	5.33%	E
Library Sales						
Merchandise (Various) Sales					Price as marked	D
Sale of Historic Photograph Digital Images	$38.00	$36.36	$3.64	$40.00	5.26%	D
Library Bags	$4.00	$3.82	$0.38	$4.20	5.00%	B
Second Hand Book Sales					Price as marked	E
New Book Sales					RRP	D
Library Services						
Scanning - Library	$0.45	$0.45	$0.05	$0.50	11.11%	E
Laminating – A4	$7.80	$7.45	$0.75	$8.20	5.13%	D
Book covering service – per item	$4.90	$4.64	$0.46	$5.10	4.08%	D
DVD Cleaning Service (per disc)	$4.40	$4.00	$0.40	$4.40	0.00%	D
Exam Supervision Service/hour (Includes Supervisor, Room Hire and Printing)	$63.00	$60.00	$6.00	$66.00	4.76%	D
Ticketed & LABrary Programs				As advertised for each program/activity		D
Research by Library Staff per hour (minimum fee with additional time pro rata in 1/2 hour. blocks)	$69.50	$65.91	$6.59	$72.50	4.32%	B
Meeting Rooms (include tea, coffee, water)						
Interview Room - Not-for-profit/hour (ATO definition)	$19.20	$18.18	$1.82	$20.00	4.17%	B
Interview Room - Standard rate/hour	$28.50	$27.27	$2.73	$30.00	5.26%	B
Meeting Room - Not-for-profit/hour (ATO definition)	$38.50	$36.82	$3.68	$40.50	5.19%	B
Meeting Room - Standard rate/hour	$56.00	$53.18	$5.32	$58.50	4.46%	B
Training Room - Not-for-profit/hour (As per Tax Office definition)	$38.50	$36.82	$3.68	$40.50	5.19%	D
Training Room - Standard rate/hour	$56.00	$53.18	$5.32	$58.50	4.46%	B
Kitchenette access per booking	$38.50	$36.82	$3.68	$40.50	5.19%	B
Pack down/Clean up per booking	$76.00	$72.27	$7.23	$79.50	4.61%	B

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Meeting Rooms (include tea, coffee, water) [continued]						
Supervision After Working Hours - Fee for Service				Fee for Service		D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Customer Services						
Drainage diagram (free to owners & tradesmen)	$51.00	$53.50	$0.00	$53.50	4.90%	C
Photocopying and printing (completed by individual) per A4 page - Black and white	$0.40	$0.36	$0.04	$0.40	0.00%	C
Photocopying and printing (Completed by individual) A4 - Colour	$0.80	$0.77	$0.08	$0.85	6.25%	C
Photocopying and printing (completed by individual) per A3 page - Black and white	$0.80	$0.75	$0.08	$0.83	3.75%	C
Photocopying and printing (Completed by individual) A3 - Colour	$1.40	$1.36	$0.14	$1.50	7.14%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Finance						
603 Certificate	$100.00	$100.00	$0.00	$100.00	0.00%	F
Search of records and/or correspondence in relation to rates enquiries (for first half hour))	$83.50	$87.50	$0.00	$87.50	4.79%	D
Search of records and/or correspondence in relation to rates enquiries (after first half hour)	$125.50	$131.00	$0.00	$131.00	4.38%	D
Telephone and Customer enquires by third parties						
Expediency Fee for S.603 Certificates	$73.50	$77.00	$0.00	$77.00	4.76%	C
Special Water Meter Reading	$110.00	$115.00	$0.00	$115.00	4.55%	C
Dishonoured Cheque/Electronic Dishonour	$18.00	$19.00	$0.00	$19.00	5.56%	D
Summary of Rate Account/ Reprint of Rates notice - Email	$15.80	$16.60	$0.00	$16.60	5.06%	D
Summary of Rate account/Reprint of Rates notice - Post	$20.90	$20.90	$0.00	$20.90	0.00%	D
Payment/transaction history request	$26.50	$28.00	$0.00	$28.00	5.66%	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
GIS/Property						
GIS / Property Professional – rate per hour	$119.00	$124.00	$0.00	$124.00	4.20%	D
Rural Addressing						
Individual Numbers (road number seen as one number)	$22.00	$20.91	$2.09	$23.00	4.55%	C
Road Naming						
Application to rename an existing road	$2,750.00	$2,865.50	$0.00	$2,865.50	4.20%	C
Road naming application 1 to 5 Road names (new subdivisions)	$2,750.00	$2,865.50	$0.00	$2,865.50	4.20%	C
Road naming application 6 to 10 Road names (new subdivisions)	$3,750.00	$3,907.50	$0.00	$3,907.50	4.20%	C
Road naming application 11 or more Road names (new subdivisions)	$4,750.00	$4,949.50	$0.00	$4,949.50	4.20%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Information Management						
Formal GIPA Application Fee	$30.00	$30.00	$0.00	$30.00	0.00%	F
Formal GIPA Application – Processing Charge (Not Personal Information of Applicant – per hour after the first hour)	$30.00	$30.00	$0.00	$30.00	0.00%	F
Formal GIPA Application – Processing Charge (Personal Information of Applicant - per hour after first 20 hours)	$30.00	$30.00	$0.00	$30.00	0.00%	F
All other information requests – Application fee	$37.00	$37.00	$0.00	$37.00	0.00%	F
Internal Review	$40.00	$40.00	$0.00	$40.00	0.00%	F
Subpoena and notice to produce documents	$66.00	$66.00	$0.00	$66.00	0.00%	F
Late fee if served less then seven calendar days before production required	$140.81	$146.72	$0.00	$146.72	4.20%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Environment + Public Health Approvals						
Protection of the Environment Operations Act 1997 Notices						
Compliance Cost Notices					at cost	D
Cost for investigation and inspection per hour for compliance matters under the POEO Act	$200.00	$200.00	$0.00	$200.00	0.00%	D
Environment Protection Notice	$550.00	$550.00	$0.00	$550.00	0.00%	D
Administration fee/charge for the issuing of Clean-up Notices	$243.00	$253.50	$0.00	$253.50	4.32%	D
Public Health Act Notification						
Notification of a public pool	$105.00	$105.00	$0.00	$105.00	0.00%	C
Notification of a skin penetration premises	$105.00	$105.00	$0.00	$105.00	0.00%	C
Notification of water cooling system	$120.00	$120.00	$0.00	$120.00	0.00%	C
Inspections and Re-inspections (per hour)						
Fee is charged at in minimum increments of 30 minutes						
Amusement Centre	$390.00	$407.00	$0.00	$407.00	4.36%	C
Skin Penetration Premises	$390.00	$407.00	$0.00	$407.00	4.36%	C
Food Shops/Vendors	$365.00	$381.00	$0.00	$381.00	4.38%	F
Hairdressers	$390.00	$407.00	$0.00	$407.00	4.36%	C
Beauty Salons	$390.00	$407.00	$0.00	$407.00	4.36%	C
Miscellaneous (includes mortuaries, bed and breakfast accommodation)	$390.00	$407.00	$0.00	$407.00	4.36%	C
Scores on Doors inspections	$365.00	$381.00	$0.00	$381.00	4.38%	B
Legionella	$390.00	$407.00	$0.00	$407.00	4.36%	C
Public Swimming Pools	$390.00	$407.00	$0.00	$407.00	4.36%	C
All EHO pre-purchase inspections and reports	$390.00	$407.00	$0.00	$407.00	4.36%	B
Re-inspection - minimum fee applies	$102.00	$102.00	$0.00	$102.00	0.00%	C
Notice and Order Fees						
Improvement Notice - Food Act	$330.00	$565.00	$0.00	$565.00	71.21%	F
Re-inspection of a Prohibition Order $255.00/ hour with a minimum of 30mins and maximum overall fee $500.00 - Public Health Act					At cost	D
Improvement Notice - Regulated System (Water Cooling Towers) - Public Health Act	$620.00	$620.00	$0.00	$620.00	0.00%	F
Improvement Notice - In any other case - (Skin Penetration Premises or Public Swimming Pool or Spa) - Public Health Act	$290.00	$290.00	$0.00	$290.00	0.00%	F
(Skin Penetration Premises or Public Swimming Pool or Spa)						

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Annual Administration Fees						
Legionella						
Businesses required to submit certificates and reports – water cooling systems per system	$182.00	$182.00	$0.00	$182.00	0.00%	F
Food Businesses						
High and medium risk food businesses as classified in the Food Authority Guidelines.						
Small – 5 or less FTE	$390.00	$570.00	$0.00	$570.00	46.15%	F
Medium – 6 – 50 FTE	$800.00	$1,170.00	$0.00	$1,170.00	46.25%	F
Large – Above 50 FTE	$3,500.00	$5,115.00	$0.00	$5,115.00	46.14%	F
Companion Animal Act						
Lifetime Registration						
Dog - Registration Fee - (by 12 weeks or when sold if earlier than 12 weeks)	$80.00	$80.00	$0.00	$80.00	0.00%	F
Dog - Registration - (eligible pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	F
Dog - Registration - Desexed (sold by pound/ shelter or rehoming organisation)	$0.00	$0.00	$0.00	$0.00	0.00%	F
Dog - Registration Combined Fees (for not desexing dog by 6 months)	$269.00	$269.00	$0.00	$269.00	0.00%	F
Dog - Registration - (desexing not recommended)	$80.00	$80.00	$0.00	$80.00	0.00%	F
Dog - Registration - (desexing not recommended - eligible pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	F
Dog - Registration (recognised breeder)	$80.00	$80.00	$0.00	$80.00	0.00%	F
Dog - Working Dog	$0.00	$0.00	$0.00	$0.00	0.00%	F
Dog - Service of the State	$0.00	$0.00	$0.00	$0.00	0.00%	F
Assistance Animal	$0.00	$0.00	$0.00	$0.00	0.00%	F
Cat - (by 12 weeks or when sold if earlier than 12 weeks)	$70.00	$70.00	$0.00	$70.00	0.00%	F
Cat - (Eligible Pensioner)	$35.00	$35.00	$0.00	$35.00	0.00%	F
Cat - Desexed (sold/transferred by pound/ shelter or rehoming organisation)	$0.00	$0.00	$0.00	$0.00	0.00%	F
Cat - Registration - (desexing not recommended)	$70.00	$70.00	$0.00	$70.00	0.00%	F
Cat - Registration - Eligible Pensioner (desexing not recommended)	$35.00	$35.00	$0.00	$35.00	0.00%	F
Cat - Registration (recognised breeder)	$70.00	$70.00	$0.00	$70.00	0.00%	F
Registration late Fee	$23.00	$23.00	$0.00	$23.00	0.00%	F
Annual Permit Fees						
Cat (not desexed by 4 months of age)	$99.00	$99.00	$0.00	$99.00	0.00%	F
Dangerous Dog	$236.00	$236.00	$0.00	$236.00	0.00%	F
Restricted Dog	$236.00	$236.00	$0.00	$236.00	0.00%	F
Permit Late Fee	$23.00	$23.00	$0.00	$23.00	0.00%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Animal Management Fees						
Sustenance/day – dogs and cats	$45.50	$47.50	$0.00	$47.50	4.40%	B
Impounding and Reclaim Fee	$160.00	$167.00	$0.00	$167.00	4.38%	B
Impounding and Reclaim Fee – on 2nd or subsequent occasion (regardless of period)	$314.00	$328.00	$0.00	$328.00	4.46%	B
Surrender of cats	$71.50	$74.50	$0.00	$74.50	4.20%	C
Surrender of dogs	$95.50	$100.00	$0.00	$100.00	4.71%	C
Sale of animal	$214.00	$202.73	$20.27	$223.00	4.21%	B
Micro chipping of dog/cat	$66.50	$69.50	$0.00	$69.50	4.51%	B
Certificate of Compliance (S 58H Companion Animal Act 1998)						
Inspection & Issue of Dangerous Dog Enclosure Certificate	$156.50	$163.50	$0.00	$163.50	4.47%	F
Re-inspection of Dangerous Dog Enclosure	$156.50	$163.50	$0.00	$163.50	4.47%	C
Abandoned Vehicles						
Conveying impounded vehicle to pound – actual cost					At Cost	C
Storage of impounded vehicle (per day)	$31.50	$33.00	$0.00	$33.00	4.76%	C
Service of notice/administration charge	$231.50	$241.50	$0.00	$241.50	4.32%	C
Release of impounded vehicle - includes cost of conveying vehicle to pound, storage and $25.00 (min) Admin fee						C
Sale of unclaimed vehicle (by Tender)					By Tender	C
Abandoned Shopping Trolleys						
Impounding Fee – per trolley	$318.00	$332.00	$0.00	$332.00	4.40%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
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	$435.21	$412.26	$41.23	$453.48	4.20%	C
100 to 199 sqm	$958.00	$908.18	$90.82	$999.00	4.28%	C
200 sqm and over	$1,340.00	$1,272.73	$127.27	$1,400.00	4.48%	C
Class 2 - 9 Buildings						
Under 300 sqm	$1,410.00	$1,336.36	$133.64	$1,470.00	4.26%	C
300 to 499 sqm	$1,860.00	$1,763.64	$176.36	$1,940.00	4.30%	C
500 to 1,999 sqm	$2,660.00	$2,522.73	$252.27	$2,775.00	4.32%	C
2,000 sqm and over	$6,610.00	$6,263.64	$626.36	$6,890.00	4.24%	C
Class 10 Buildings						
Under 100 sqm	$394.00	$373.64	$37.36	$411.00	4.31%	C
100 to 199 sqm	$542.00	$513.64	$51.36	$565.00	4.24%	C
200 to 499 sqm	$1,050.00	$995.45	$99.55	$1,095.00	4.29%	C
500 sqm and over	$1,465.00	$1,390.91	$139.09	$1,530.00	4.44%	C
Other Structures						
Swimming Pools - Less than 40KL	$480.00	$455.45	$45.55	$501.00	4.38%	C
Swimming Pool - Greater than 40KL	$632.29	$598.95	$59.90	$658.85	4.20%	C
Retaining Walls	$412.00	$374.55	$37.45	$412.00	0.00%	C
Pylon Signs	$412.00	$374.55	$37.45	$412.00	0.00%	C
Other State Environmental Planning Policy Applications						
State Environmental Planning Policy (Traffic and Infrastructure) 2021						
Telecommunication Towers	$1,210.00	$1,100.00	$110.00	$1,210.00	0.00%	F
National Construction Code assessment	Fee to be calculated as per the Construction Certificate fees					F
National Construction Code - inspection package	Fee to be calcuated on review of application					F
State Environmental Planning Policy (Exempt and Complying Development) 2008						
Housing Alteration Code	$435.00	$395.45	$39.55	$435.00	0.00%	F
General Development Code	$435.00	$395.45	$39.55	$435.00	0.00%	F
Commercial and Industrial (Alterations) Code	$435.00	$395.45	$39.55	$435.00	0.00%	F
Container Recycling Facilities Code	$435.00	$395.45	$39.55	$435.00	0.00%	F
Demolition Code	$435.00	$395.45	$39.55	$435.00	0.00%	F
Fire Safety Code	$435.00	$395.45	$39.55	$435.00	0.00%	F

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Provision of Professional Building Services and any related inspections						
Provision of Professional Building Services and any related inspections						D
(eg BCA Compliance, Fire Safety Measures, building and plumbing matters) Min $250/hour plus $100 per hour plus $150 for travel (if required)						
CDC Pre-Assessment Fee	$165.00	$150.00	$15.00	$165.00	0.00%	C
Review of Consent conditions and provision of advice				$342.50 per hour or part thereof		C
Determination of Bushfire Attack Level (BAL) for self assessments submitted with CCs and CDCs	$418.00	$396.36	$39.64	$436.00	4.31%	C
Post approval assessment of additional documentation	$50.00	$45.45	$4.55	$50.00	0.00%	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					
Before an assessment commences	75% of fee plus inspection package					
Before completion of assessment	50% of fees - fees for inspection package minus fee for one inspection					
Modifications						
Construction Certificate and Complying Development Certificate Modifications	50% of original fee or $250 whichever is greater					C
Compliance Certificates						
Issue of residential Compliance Certificate	$276.00	$261.82	$26.18	$288.00	4.35%	C
Issue of commercial/industrial Compliance Certificate	$276.00	$261.82	$26.18	$288.00	4.35%	C
Printed copy of previously issued Compliance Certificate	$74.50	$70.91	$7.09	$78.00	4.70%	F
Occupation Certificates						
Class 1 and Class 10 Buildings	$141.50	$134.09	$13.41	$147.50	4.24%	F
Class 2 – 9 Buildings	$301.00	$285.45	$28.55	$314.00	4.32%	F
Change of use when CC or CDC was not required (includes 1 inspection)	$318.00	$301.82	$30.18	$332.00	4.40%	C
Review Issue of Occupation Certificate	$276.00	$261.82	$26.18	$288.00	4.35%	C
Final Inspection Certificates						
Appointment of Singleton Council as PCA where Council was not the Approval Authority						
Class 1 Buildings	$816.00	$741.82	$74.18	$816.00	0.00%	C
Class 10 Buildings	$184.50	$167.73	$16.77	$184.50	0.00%	C
Class 2-9 Buildings				50% of original CC fee		C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
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	$240.50	$228.18	$22.82	$251.00	4.37%	C
Inspection Package for new dwellings (includes up to 7 inspections and the cost of an Occupation Certificate)	$1,500.00	$1,422.73	$142.27	$1,565.00	4.33%	C
Inspection Package for dwelling additions/ alterations (includes up to 7 inspections and the cost of an Occupation Certificate)	$1,500.00	$1,422.73	$142.27	$1,565.00	4.33%	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)	$951.00	$900.91	$90.09	$991.00	4.21%	C
Inspection Package for manufactured homes (includes up to 4 inspections and includes cost of Occupation Certificate) This package excludes cost of re-inspections	$951.00	$900.91	$90.09	$991.00	4.21%	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)	$258.00	$244.55	$24.45	$269.00	4.26%	C
Inspection Package for minor industrial/ commercial development such as shop fit-outs (includes up to 3 inspections and the cost of Occupation Certificate)	$724.00	$686.36	$68.64	$755.00	4.28%	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)	$1,750.00	$1,659.09	$165.91	$1,825.00	4.29%	C
Floor area 501 – 2000 sq. m. (includes up to 9 inspections including the cost of Occupation Certificate)	$2,105.00	$1,995.45	$199.55	$2,195.00	4.28%	C
Floor area > 2000 sq. m. (includes up to 11 inspections plus the cost of an Occupation Certificate)	$2,470.00	$2,340.91	$234.09	$2,575.00	4.25%	C
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	$402.00	$380.91	$38.09	$419.00	4.23%	F
Includes up to 2 inspections and Occupation Certificate						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
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 [continued]						
Commercial	$459.00	$435.45	$43.55	$479.00	4.36%	F
Includes up to 2 inspections and Occupation Certificate						
Boarding House Inspection Fees						
Inspection Package for Boarding House up to 12 Rooms	$356.00	$371.00	$0.00	$371.00	4.21%	C
Inspection Package for Boarding House more than 12 Rooms	$533.00	$556.00	$0.00	$556.00	4.32%	C
Other Local Government Act Approvals						
S68 - Manufactured Home - Assessment Fee (Private Land)	To be charged same as Construction Certificate application					F
Application to Operate a Caravan Park or Camping Ground (initial)	Fee of $250 plus $9 per site					B
Reissue of Caravan Park Approval	Fee is set at $250 plus $9 per site					B
Inspection of caravan parks and camping grounds for initial issue or renewal approvals	$8.20 per site					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					D
Section 68 Approvals - Final Inspection Certificates - Other than On-Site Sewerage Management Systems	$80.00	$83.50	$0.00	$83.50	4.38%	C
Temporary Residential Occupation	$405.00	$423.00	$0.00	$423.00	4.44%	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	$463.00	$483.00	$0.00	$483.00	4.32%	C
Install or operate amusement devices within premises (Sec 68 LGA)	$463.00	$483.00	$0.00	$483.00	4.32%	B
Install or operate amusement devices at shows etc. (Sec 68 LGA) - Categories (Small for use of children under 12 - exempt) and (Inflatables for use of children under 14 - exempt)	$21.00	$22.00	$0.00	$22.00	4.76%	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	$150.00	$150.00	$0.00	$150.00	0.00%	F
Caravan Park, Camp ground or Manufactured Home Estate - Approval to install on Flood Liable Land						
Structures associated with a manufactured home or moveable dwelling, including carport, awning, patio cover, rigid annex	$246.00	$256.50	$0.00	$256.50	4.27%	C
Manufactured or relocatable home, additional fee for flood liable land	$326.00	$340.00	$0.00	$340.00	4.29%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Building Information Certificate Fees for Residential Development						
Building Information Certificate (EP&A Act) Class 1 and Class 10 Buildings (excluding pools)	$313.00	$327.00	$0.00	$327.00	4.47%	F
Re-inspection fee	$110.00	$110.00	$0.00	$110.00	0.00%	F
Copy of Building Certificate Section 261	$35.00	$35.00	$0.00	$35.00	0.00%	F
Administration Fee for cancellation of Application (50% of original fee)						B
(50% of original fee)						
Administration fee for cancellation of Application where an inspection was already completed - 100% of original fee (no refund)						C
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					F
Administration Fee for cancellation of application				50% of original fee		C
Administration Fee for cancellation of application		Inspection already done - 100% of original fee - No Refund				C
(no refund)						
Building Information Certificate Fees for Commercial Development						
Not exceeding 200 square metres	$313.00	$327.00	$0.00	$327.00	4.47%	F
Exceeding 200 square metres but not exceeding 2,000 square metres. $313.00 fee plus an additional $0.60 per square metre for each square metre over 200	$313.00	$327.00	$0.00	$327.00	4.47%	F
Exceeding 2,000 square metres. $1,465 fee plus an additional $0.75 per square metre for each square metre over 2,000	$1,465.00	$1,530.00	$0.00	$1,530.00	4.44%	F
Administration Fee for cancellation of application				50% of original fee		B
Administration fee for cancellation of application where an inspection was already completed		Inspection already done - 100% of original fee - No Refund				C
Swimming Pool Act						
Compliance Certificate - Demolition of Pool	$276.00	$261.82	$26.18	$288.00	4.35%	C
Swimming Pool Inspections						
Issue of Compliance Certificate	$165.00	$136.36	$13.64	$150.00	-9.09%	F
Re-inspection resulting from the first inspection	$100.00	$90.91	$9.09	$100.00	0.00%	F
Registration of pool by Council on NSW State Swimming Pool Register	$11.00	$10.00	$1.00	$11.00	0.00%	F
Application for Exemption (Sec.22)	$260.00	$236.36	$23.64	$260.00	0.00%	F
Inspection fee	$150.00	$136.36	$13.64	$150.00	0.00%	F
Supply of CPR Sign	$40.00	$36.36	$3.64	$40.00	0.00%	C
Pool Hinge Safety Cap	$8.90	$8.45	$0.85	$9.30	4.49%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Fire Safety Certificates and Annual Fire Safety Statements (AFSS)						
Administration fee for Stay of Infringement to review Fire Safety Schedule	$198.17	$187.73	$18.77	$206.50	4.20%	C
Fire Safety Inspection per hour	$488.00	$462.73	$46.27	$509.00	4.30%	C
Fee charged in increments of 30 minutes						
Annual essential services administration fee	$102.50	$97.27	$9.73	$107.00	4.39%	C
Administration fee for late or incorrect submission of an AFSS	$114.00	$108.18	$10.82	$119.00	4.39%	A
Administration fee for Stay of Infringement	$119.00	$112.73	$11.27	$124.00	4.20%	C
Compliance Cost Notices						
Issued pursuant to Schedule 5 Part 12 EP&A Act 1979					At cost	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	D
Administration/Miscellaneous						
Portal Application Support Administration Fees	$50.00	$50.00	$0.00	$50.00	0.00%	D
Final inspection requests for Construction Certificates (7 years old or more)	$335.00	$350.00	$0.00	$350.00	4.48%	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						C
Septic Tank Application, Installation and Alteration						
Domestic/Residential Septic						
Approval to operate for system installation	$149.00	$155.50	$0.00	$155.50	4.36%	C
Application install waste treatment device	$500.00	$521.00	$0.00	$521.00	4.20%	D
Fee for individual inspection and re-inspection	$186.00	$194.00	$0.00	$194.00	4.30%	D
Inspection fees for domestic/residential (total of 3 inspections)	$556.00	$580.00	$0.00	$580.00	4.32%	D
Application to amend/alter existing installation	$500.00	$521.00	$0.00	$521.00	4.20%	D
Application for New Non Standard Sewer System	$288.50	$301.00	$0.00	$301.00	4.33%	C
Commercial/Industrial Premises/Tourist Accommodation (Human Waste)						
Approval to operate for system installation	$149.00	$155.50	$0.00	$155.50	4.36%	C
Application install waste treatment device	$692.00	$722.00	$0.00	$722.00	4.34%	D
Fee for individual inspection and re-inspection	$186.00	$194.00	$0.00	$194.00	4.30%	D
Inspection fees for installation (up to 3 inspections)	$556.00	$580.00	$0.00	$580.00	4.32%	D

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Commercial/Industrial Premises/Tourist Accommodation (Human Waste) [continued]						
Application to amend/alter existing installation	$703.00	$733.00	$0.00	$733.00	4.27%	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.					D
Pressure Sewer Systems (Human Waste) - All Development						
Fee for individual inspection and re-inspection	$153.00	$194.00	$0.00	$194.00	26.80%	D
Inspection fees for installation (up to 3 inspections)	$556.00	$580.00	$0.00	$580.00	4.32%	D
Application to amend/alter existing installation	$288.50	$301.00	$0.00	$301.00	4.33%	D
Commercial/Industrial Premises (Industrial Waste)						
Application install waste treatment device	$810.00	$845.00	$0.00	$845.00	4.32%	D
Fee for individual inspection and re-inspection	$153.00	$194.00	$0.00	$194.00	26.80%	D
Inspection fees for installation (up to 4 inspections)	$612.00	$612.00	$0.00	$612.00	0.00%	C
Application to amend/alter existing installation	$200.00	$208.50	$0.00	$208.50	4.25%	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.					C
On-site Sewage Management and Regulation						
Approval to Operate	$149.00	$155.50	$0.00	$155.50	4.36%	C
Inspection by request (e.g. pre-purchase) - inspection and report	$231.50	$241.50	$0.00	$241.50	4.32%	D
Periodic inspections and re-inspections	$153.00	$194.00	$0.00	$194.00	26.80%	D
Inspection of approved OSSMs operating without ATO	$255.00	$255.00	$0.00	$255.00	0.00%	F
Application for Approval - unauthorised OSSMs	$303.00	$316.00	$0.00	$316.00	4.29%	C
Sewerage						
Domestic/Residential Sewerage						
Fee for individual inspection and re-inspection	$153.00	$194.00	$0.00	$194.00	26.80%	C
Inspection fees for installation (total of 3 inspections)	$459.00	$582.00	$0.00	$582.00	26.80%	D
Commercial/Industrial						
Fee for individual inspection and re-inspection	$153.00	$194.00	$0.00	$194.00	26.80%	C
Inspection fees for installation (total of 3 inspections)	$556.00	$580.00	$0.00	$580.00	4.32%	D
Inspection of amended installation	$186.00	$194.00	$0.00	$194.00	4.30%	D
Underground Petroleum Storage Systems (UPSS)						
Inspection of Systems (Protection of the Environmental Act 1997)	$313.00	$327.00	$0.00	$327.00	4.47%	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	Year 26/27 GST	Year 26/27 Fee (incl. GST)	Increase %	Fee Type
Outstanding Health and Building Notices						
Local Government Act 1993 s 735A						
Outstanding Health & Building Notices	$104.50	$109.00	$0.00	$109.00	4.31%	F
Development Applications						
Pre-Lodgement Meeting advice						
Pre-arranged 1 hour pre lodgement meeting (<$1M or subdivision <10 lots)	$628.00	$595.45	$59.55	$655.00	4.30%	C
Pre arranged 1 hour pre lodgement meeting (>$1M or subdivision >10 lots)	$1,230.00	$1,168.18	$116.82	$1,285.00	4.47%	C
Administration fees						
Administration fee for processing applications	$50.00	$50.00	$0.00	$50.00	0.00%	D
Notification/Advertising						
(a) Designated Development (per application)	$2,957.00	$2,957.00	$0.00	$2,957.00	0.00%	F
(c) Prohibited Development (per application)	$1,472.00	$1,472.00	$0.00	$1,472.00	0.00%	F
(d) Nominated Integrated Development (per application)	$1,528.00	$1,592.18	$0.00	$1,592.18	4.20%	C
Notification of development in accordance with the Community Participation Plan (per application)	$1,528.00	$1,592.18	$0.00	$1,592.18	4.20%	C
Notification of application for review of determination	$821.00	$856.00	$0.00	$856.00	4.26%	C
Development Application - Temporary Event (Private Land)						
Event up to 1,000 people (per application)	$527.00	$550.00	$0.00	$550.00	4.36%	C
Event 1,000 to 1,500 people (per application)	$770.00	$803.00	$0.00	$803.00	4.29%	C
Event > 5,000 people (per application)	$1,015.00	$1,060.00	$0.00	$1,060.00	4.43%	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	$147.00	$147.00	$0.00	$147.00	0.00%	F
$5,001 – $50,000 – maximum fee plus additional $3.00 for each $1,000 (or part of $1,000) of the estimated cost	$225.00	$225.00	$0.00	$225.00	0.00%	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	$470.00	$470.00	$0.00	$470.00	0.00%	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	$1,545.00	$1,545.00	$0.00	$1,545.00	0.00%	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	$2,325.00	$2,325.00	$0.00	$2,325.00	0.00%	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	$3,483.00	$3,483.00	$0.00	$3,483.00	0.00%	F

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
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 [continued]						
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	$21,145.00	$21,145.00	$0.00	$21,145.00	0.00%	F
Fees for Advertisements (Signage)						
Fees for Advertisements (Signage)	Despite the above, the maximum fee payable for DA's for advertisements is $333.00 plus $93 for each advertisement in excess of one, or the fee calculated in the Table, whichever is the greater					F
Dwelling Houses with an Estimated Construction cost of $100,000 or less						
Fee payable	$606.00	$606.00	$0.00	$606.00	0.00%	F
Development Application for Subdivision						
Involving the opening of a public road $885 + $65.00 per additional lot created by the subdivision	$885.00	$885.00	$0.00	$885.00	0.00%	F
Not involving the opening of a public road, $440 + $53.00 per additional lot created by the subdivision	$440.00	$440.00	$0.00	$440.00	0.00%	F
Strata $440.00 + $65.00 per additional lot created by the subdivision	$440.00	$440.00	$0.00	$440.00	0.00%	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)	$105.00	$105.00	$0.00	$105.00	0.00%	F
Demolish Building						
Demolish building (EP&A Act)	$550.00	$550.00	$0.00	$550.00	0.00%	F
Need to consider how this fee is covered for complying development types						
Permit for Tree Removal						
Permit for Tree Removal	$404.00	$421.00	$0.00	$421.00	4.21%	D
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	$380.00	$380.00	$0.00	$380.00	0.00%	F
Issue of Occupation Certificate	$356.00	$337.27	$33.73	$371.00	4.21%	F
Designated Development						
In addition to any other fees payable, a fee is payable for designated development	$1,226.00	$1,226.00	$0.00	$1,226.00	0.00%	F

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Advertising Levy						
Development advertised in the newspaper – minimum fee plus $93.00 for each additional advertisement	$380.00	$380.00	$0.00	$380.00	0.00%	F
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	$187.00	$187.00	$0.00	$187.00	0.00%	F
The fee payable to approval body for the advice on the general terms of approval for each approval body (excluding Mine Subsidence Board)	$417.00	$417.00	$0.00	$417.00	0.00%	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	$494.00	$515.00	$0.00	$515.00	4.25%	F
Crown Development Application Fees						
Hospitals/Schools/Police Stations – Fee calculated on value of works				Fee calculated on value of works		F
Modification of Consent						
Section 4.55(1) – Minor error, misdescription or miscalculation	$95.00	$95.00	$0.00	$95.00	0.00%	F
Section 4.55(1A) or Section 4.55AA(1) – Minimal Environmental Impact $858 or 50% of the fee for the original DA, whichever is the lesser				Minimal Environmental Impact $858 or 50% of the fee for the original DA, whichever is the lesser		F
Section 4.55(2) or Section 4.55AA(1) – Not of minimal environmental impact				If the fee for the original application was less than $113.90, 50 per cent of that fee, or if the fee for the original application was $113.90 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, $238, 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 then $886 if notice of the application is required to be given under Section 4.55(2) or 4.55AA(1) of the Act		F
Modification of Consent – Up to $5,000	$73.00	$73.00	$0.00	$73.00	0.00%	F
Modification of Consent – $5,001-$250,000				$113, plus an additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost		F
Modification of Consent – $250,001-$500,000				$666, plus an additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000		F
Modification of Consent – $500,001-$1,000,000				$949, plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000		F
Modification of Consent – $1,000,001-$10,000,000				$1,315, plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000		F
More than $10,000,000				$6,310, plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $10,000,000		F

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
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.					F
(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	$253.00	$253.00	$0.00	$253.00	0.00%	F
(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	$73.00	$73.00	$0.00	$73.00	0.00%	F
Review of Determination – $5,001-$250,000	$113.90 fee plus additional $1.50 for each $1,000 (or part of $1,000) of the estimated cost					F
Review of Determination – $250,001-$500,000	$666 fee plus additional $0.85 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $250,000					F
Review of Determination – $500,001-$1,000,000	$949 fee plus an additional $0.50 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $500,000					F
Review of Determination – $1,000,001-$10,000,000	$1,315 fee plus an additional $0.40 for each $1,000 (or part of $1,000) by which the estimated cost exceeds $1,000,000					F
Review of Determination – More than $10,00,001	$6,310 fee plus an additional $0.27 for each $1,000 (or part of $1,000) by which the estimated costs exceeds $10,000,000					F
Review of Determination of S.4.55 application						
Review of Determination of S.4.55 application	50% of the original DA fee.					F
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)					C
If the application is withdrawn prior to completion of assessment report	Up to 50% refund (no refund of any notification/advertising fees)					C
If the application is withdrawn after assessment report has been prepared	Up to 25% refund (no refund of any notification/advertising fees)					C
Other Fees and Charges						
88b Variation	$337.00	$352.00	$0.00	$352.00	4.45%	C
Planning Certificate - Section 10.7 (2) per lot	$71.00	$71.00	$0.00	$71.00	0.00%	F
Planning Certificate - Section 10.7 (2&5) per lot	$178.00	$178.00	$0.00	$178.00	0.00%	F
Urgency fee for section 10.7 Certificate	$189.00	$189.00	$0.00	$189.00	0.00%	B
Fee for the provision of materials to support sustainability programs (eg compost bins, worm farms, education plans and delivery of education programs)					At Cost	D
Professional services fee (advice in relation to energy efficiency, biodiversity, sustainable design, charged per hour)	$218.00	$206.82	$20.68	$227.50	4.36%	C
Technical advice provided post approval	$273.00	$258.64	$25.86	$284.50	4.21%	C
Biodiversity Stewardship Agreement (BSA) - Due Diligence checks - per lot investigated	$217.50	$206.36	$20.64	$227.00	4.37%	C
Archiving of Private Certified Certificates	$39.00	$39.00	$0.00	$39.00	0.00%	D

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Engineering Plan Checking Fees (Subdivision Work Certificate and Compliance Certificates)						
SEPP 2008 - Complying Development - Subdivision Code	$435.00	$435.00	$0.00	$435.00	0.00%	C
Flood Certificate Application Fee	$355.00	$370.00	$0.00	$370.00	4.23%	C
Minimum $1000.00 + fee per metre Min. Fee incl. GST: $1,100.00	$17.00	$16.18	$1.62	$17.80	4.71%	C
Minimum $1000.00 + fee per metre Min. Fee incl. GST: $1,100.00	$23.00	$21.82	$2.18	$24.00	4.35%	C
Unit Rate/Lineal metre – For Private Access Road – Minimum $1000.00	$18.00	$17.09	$1.71	$18.80	4.44%	C
Construction Supervision – Minimum $1000.00 + Fee per metre Min. Fee incl. GST: $1,100.00	$20.50	$19.55	$1.95	$21.50	4.88%	C
Construction Supervision – Minimum $1000.00 + Fee per metre Min. Fee incl. GST: $1,100.00	$39.00	$41.00	$0.00	$41.00	5.13%	C
Detention Basin Checking Fee – Per Basin	$2,690.00	$2,805.00	$0.00	$2,805.00	4.28%	C
Detention Basin - Supervision	$1,615.00	$1,685.00	$0.00	$1,685.00	4.33%	C
Engineering Inspection Fee – Minor Projects per Inspection (e.g. driveway inspections)	$243.50	$254.00	$0.00	$254.00	4.31%	C
Amendments to Subdivision Works Certificate				5% of original fee paid		C
Roads Act Applications (relating to development approvals)	$401.00	$418.00	$0.00	$418.00	4.24%	C
Roads Act Applications Inspections (relating to development approvals) – per Inspection	$243.50	$254.00	$0.00	$254.00	4.31%	C
Roads Act Applications – opening of Public Road	$401.00	$418.00	$0.00	$418.00	4.24%	C
Roads Act Applications Inspections – opening of Public Road – per inspection	$243.50	$254.00	$0.00	$254.00	4.31%	C
Refund of Fees for Subdivision Works Certificates or Refusal						
After Assessment - No Refund					No refund	
Before an Assessment Commences					75% of fee	
Before Completion of Assessment					50% of fee	
On Deemed Refusal					No refund	
Subdivision Certificate						
Subdivision Certificate Fee per lot created by the plan of subdivision	$160.00	$160.00	$0.00	$160.00	0.00%	F
Bond Agreement Fee						
Taking and discharging of a bond and agreement for incomplete subdivision	$110.00	$110.00	$0.00	$110.00	0.00%	F
Incomplete Works Bond				Estimated value of outstanding works plus 50%		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		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		F

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Community Growth and Evolution						
Local Environment Plan Amendment						
Pre-Lodgement Meeting	$1,631.00	$1,701.00	$0.00	$1,701.00	4.29%	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.					D
Public Hearing	Full cost recovery of all direct costs					D
Local Environment Plan Amendment - Basic (Category A)						
Low impact and low yield development. Includes Section 3.22 amendments, minor additional permitted uses. A low level of assessment, consultation and coordination is required. No, or minimal, supporting studies are required. An accompanying development control plan is not required.						
Stage 1 – Scoping/pre-lodgement advice	$6,990.00	$8,748.00	$0.00	$8,748.00	25.15%	E
Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour. The fee is to be paid prior to Council staff accepting the scoping report.						
Stage 2 - Lodgement/Gateway request	$8,155.00	$10,206.00	$0.00	$10,206.00	25.15%	E
Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Stage 3 – Post Gateway /exhibition	$18,640.00	$23,328.00	$0.00	$23,328.00	25.15%	E
Fee includes up to 80 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Stage 4 – Gazettal and finalisation	$3,262.00	$4,131.00	$0.00	$4,131.00	26.64%	E
Fee includes up to 14 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Local Environment Plan Amendment - Standard (Category B)						
Locally significant urban release areas and development. Significant additional permitted uses. A medium to high level of assessment, consultation and coordination is required. A medium to high number of supporting studies is required. An accompanying development control plan may be required.						
Stage 1 – Scoping/pre-lodgement advice	$10,252.00	$12,879.00	$0.00	$12,879.00	25.62%	E
Fee includes up to 49 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour. The fee is to be paid prior to Council staff accepting the scoping report.						
Stage 2 - Lodgement/Gateway request	$16,310.00	$20,412.00	$0.00	$20,412.00	25.15%	E
Fee includes up to 70 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Stage 3 – Post Gateway /exhibition	$34,950.00	$43,740.00	$0.00	$43,740.00	25.15%	E
Fee includes up to 150 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Stage 4 – Gazettal and finalisation	$8,155.00	$10,206.00	$0.00	$10,206.00	25.15%	D
Fee includes up to 35 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Local Environment Plan Amendment - Complex (Category C)						
Large scale urban release areas and development. A high level of assessment, consultation and coordination is required. A high number of supporting studies is required. A development control plan is required. A medium to high number of supporting studies is required. An accompanying development control plan may be required						
Stage 1 – Scoping/pre-lodgement advice	$15,145.00	$18,954.00	$0.00	$18,954.00	25.15%	D
Fee includes up to 49 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour. The fee is to be paid prior to Council staff accepting the scoping report.						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Local Environment Plan Amendment - Complex (Category C) [continued]						
Stage 2 - Lodgement/Gateway request	$65,240.00	$81,648.00	$0.00	$81,648.00	25.15%	E
Fee includes up to 280 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Stage 3 – Post Gateway /exhibition	$69,900.00	$87,480.00	$0.00	$87,480.00	25.15%	E
Fee includes up to 300 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Stage 4 – Gazettal and finalisation	$10,485.00	$13,122.00	$0.00	$13,122.00	25.15%	D
Fee includes up to 45 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Local Environment Plan Amendment - Principal (Category D)						
Stage 1 – Scoping/pre-lodgement advice	$10,252.00	$12,879.00	$0.00	$12,879.00	25.62%	D
Fee includes up to 49 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour. The fee is to be paid prior to Council staff accepting the scoping report.						
Stage 2 - Lodgement/Gateway request	$69,900.00	$87,480.00	$0.00	$87,480.00	25.15%	E
Fee includes up to 300 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Stage 3 – Post Gateway /exhibition	$93,200.00	$116,640.00	$0.00	$116,640.00	25.15%	E
Fee includes up to 400 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Stage 4 – Gazettal and finalisation	$12,815.00	$16,038.00	$0.00	$16,038.00	25.15%	D
Fee includes up to 55 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour Fee includes up to 55 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour						
Development Control Plan Amendment						
Review of DCP - Preparation of Draft Plan & Report to Council	$9,320.00	$11,665.00	$0.00	$11,665.00	25.16%	D
Fee includes up to 40 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Review of DCP - Exhibition & Report to Council	$9,320.00	$11,665.00	$0.00	$11,665.00	25.16%	D
Fee includes up to 40 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Review of Complex DCP - Preparation of Draft Plan and report to Council	$18,640.00	$23,328.00	$0.00	$23,328.00	25.15%	D
Fee includes up to 80 hours of work by Council Staff. Additional hours will be invoiced to the applicant at an hourly rate of $233.00 per hour.						
Review of Complex DCP - Exhibition and report to Council	$18,640.00	$23,328.00	$0.00	$23,328.00	25.15%	D
Fee includes up to 80 hours of work by Council staff. Addtional hours will be invoiced to the applicant at an hourly rate of $233.00 per hour.						
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.					E
Development of Standalone DCP						
Preparation of DCP and report to Council	$19,805.00	$24,786.00	$0.00	$24,786.00	25.15%	D
Fee includes up to 85 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						
Exhibition and report to Council	$19,805.00	$24,786.00	$0.00	$24,786.00	25.15%	D
Fee includes up to 85 hours of work by Council staff. Additional hours will be invoiced to the applicant at an hourly rate of $233 per hour.						

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Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type
Development of Standalone DCP [continued]						
Specialist Studies/Peer review				By quotation		D
Voluntary Planning Agreements						
Phase 1 -Assessment of initial offer	$932.00	$1,215.00	$0.00	$1,215.00	30.36%	D
Fee includes up to 4 hours of work by Council staff including review and assessment of offer and formal response. Additional hours will be invoiced to the Developer at an hourly rate of $233.00 to be paid prior to staff review.						
Phase 1 -Assessment of subsequent offers	$699.00	$972.00	$0.00	$972.00	39.06%	D
Fees includes up to 3 hours of work by Council staff including review and assessment of offer and formal response. Additional hours will be invoiced to the Developer at an hourly rate of $233. To be paid prior to staff review.						
Phase 2 - Executive team endorsement of offers/draft agreements	$1,398.00	$1,701.00	$0.00	$1,701.00	21.67%	D
Fee includes up to 6 hours of work by Council staff including review and assessment of offer, drafting of executive memorandum and formal response. Additional hours will be invoiced to the Developer at an hourly rate of $233. To be paid prior to preparation of executive memorandum.						
Phase 2 - Council endorsement of VPA offer (State Significant Development Only)	$3,495.00	$4,374.00	$0.00	$4,374.00	25.15%	D
Fee includes up to 15 hours of work by Council staff including preparation of Council report and Councillor briefing. Additional hours will be invoiced to the Developer at an hourly rate of $233. To be paid prior to preparation of Council Report.						
Phase 3 - Preparation of agreement				Full recovery of costs to Council		D
Preparation and or review of planning agreement						
Phase 4 - Exhibition of draft planning agreement	$4,660.00	$5,832.00	$0.00	$5,832.00	25.15%	D
Fee includes up to 20 hours of work by Council staff including review and executive endorsement of draft agreement, preparation of Council report and Councillor briefing. Additional hours will be invoiced to the Developer at an hourly rate of $233. To be paid prior to preparation of executive memorandum.						
Phase 5 - Council endorsement of Planning Agreement	$5,825.00	$7,290.00	$0.00	$7,290.00	25.15%	D
Fee includes up to 25 hours of work by Council staff including review and response to public submissions received during exhibition, executive endorsement of agreement, preparation of Council report and Councillor briefing. Additional hours will be invoiced to the Developer at an hourly rate of $233. To be paid prior to preparation of executive memorandum or review of submissions, whichever occurs first.						
Phase 6 - Monitoring, enforcing and administering the planning agreement				Full cost recovery or as specified in executed planning agreement		D
Fee includes any necessary monitoring and administering of the agreement and will be invoiced at an hourly rate of $233						
Refund for Local Contributions						
Refund request of Local Infrastructure contributions	$1,165.00	$1,458.00	$0.00	$1,458.00	25.15%	D
This fee applies to requests to refund Local Infrastructure contributions and includes up to 5 hours of work by Council staff including assessment of refund request, preparation and review of Development Contributions Advisory Group (DCAG) memorandum, DCAG meeting and refund processing						
State Significant Development (SSD)						
Pre-Lodgement Consultation (SSD)						
Pre-lodgement meeting – single discipline (up to 1 hour)	$0.00	$570.91	$57.09	$628.00		C
Pre-lodgement meeting – multi-disciplinary (up to 1 hour)	$0.00	$1,118.18	$111.82	$1,230.00		C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type

Review of SSD Applications and Documentation

Applies where Council resources are required, following determination of a State Significant Development (SSD), to review documentation or proposed changes that may affect Council infrastructure, public assets, or Council functions. Fees represent cost recovery only and apply where review or input from Council is requested by the proponent or required to assess impacts on Council infrastructure or assets.

Review of Environmental Impact Statement (EIS) documentation relevant to Council infrastructure or assets	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of supporting technical reports (including traffic, drainage, flooding, infrastructure or servicing reports) where relevant to Council infrastructure	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of Response to Submissions, Amendment Reports or revised documentation affecting Council infrastructure or assets	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Major/Complex SSD (Council submission preparation)	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C

Post-Determination Matters

Applies where Council resources are required, following determination of a State Significant Development (SSD), to review documentation or proposed changes that may affect Council infrastructure, public assets, or Council functions. Fees represent cost recovery only and apply where review or input from Council is requested by the proponent or required to assess impacts on Council infrastructure or assets.

Review of Management Plans or sub-plans where relevant to Council infrastructure or assets (including CEMP components impacting Council roads or land)	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of SSD Modification documentation where impacts on Council infrastructure or assets are identified	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of documentation demonstrating implementation of conditions affecting Council infrastructure	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Preparation of written advice or submission to the consent authority relating to impacts on Council infrastructure or functions	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C

Technical Review – External Specialist Advice

Applies where specialist technical advice is reasonably required to assess potential or actual impacts of a State Significant Development (SSD) on Council-owned infrastructure, public assets, land or Council functions. Specialist advice may be required where the scale, complexity or technical nature of documentation exceeds Council's in-house expertise; or independent verification is necessary to assess impacts on Council infrastructure; or the consent authority requests Council to provide technical advice relating to Council infrastructure or assets.

Engagement of external technical specialist to assess impacts on Council infrastructure or assets	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Coordination and management of external review	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C

Name	Year 25/26 Fee (incl. GST)	Year 26/27 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Fee Type

Infrastructure and Asset Impact Assessment

Applies where Council resources are required to assess potential or actual impacts of a State Significant Development (SSD) on Council-owned infrastructure, assets or public land. Fees represent cost recovery for technical review and advice provided by Council.

Review of road network impact documentation relating to Council roads	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of asset impact and dilapidation documentation relating to Council infrastructure	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Assessment of proposed works-in-kind affecting Council infrastructure	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Inspection of Council infrastructure to assess condition or potential impact	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C

Construction Phase Liaison

Applies where Council resources are required during the construction phase of a State Significant Development (SSD), including attendance at meetings, site inspections, infrastructure impact monitoring, compliance review, and coordination

Attendance at construction or coordination meeting (including site meetings)	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Site inspection relating to impact on Council infrastructure or assets	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Review of construction documentation where relevant to Council assets (including traffic management plans, dilapidation reports, infrastructure protection measures)	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C
Ongoing monitoring of impacts on Council infrastructure where additional oversight is required	Fees will be charged on a full cost recovery basis. The fees payable will be based on the quote amount plus associated administration and consultant management fees.	C

SINGLETON COUNCIL



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LONG TERM FINANCIAL PLAN 2027/2036

SINGLETON COUNCIL

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Executive Summary

The Long-Term Financial Plan (LTFP) is an important part of Council's strategic planning process. The LTFP 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 Resourcing Strategy and is the point where long-term community aspirations and goals are tested against financial realities. It is a decision making and problem-solving tool that is dynamic and 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 and
- Expenditure forecasts.

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 and revenue, for the next 10 years. It includes, in addition to the financial statements, a written commentary and can be used to develop scenario options. It projects the impact of Council's revenue and operational and capital expenditure forecasts, derived from service delivery forecasts and Asset Management Plans. Our projections consider assumptions for economic factors 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 replacement 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; and
- Integration with Council's developed Asset Management Strategy and Plans.

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 AMPs have been developed for Roads, Stormwater Drainage, Buildings, Open Space and Reserves, Transportation, Water and Sewerage 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 AMPs are: capital costs, such as new assets, renewals, rehabilitation; and non-capital expenditure, such as maintenance, operating costs, and depreciation. All LTFP scenarios are informed by AMP's. Scenario 4 shows the impact of eliminating the current backlog. As at 30 June 2025 Council has an identified infrastructure backlog of $24.948 million [1], which is the estimated cost to bring assets that are below a satisfactory standard to an "as new" condition. Council aims to not 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.

Long Term Financial Plan Structure and Format

The development of the LTFP is a journey of constant evolvement. Improvements presented in this LTFP include and 10-year cash flows and reserve balances and integration with Council's 2025 Asset Management Plans.

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. This iteration of the LTFP reports waste management separate from the rest of General Fund to give a clear picture of the General Fund excluding waste position.

This LTFP is presented based on the consolidated and by fund result using the Annual Financial Statement format of:

Income Statement: Present the operating result for the year.

Cash flow and Reserve Balances: Present the funding sources used to fund Council's activities

Key Performance Indicators: Used to assess the financial health of Council.

Capital Works: Shows forecast amounts to be spent on renewal of existing assets and construction of new assets and provides a comparison to Council's 2025 AMP's.

Where a year is stated in this LTFP, for example 2027, it refers to the financial year running from 1 July 2026 to 30 June 2027.

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 principles have been adopted:

Population Growth

As development and economic growth occurs, Council needs to ensure that we have the infrastructure and facilities needed to cater for that growth. Council contracted Remplan, an economic and demographic specialist, to identify the local drivers of demographic and housing

[1] Cost to bring assets to agreed service level per Special Schedule 7 of Council's 2025 Financial Statements

change for modelling growth in the Singleton local government area. The rates used in this LTFP reflect increase in dwellings as this most closely aligns with Council's fee structure. Remplan data provided to Council on 01/11/2024 has been used.

Scenario	Average	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	1.04%	0.58%	0.56%	0.54%	0.53%	1.06%	1.29%	1.36%	1.45%	1.54%	1.45%
2. Pessimistic (nil growth, high inflation)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3. Optimistic (high growth, low inflation)	1.60%	1.13%	1.31%	1.34%	1.36%	1.86%	1.75%	1.82%	1.87%	1.81%	1.71%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	1.04%	0.58%	0.56%	0.54%	0.53%	1.06%	1.29%	1.36%	1.45%	1.54%	1.45%

Inflation

The Governor of the Reserve Bank of Australia (RBA) and the Federal Treasurer have agreed that the appropriate target for monetary policy in Australia is to achieve an inflation rate of 2.0 to 3.0 per cent [2]. The Consumer Price Index (CPI) was 3.8 per cent [3] when this LTFP was prepared. In the February 2026 Statement on Monetary Policy the RBA is forecasting inflation to decrease to 2.9%% during the 2027 financial year and then remain within the target range during the 2028 financial year [4]. In this LTFP, an index within the range of 2.0 to 3.0 per cent 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.

Inflation on costs to replace/renew ageing infrastructure is higher than CPI. Council references the below sources when estimating inflation on construction costs:

1. Index numbers 3020, 3109 and 3101 specific to New South Wales from the Australian Bureau of Statistics, Producer Price Indexes Australia, Table 17 Output of the Construction industries, subdivision and class index numbers.

2. Department of Primary Industries, NSW Reference Rates Manual - Valuation of Water Supply, Sewerage and Stormwater Assets

Revenue Assumptions

The major sources of revenue for Council are:

1. Rates and annual charges
2. User charges and fees

[2] https://www.rba.gov.au/inflation-overview.html. Accessed 20/02/2026.

[3] https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/consumer-price-index-australia/latest-release. Accessed 03/02/2026.

[4] https://www.rba.gov.au/publications/smp/2026/feb/. Accessed 20/02/2026.

3. Grants
4. Contributions and donations
5. Interest
6. Other Revenues

Rates and Annual Charges

Rating is a major component of Council's revenue base, contributing 46% of Council's budgeted revenue (excluding capital income) for the 2027 financial year.

General Fund

The Independent Pricing and Regulatory Tribunal (IPART) determined the rate pegging limit for 2027 to be 4.2% for Singleton Council [5]. The following rate pegs have been used for this LTFP.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	4.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.0%
2. Pessimistic (nil growth, high inflation)	4.20%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
3 Optimistic (high growth, low inflation)	4.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	4.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Waste Management

Increases in waste management charges and fees have been factored into this LTFP for the 2027 financial year onwards based on the below indexes. Domestic waste management services are charged on a full cost recovery basis. Increases in charges and fees are due to increases in the reasonable cost for providing services and to ensure adequate provision for future waste facility remediation.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	4.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2. Pessimistic (nil growth, high inflation)	4.20%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
3 Optimistic (high growth, low inflation)	4.20%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	4.20%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

[5] https://www.ipart.nsw.gov.au/sites/default/files/cm9_documents/Information-Paper-Rate-pegs-for-NSW-councils-for-2026-27-30-September-2025.PDF. Accessed 20/02/2026.

Water Supply

The water supply annual 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 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. This will ensure that the water fund has well maintained assets and appropriate level of services, thus reducing Council's risk exposure. If water usage significantly declines from current levels, it may be necessary to increase water charges 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. Higher Increases to the TRB below are due to building of the new depot as forced by the compulsory acquisition of the old depot.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	3.80%	4.84%	4.83%	4.82%	4.81%	4.80%	5.40%	3.80%	3.80%	3.80%
2. Pessimistic (nil growth, high inflation)	3.80%	3.80%	5.10%	5.08%	5.06%	5.05%	5.03%	5.02%	5.00%	3.80%
3 Optimistic (high growth, low inflation)	3.80%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	3.80%	4.84%	4.83%	4.82%	4.81%	4.80%	5.40%	3.80%	3.80%	3.80%

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 is sufficient to meet all 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. This will ensure that the sewer fund has well maintained assets and appropriate level of services, thus reducing Council's risk exposure. 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.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	4.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%
2. Pessimistic (nil growth, high inflation)	4.80%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
3 Optimistic (high growth, low inflation)	4.80%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	4.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%

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

Fees and charges for all funds increase at the same index as shown in the *Rates and Annual Charges section above.*

Grants and contributions

Grants and contributions are classified as either operating or capital on the Income Statement dependent upon what the grant is spent on. The exception to this is grants where the performance obligations under the contract are not sufficiently specific. In this case, the grant is classified as operating irrespective of what the grant is spent on. For the purposes of long-term modelling, grant income is included in the year that the grant is expended. Operating grants and contributions in 2027 consist of $5.3 million Financial Assistance Grant (FAG), $1.1 million Roads to Recovery Grant, $1.2 million Regional Roads Block Grant, $1 million in voluntary planning agreements and $2.3 million miscellaneous. Operating grants have an index of 2.0% per annum applied in this LTFP.

Capital grant revenue of 35% of the General Fund's capital works program has been used in this LTFP from 2028 financial year onwards. Grants for Waste, Water and Sewer are included for specific projects in this LTFP rather than using an approximation.

Interest and Investment Income

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 budgeted rate of return on Council's investment portfolio at the December 2025 Quarterly Budget Review was 7.67%. This rate has been applied to predicted cash balances at the end of each financial year to determine interest and investment income.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
All	7.67%	7.67%	7.67%	7.67%	7.67%	7.67%	7.67%	7.67%	7.67%	7.67%

Other Revenues

This category includes revenues such as fines, library charges, insurance claims. An increase of 2.5% has been applied for 2027 and 2.0% per annum for the remainder of the plan.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
All	2.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Borrowings

Council finances some of its major infrastructure expenditure through borrowings. Borrowing allows the cost of projects to be spread over several years to facilitate inter-generational equity for 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 new loans are included in this LFTP:

Fund / Cost Centre	Scenario	2027	2028	2029	2030
		($'000)	*($'000)*	*($'000)*	*($'000)*
Waste	All				6,000
Water Fund	Pessimistic only		1,500	1,500	
Sewer Fund	All	2,500	5,000	2,500	

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 several 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 grant funding opportunities.

Expenditure Assumptions

The Community Strategic Plan outlines 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 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

Employee benefits and on-costs is a large item on Council's Income Statement. The cost of each employee has been calculated as part of the 2027 Operational Plan. All on-costs associated with the employment of staff are included. The LTFP uses the indexes shown below to cover award increases. There is no change in the number of full-time equivalent (FTE) employees throughout the LTFP.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2. Pessimistic (nil growth, high inflation)	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
3 Optimistic (high growth, low inflation)	3.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Materials and Services

Materials and services is a large item 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 2027 Operational Plan reflect all known information in relation to contracts and the LTFP uses the indexes shown below.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
1. Realistic (low growth, moderate inflation)	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2. Pessimistic (nil growth, high inflation)	0.00%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
3 Optimistic (high growth, low inflation)	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%

Borrowing Costs

Borrowing costs for Council's existing and new loans are calculated based on the repayment schedules. The interest rate for new loans has been estimated as 5.5%. Existing loans as at 30 June 2025 total $15.603 million.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
All	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

Depreciation and Amortisation

Depreciation on existing assets has been indexed from 2026 values by 4.5% per annum in line with our average inflation estimates for construction costs with reference to the below sources:

1. Index numbers 3020, 3109 and 3101 specific to New South Wales from the Australian Bureau of Statistics, Producer Price Indexes Australia, Table 17 Output of the Construction industries, subdivision and class index numbers.

2. Department of Primary Industries, NSW Reference Rates Manual - Valuation of Water Supply, Sewerage and Stormwater Assets.

Depreciation on new assets has been calculated based on an average 80-year life or 1.25%. 80 years is the weighted average useful life of Council's current asset portfolio.

	Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Existing assets - Inflation	All	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
New assets - Depreciation rate	All	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%

Other Expenses

This category includes expenses which are not part of the day-to-day operations of Council and generally relate to write downs of financial assets, s356 contributions and levies payable to other levels of government. Increases to Other Expense are based on the below indexes.

Scenario	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
All	2.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Sensitivity Analysis / Risk Assessment

Four scenarios have been modelled in this section:

1. Realistic (low growth, moderate inflation)
2. Pessimistic (nil growth, high inflation)
3. Optimistic (high growth, low inflation)
4. Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)

Differences that exist between each scenario are due to:

- Increase in dwellings (growth)
- Increase in inflation
- Increase in the water and sewer typical residential bill (TRB)
- Predicted costs per the AMP's - depreciation, maintenance, operational costs, renewal of assets and new assets.

Risks, limitations and notable items:

- There are very limited new assets budgeted for in the General Fund. New assets result in increased depreciation, maintenance and operational costs.

- Capital grant income in the General Fund has been forecast to be 35% of the capital works program. This grant income is not guaranteed. Grants will need to be applied for for the projects listed in Council's planned 10 year capital works program. Appropriate grant funding may not be available to fund renewals as grants typically favour the construction of new and upgraded assets.

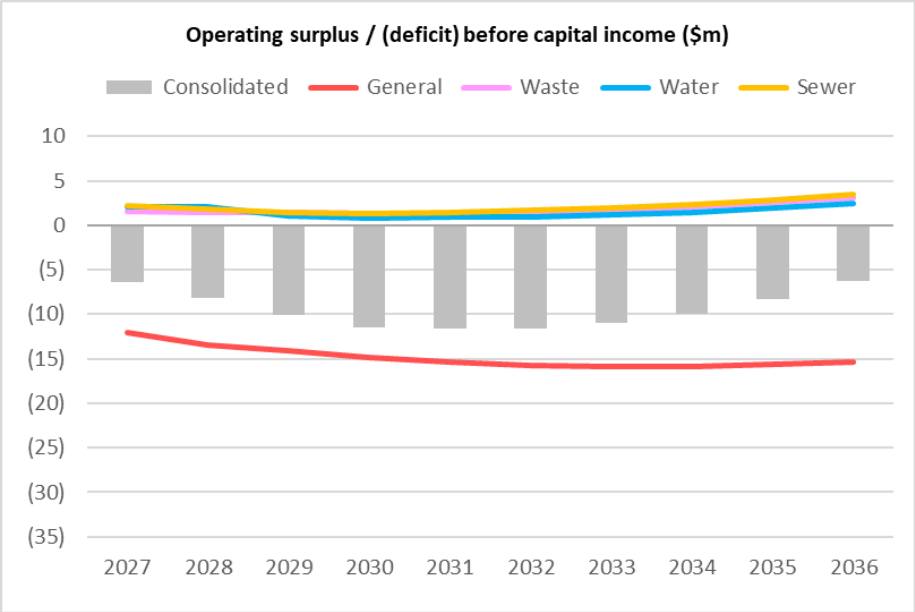
- Full time equivalent (FTE) staff in all funds are the same in all years.

- General Fund shows a deteriorated position in the LTFP compared to last years LTFP due to the impact of additional depreciation resulting from the 2025 financial year revaluation of road assets. Council is currently implementing a Financial Improvement Project aimed at enhancing financial sustainability and efficiency. Efforts are underway, aimed at returning to a balanced budget, ensuring sound financial management and strategic allocation of resources for the future. However, Singleton Council like all rural and regional councils, is experiencing cost pressures beyond its capped revenue increases and returning to a balanced budget will be challenging. Council is currently looking at ways to reduce the impact of depreciation by critically reviewing both expense items and income streams along with understanding the impact of large capital works projects on the operating result. Council has re-forecast the long-term financial plan and has integrated the asset management plans to understand the future impacts of depreciation and life cycle costing.

- AMP's do not incorporate the 2025 Revaluation. An additional depreciation amount has been manually added on top of the AMP depreciation to account for the impact of the 2025 Revaluation.

Scenario 1 – Realistic (low growth, moderate inflation)

Scenario 1, Realistic (low growth, moderate inflation), is the scenario that council expects to materialise.



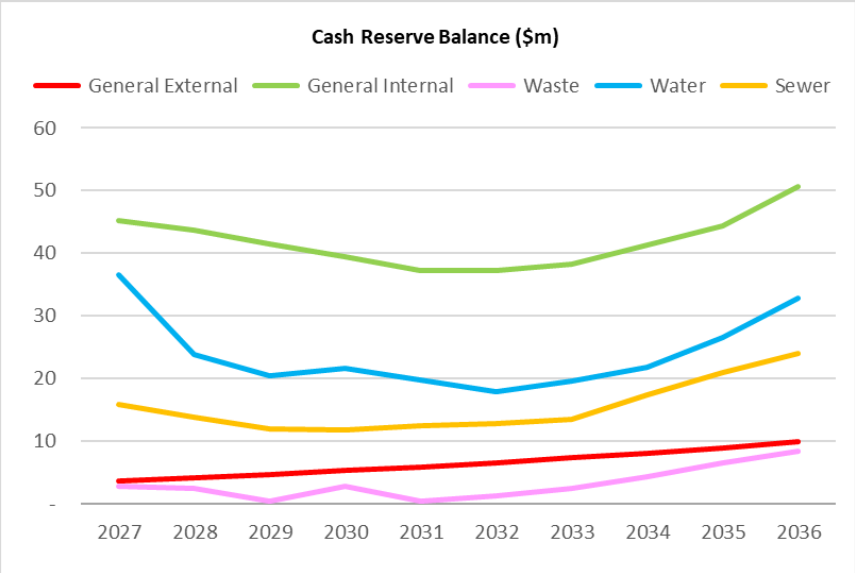
The graph above shows a deterioration in the operating result in the mid-term which is then improved year on year thereafter. The deterioration is due to the following reasons:

1. General fund rate income increases are limited by the IPart rate cap. This has been set at 3% in this scenario.

2. Increase in depreciation being more than increase in income. Inflation on costs to replace/renew ageing infrastructure are typically higher than CPI and this compounds every year. Inflation on depreciation has been set at 4.5% for all scenarios.

3. Additional depreciation, maintenance and operational costs on new/upgraded assets. New/upgraded assets are important in attracting new residents and visitors and for providing new/upgraded services to existing residents but expenditure on new/upgraded assets should be managed prudently so that Council remains sustainable.

Growth in the later years increases income enough to offset increasing depreciation resulting in improved operating results

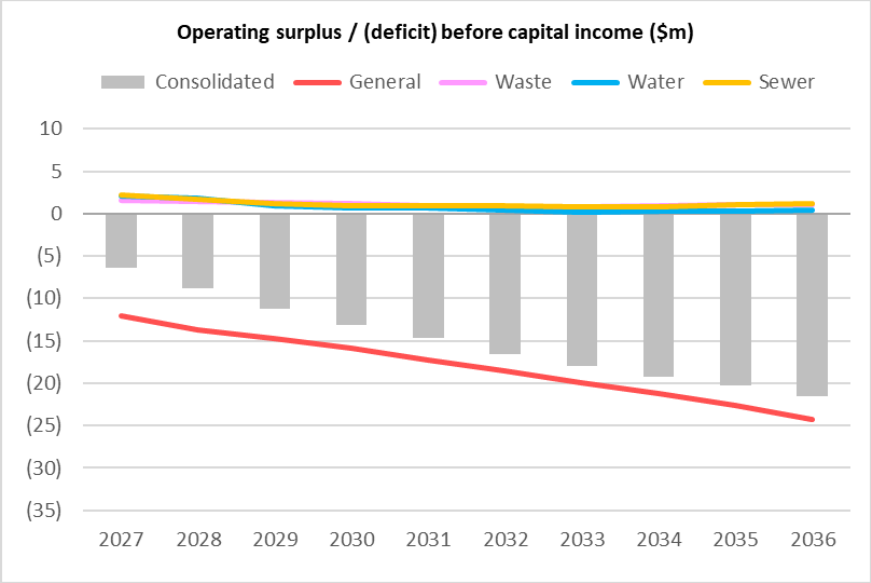


The graph above shows the balances of Council's reserves. High cash reserves exist in 2027 due to deferral of capital projects from prior years. General Fund internal reserves are funding cash shortfalls for the General Fund (excluding waste). For Waste, Water and Sewer, lower cash balances are present throughout the middle of this graph due to high spending on infrastructure compared to later years. Loan funding has been used in Waste and Sewer to assist in funding infrastructure and remediation to ensure that cash remains positive and minimum reserve thresholds are maintained.

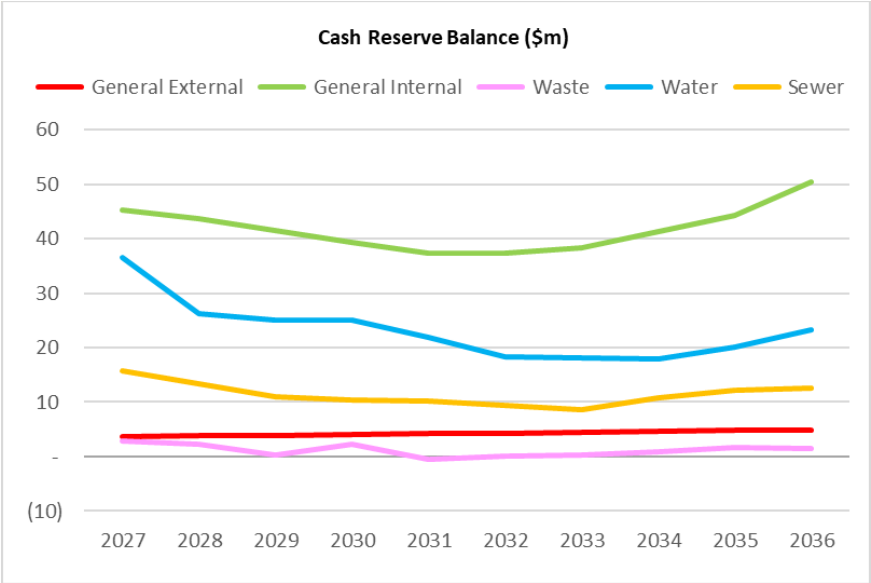
Detailed information on cash flow and reserve balances (for scenario 2 only) are available at the end of this document.

Key performance indicators and capital works (both for scenario 2 only) are presented in later sections of this document.

Scenario 2 - Pessimistic (nil growth, high inflation)

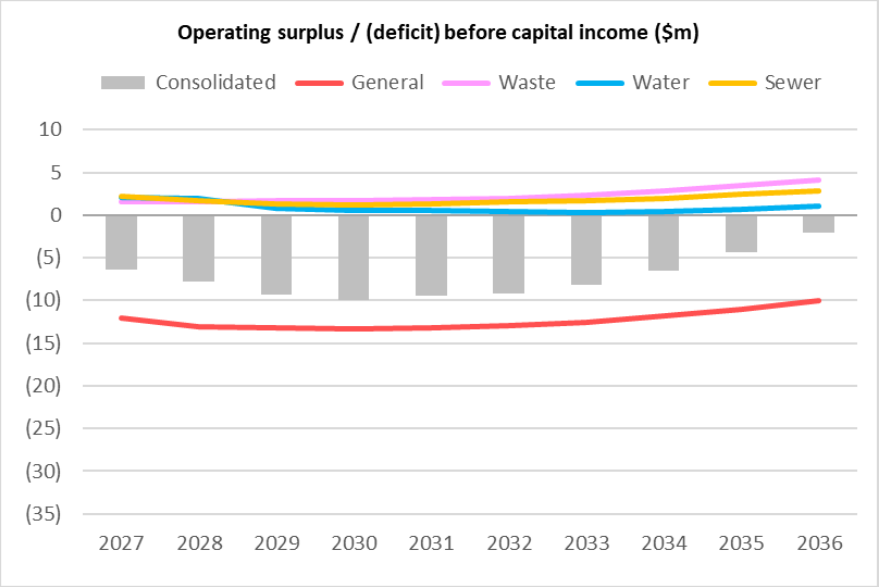


The graph above shows deterioration in the operating result for all funds compared to scenario 1. This is due to nil growth, inflation on depreciation increasing at a greater rate than income and additional depreciation on new assets.



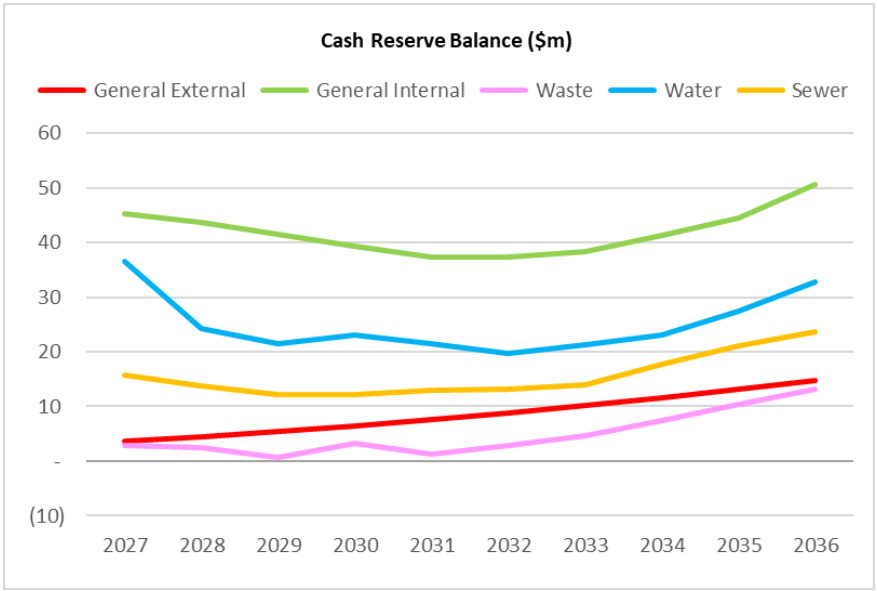
The graph above shows decreased cash reserves compared to scenario 1 due to not receiving developer contributions and nil dwelling growth. An additional loan for water is taken out is this scenario compared to scenario 1 to fund necessary infrastructure and maintain minimum reserve thresholds.

Scenario 3 – Optimistic (high growth, low inflation)



The graph above shows improvement in the operating result every year. This is due to increased rates and charges income from accelerated growth being greater than the increase in expenses and depreciation for new assets.

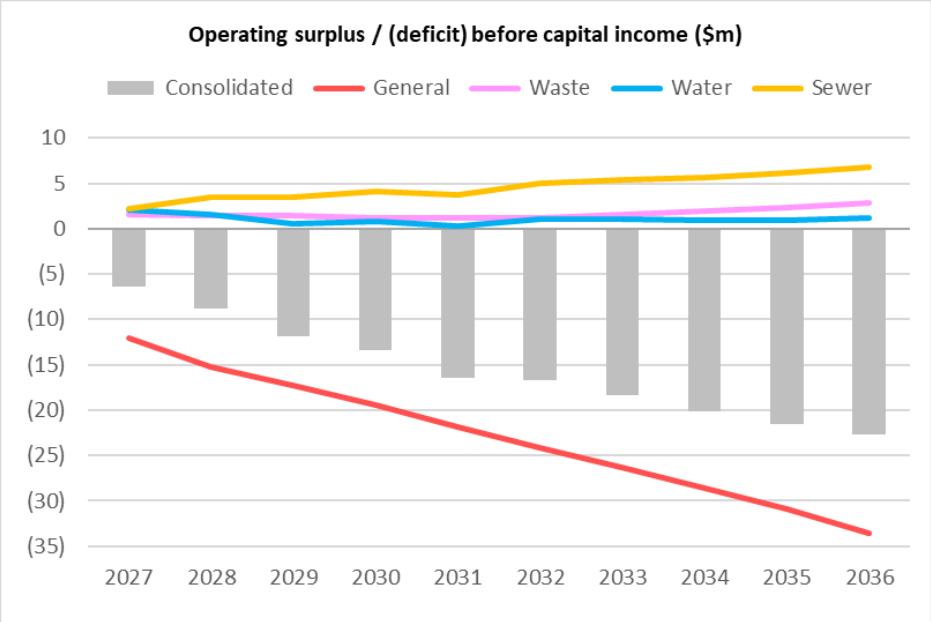
Water and Sewer TRB's in this scenario compared to scenario 1 as additional revenue from high growth is adequate to fund operating and capital expenditure rather than using loans.



The graph above shows increased cash reserves through the middle years compared to scenario 1 due to receiving more developer contributions and high increases in dwelling growth resulting in more income. Note that developer contributions come with spending conditions and may commit council to required co-contributions in delivering new infrastructure agreed under plans.

Scenario 4 - Funding AMP shortfalls (low growth, moderate inflation, costs per AMP)

This scenario uses the same indexes and assumptions as scenario 1. The only difference is that forecast operations, maintenance, depreciation and capital expenditure (renewal, upgrade, new assets) are taken from Council's Asset Management Plans (AMP's).



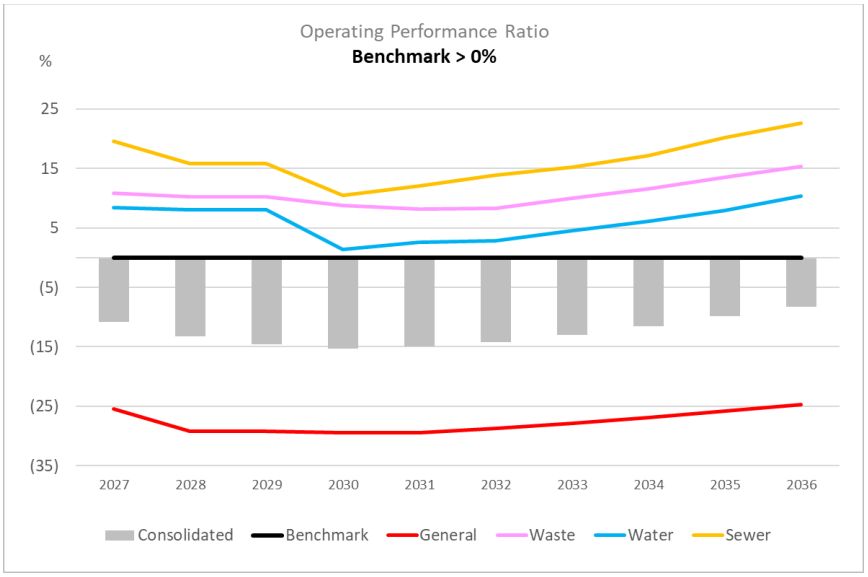
The graph above shows a distinct deterioration in the operating result for general fund compared to scenario 2. This is because the AMP's are forecasting higher lifecycle costs then Council is currently budgeting for. Capital expenditure forecast in the AMP's is included in the Capital Works section of this LTFP.

Key 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. All performance indicators are based on Scenario 2 – Realistic *(low growth, moderate inflation).*

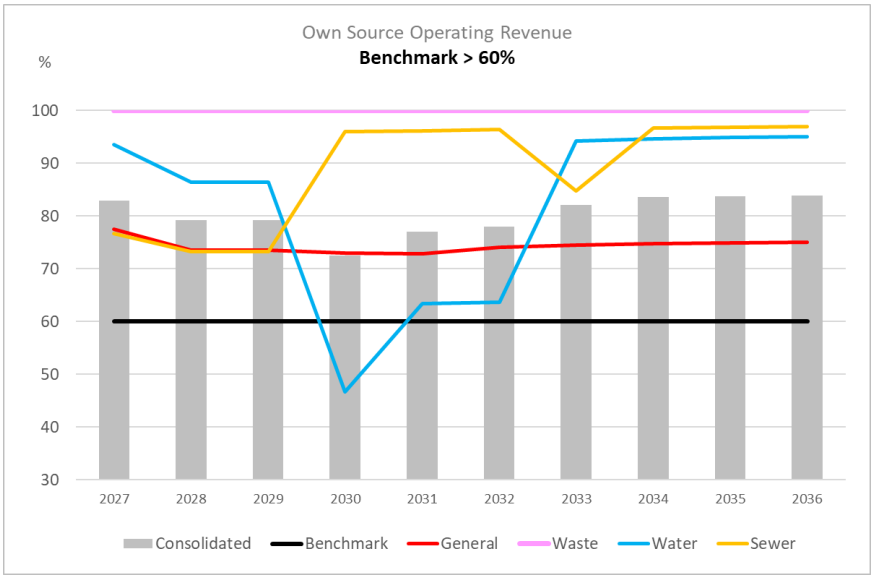
Operating Performance Ratio - Consolidated (%)

This indicator measures how well Council can contain expenses within revenue. The benchmark set by the Office of Local Government (OLG) is greater than 0%.



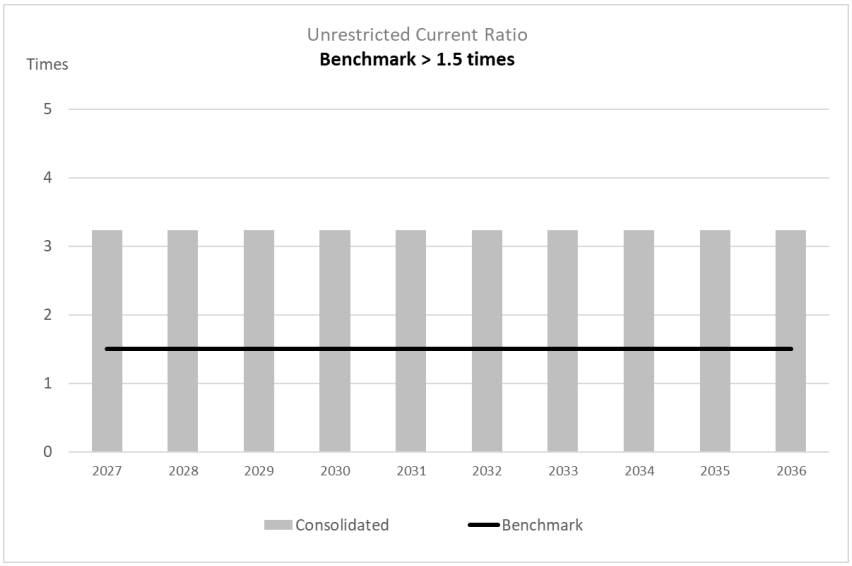
Own Source Operating Revenue Ratio

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%. The variability in Water and Sewer Funds is due to large capital grants and contributions expected to be received.



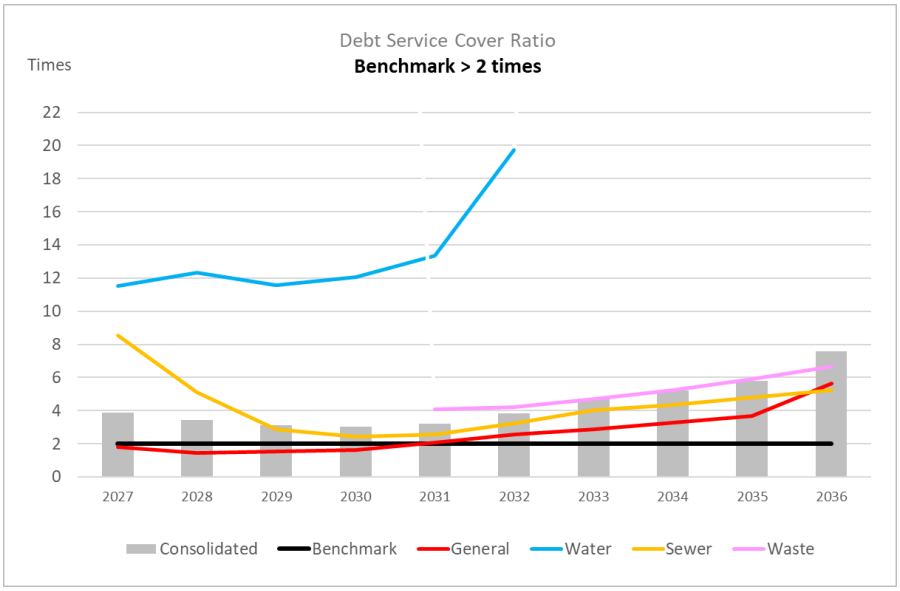
Unrestricted Current Ratio

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.



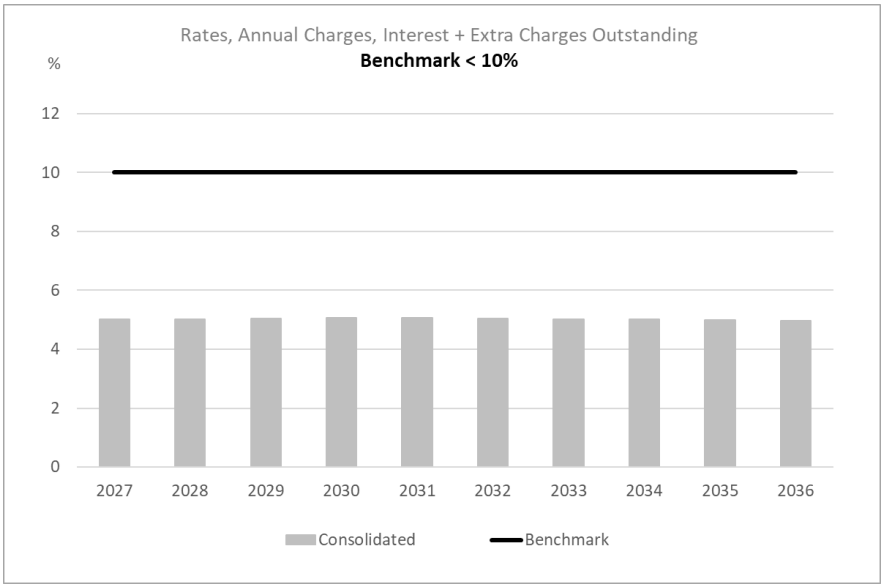
Debt Service Cover Ratio

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. This ratio is directly impacted by the proposed loan borrowings. The ratio for sewer fund dips as loans are taken out. Water fund finishes paying out its loans in 2032. Waste does not have any loans until 2031 hence nothing appears on the graph for Waste until 2031. General fund (excluding waste) is not currently achieving benchmark but improves in later years as debt reduces and revenue increases.



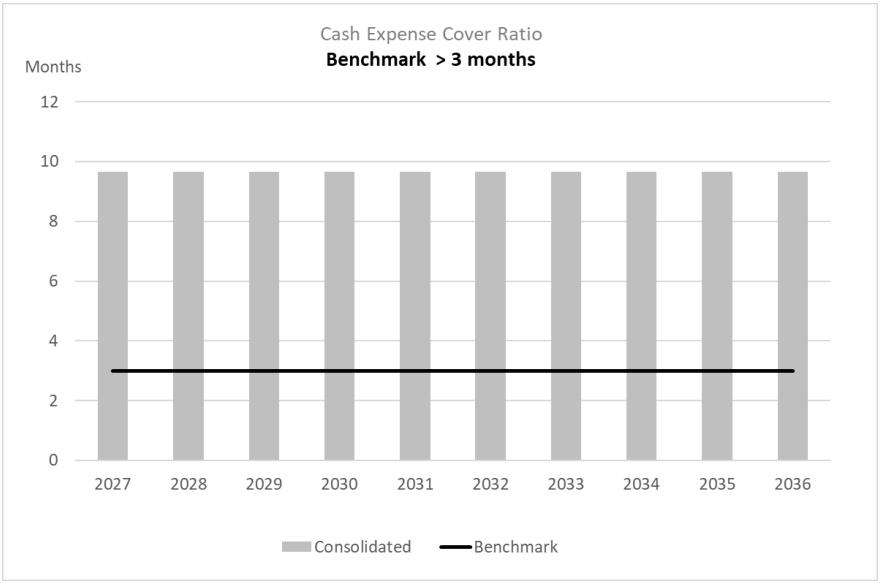
Rates, Annual Charges, Interest + Extra Charges Outstanding

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.



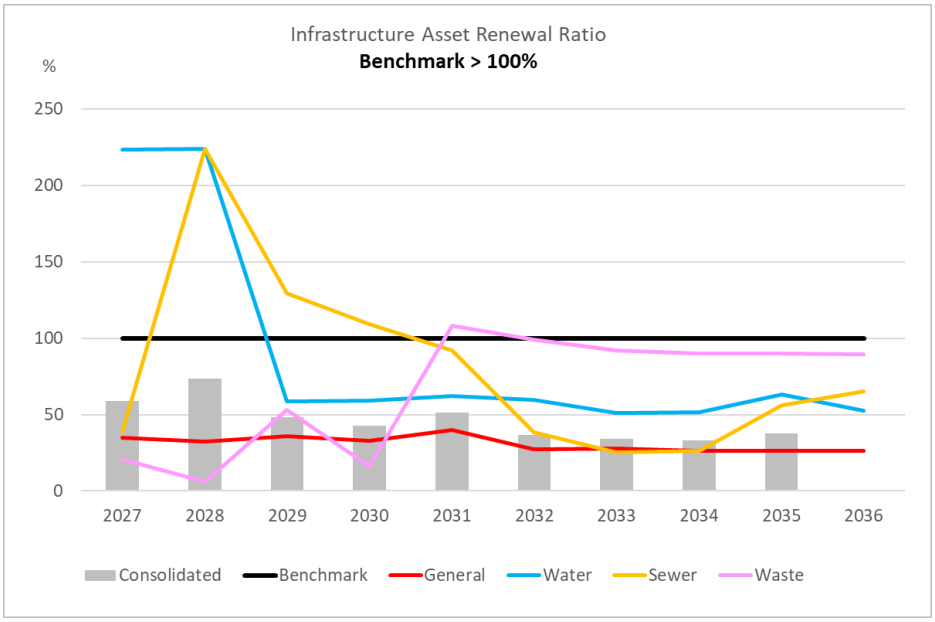
Cash Expense Cover Ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.



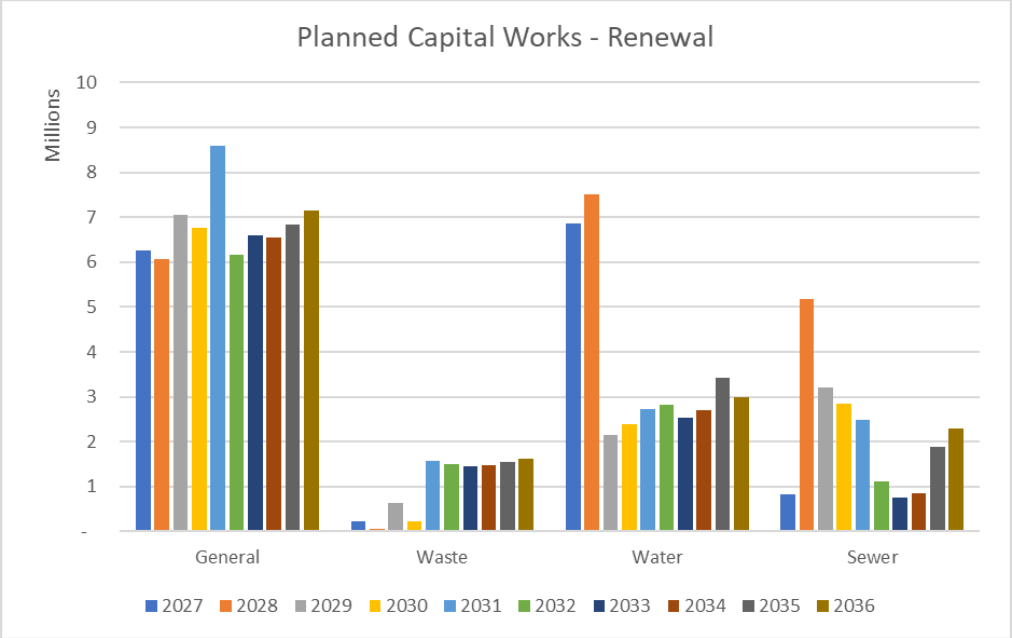
Infrastructure Asset Renewal Ratio

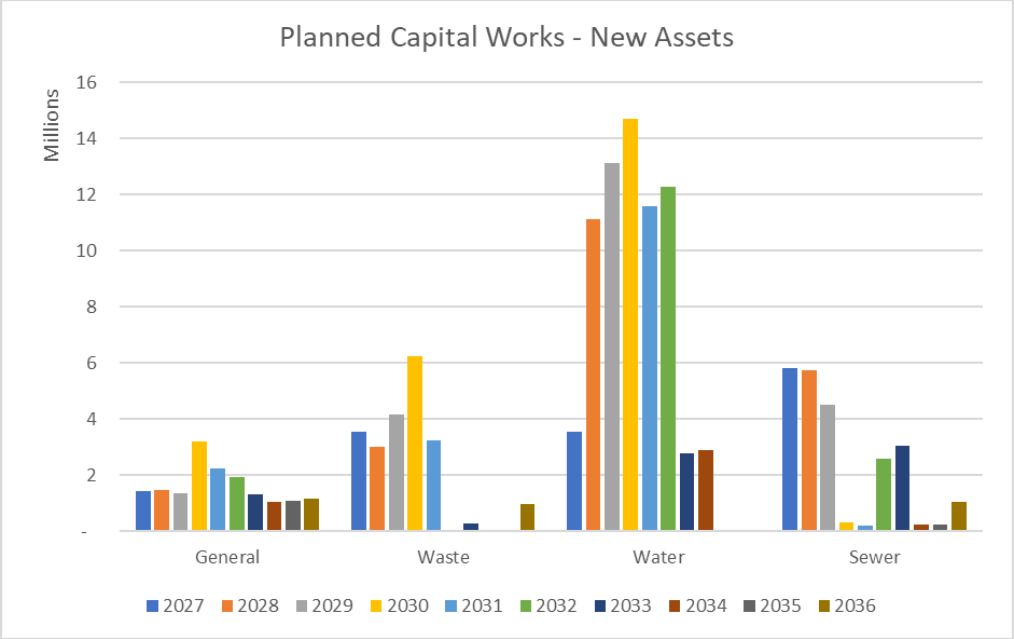
This ratio assesses the rate at which Council is renewing its assets relative to the rate at which they are depreciating. Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Council's AMP's forecast required renewal costs. This can be viewed in the Capital Works section of this LTFP.



Capital Works

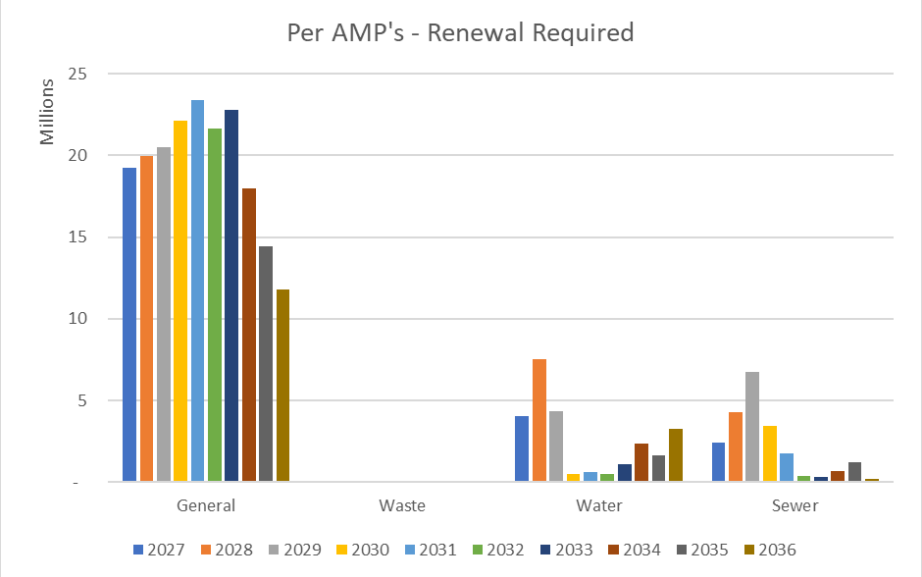
The below two graphs show the value of the capital works planned by Council and included in scenario 2 of this LTFP. The first graph shows the value of renewal work planned for existing assets and the second graph shows the value of construction planned for new assets.



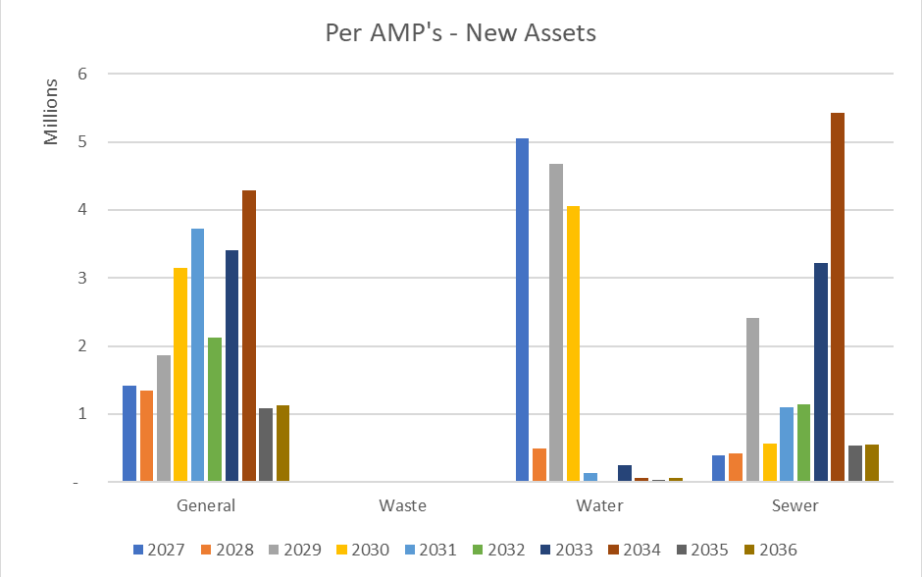


Comparison to Council's AMP's

The forecast renewal and acquisition costs from Council's 2025 AMP's has been indexed at 4.5% per year for inflation and represented visually in the below graphs. Comparison of AMP data to planned work is vital in managing risk associated with infrastructure assets. The first graph shows the renewal costs required to bring assets that have fallen below a satisfactory standard to an "as new" condition. The planned renewal of general fund assets is less than half of the renewal required in the AMP's. Waste does not currently have an AMP. Renewal planned for Water and Sewer appear similar to the renewal required in the AMP's.



The second graph shows the value of new assets included in the AMP's. General fund planned new assets are less than the value shown in the AMP's. Water has significantly more new assets planned than the value forecast in the AMP. Whilst the value of new sewer assets is similar, the timing differs to that forecast in the AMP.



FINANCIAL STATEMENTS

Consolidated

Consolidated Income Statement $000's	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Income from continuing operations										
Rates and annual charges	43,513	45,208	46,901	48,653	50,738	53,033	55,486	58,063	60,814	63,639
User charges and fees	25,083	26,151	27,242	28,376	29,715	31,188	32,820	34,399	36,087	37,825
Other revenues	304	310	316	322	329	335	342	349	356	363
Grants and contributions provided for operating purposes	11,250	11,540	11,834	12,135	12,508	12,923	13,361	13,826	14,319	14,818
Grants and contributions provided for capital purposes	4,393	8,718	12,146	18,831	12,803	12,200	6,912	5,348	5,539	5,771
Interest and investment revenue	6,452	4,676	3,972	3,599	3,661	3,433	3,452	3,708	4,204	4,873
Other income	3,553	4,128	3,616	3,351	3,418	3,269	3,306	3,523	3,921	4,448
Total income from continuing operations	**94,548**	**100,731**	**106,027**	**115,267**	**113,172**	**116,381**	**115,679**	**119,216**	**125,240**	**131,737**
Expenses from continuing operations										
Employee benefits and on-costs	35,289	36,348	37,439	38,562	39,719	40,910	42,137	43,402	44,704	46,045
Materials and services	31,323	32,262	33,230	34,227	35,254	36,311	37,401	38,523	39,679	40,869
Borrowing costs	1,011	1,045	1,196	1,190	1,356	1,179	1,013	841	660	488
Depreciation, amortisation and impairment of non-financial assets	24,129	25,543	27,000	28,535	30,050	31,629	33,180	34,742	36,342	38,036
Other expenses	3,154	3,280	3,411	3,547	3,689	3,837	3,990	4,150	4,316	4,489
Loss/(Gain) from the disposal of assets	1,591	1,662	1,737	1,815	1,897	1,982	2,071	2,165	2,262	2,364
Total expenses from continuing operations	**96,497**	**100,140**	**104,013**	**107,876**	**111,965**	**115,848**	**119,792**	**123,823**	**127,963**	**132,291**
Surplus / (deficit) from continuing operations	**(1,949)**	**591**	**2,014**	**7,391**	**1,207**	**533**	**(4,113)**	**(4,607)**	**(2,723)**	**(554)**
Surplus / (deficit) before capital income	**(6,342)**	**(8,127)**	**(10,132)**	**(11,440)**	**(11,596)**	**(11,667)**	**(11,025)**	**(9,955)**	**(8,262)**	**(6,325)**

Consolidated Cashflow $000's	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Operating surplus / (deficit) including capital income	(1,949)	591	2,014	7,391	1,207	533	(4,113)	(4,607)	(2,723)	(554)
Add / (Less) non-cash items:										
- Depreciation	24,129	25,543	27,000	28,535	30,050	31,629	33,180	34,742	36,342	38,036
- Net (Gain) / Loss from disposal of assets	1,591	1,662	1,737	1,815	1,897	1,982	2,071	2,165	2,262	2,364
- Non cash capital grants and contributions	(3,863)	(4,934)	(1,377)	(1,141)	(1,193)	(1,246)	(2,821)	(1,361)	(1,422)	(1,486)
- Losses / (gains) recognised on fair value re-measurement	(2,878)	(3,435)	(2,906)	(2,623)	(2,667)	(2,493)	(2,504)	(2,693)	(3,061)	(3,559)
- Unwinding of discount rates on reinstatement provisions	115	115	115	115	115	115	115	115	115	115
Investing and financing activities:										
- Proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-
- Payments for IPPE (Capital expenditure)	(28,515)	(40,199)	(36,239)	(36,684)	(32,662)	(28,388)	(18,751)	(15,749)	(15,151)	(17,259)
- Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
- Loan proceeds	2,500	5,000	2,500	6,000	-	-	-	-	-	-
- Loan repayments (principle only)	(2,721)	(3,012)	(3,466)	(3,798)	(3,834)	(3,401)	(3,035)	(3,206)	(3,387)	(2,822)
- Lease repayments (principle only)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)
- (Purchase) / Sale of Investments	-	-	-	-	-	-	-	-	-	-
- Other	-	-	-	-	-	-	-	-	-	-
Net change in Cash and Cash Equivalents - Increase / (Decrease)	(12,481)	(19,559)	(11,512)	(1,280)	(7,976)	(2,158)	3,253	8,517	12,085	13,945
Opening Cash, Cash Equivalents and Investments	114,179	104,576	88,452	79,846	81,189	75,879	76,214	81,970	93,180	108,326
Increase / (Decrease) in Cash, Cash Equivalents and investments	(9,603)	(16,124)	(8,606)	1,343	(5,309)	335	5,756	11,209	15,146	17,504
Closing Cash, Cash Equivalents and Investments	104,576	88,452	79,846	81,189	75,879	76,214	81,970	93,180	108,326	125,830

Closing balance of reserves

Consolidated		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
$000's		**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
External	Unexpended grants and contributions included in contract liab	0	0	0	0	0	0	0	0	0	0
External	Developer Contributions General Fund	2,025	2,503	3,023	3,586	4,196	4,855	5,568	6,338	7,168	8,063
External	Mt Thorley Warkworth Historic Heritage Fund	445	462	479	496	513	530	547	564	581	598
External	Other (Trust Fund)	1,196	1,196	1,196	1,196	1,196	1,196	1,196	1,196	1,196	1,196
External	Sewer	15,764	13,757	11,875	11,822	12,489	12,772	13,501	17,390	20,927	23,955
External	Stormwater management charge	0	0	0	0	0	0	0	0	0	0
External	Unexpended operating grants and contributions	0	0	0	0	0	0	0	0	0	0
External	Waste	2,802	2,414	390	2,722	314	1,323	2,474	4,314	6,556	8,371
External	Water	36,591	23,854	20,450	21,658	19,778	17,851	19,651	21,733	26,576	32,765
Internal	Cemeteries	461	448	435	420	405	389	373	358	342	327
Internal	FAG	2,867	2,924	2,983	3,042	3,103	3,165	3,229	3,293	3,359	3,426
Internal	Property and land development	2,190	2,274	2,358	2,442	2,526	2,610	2,694	2,778	2,862	2,946
Internal	Local Government Elections	159	240	321	402	483	564	645	726	807	888
Internal	Plant	1,430	1,905	2,380	2,855	3,330	3,805	4,280	4,755	5,230	5,705
Internal	RFS	225	234	243	252	261	270	279	288	297	306
Internal	s355 Committees	159	159	159	159	159	159	159	159	159	159
Internal	Tidy Towns	53	53	53	53	53	53	53	53	53	53
Internal	Uncompleted Works (General Fund Carryovers)	0	0	0	0	0	0	0	0	0	0
Internal	Uncompleted Works (Unexpended Loans)	0	0	0	0	0	0	0	0	0	
Internal	VPA's	5,632	5,144	4,656	4,168	3,680	3,192	2,704	2,216	1,728	1,240
Internal	CEDF	8,066	8,469	8,893	9,337	9,804	10,294	10,809	11,350	11,917	12,513
Internal	WHS Initiatives	0	0	0	0	0	0	0	0	0	0
Internal	IMF	4,519	4,745	4,982	5,231	5,493	5,768	6,056	6,359	6,677	7,010
Internal	WSR	19,500	17,000	14,000	11,000	8,000	7,000	7,000	9,000	11,000	16,000
Internal	Superseded reserves		0	0	0	0	0	0	0	0	0
Total reserves		104,084	87,783	78,875	80,843	75,783	75,797	81,218	92,869	107,436	125,521
Cash surplus / (deficit)		**491**	**670**	**971**	**346**	**96**	**417**	**753**	**311**	**889**	**309**

General Fund (excluding Waste Management)

General Fund (excluding Waste Management) Income Statement $000's	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Income from continuing operations										
Rates and annual charges	28,783	29,813	30,873	31,968	33,276	34,716	36,244	37,873	39,610	41,390
User charges and fees	9,398	9,735	10,081	10,438	10,865	11,336	11,835	12,366	12,934	13,515
Other revenues	297	303	309	315	321	328	334	341	348	355
Grants and contributions provided for operating purposes	10,972	11,255	11,542	11,835	12,199	12,604	13,031	13,484	13,966	14,452
Grants and contributions provided for capital purposes	1,344	4,024	4,378	4,995	5,358	4,478	4,479	4,452	4,652	4,861
Interest and investment revenue	3,413	1,951	1,971	2,000	1,827	1,839	1,856	1,904	1,976	2,076
Other income	1,815	2,538	2,460	2,351	2,382	2,266	2,350	2,491	2,709	2,986
Total income from continuing operations	**56,022**	**59,619**	**61,614**	**63,902**	**66,228**	**67,567**	**70,129**	**72,911**	**76,195**	**79,635**
Expenses from continuing operations										
Employee benefits and on-costs	27,821	28,656	29,516	30,401	31,313	32,253	33,220	34,217	35,243	36,301
Materials and services	17,724	18,256	18,803	19,368	19,949	20,547	21,163	21,798	22,452	23,126
Borrowing costs	805	723	637	548	459	376	292	204	112	32
Depreciation, amortisation and impairment of non-financial assets	17,923	18,761	19,636	20,574	21,543	22,552	23,600	24,692	25,835	27,031
Other expenses	1,367	1,422	1,478	1,538	1,599	1,663	1,730	1,799	1,871	1,946
Net Loss from the disposal of assets	1,154	1,206	1,260	1,317	1,376	1,438	1,503	1,570	1,641	1,715
Total expenses from continuing operations	**66,794**	**69,024**	**71,330**	**73,746**	**76,239**	**78,829**	**81,508**	**84,280**	**87,154**	**90,151**
Surplus / (deficit) from continuing operations	**(10,772)**	**(9,405)**	**(9,716)**	**(9,844)**	**(10,011)**	**(11,262)**	**(11,379)**	**(11,369)**	**(10,959)**	**(10,516)**
Surplus / (deficit) before capital income	**(12,116)**	**(13,429)**	**(14,094)**	**(14,839)**	**(15,369)**	**(15,740)**	**(15,858)**	**(15,821)**	**(15,611)**	**(15,377)**

General Fund (excluding Waste Management)

Cashflow	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
$000's	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
Accounting Surplus / (deficit) including capital income	(10,772)	(9,405)	(9,716)	(9,844)	(10,011)	(11,262)	(11,379)	(11,369)	(10,959)	(10,516)
Add:										
- Depreciation	17,923	18,761	19,636	20,574	21,543	22,552	23,600	24,692	25,835	27,031
- Net Loss from disposal of assets	1,154	1,206	1,260	1,317	1,376	1,438	1,503	1,570	1,641	1,715
- Proceeds from sale of assets										
- Loan proceeds	-	-	-	-	-	-	-	-	-	-
Less:										
- Non cash capital grants and contributions	(1,000)	(1,045)	(1,092)	(1,141)	(1,193)	(1,246)	(1,302)	(1,361)	(1,422)	(1,486)
- Losses / (gains) recognised on fair value re-measurement	(1,181)	(1,887)	(1,792)	(1,666)	(1,676)	(1,537)	(1,596)	(1,710)	(1,901)	(2,150)
- Capital expenditure	(7,723)	(7,566)	(8,400)	(9,980)	(10,823)	(8,106)	(7,898)	(7,600)	(7,942)	(8,300)
- Loan repayments (principle only)	(1,972)	(2,054)	(2,093)	(2,182)	(1,691)	(1,520)	(1,557)	(1,644)	(1,737)	(1,079)
- Lease repayments (principle only)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)	(890)
Increase / (Decrease) in cash and cash equivalents	(4,461)	(2,879)	(3,087)	(3,812)	(3,364)	(572)	481	1,687	2,624	4,325
Opening Cash and Cash Equivalents	52,698	49,418	48,426	47,131	44,984	43,296	44,261	46,338	49,736	54,261
Increase / (Decrease) in cash and cash equivalents	(3,280)	(992)	(1,295)	(2,146)	(1,688)	965	2,077	3,397	4,525	6,475
Closing Cash and Cash Equivalents	49,418	48,426	47,131	44,984	43,296	44,261	46,338	49,736	54,261	60,736

Waste Management

Waste Management Income Statement $000's	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Income from continuing operations										
Rates and annual charges	7,118	7,373	7,635	7,906	8,229	8,585	8,963	9,366	9,795	10,235
User charges and fees	6,424	6,654	6,891	7,135	7,427	7,748	8,089	8,453	8,841	9,238
Other revenues	7	7	7	7	8	8	8	8	8	8
Grants and contributions provided for operating purposes	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for capital purposes	-	-	-	-	-	-	-	-	-	-
Interest and investment revenue	319	222	193	38	217	32	110	199	340	513
Other income	30	31	32	33	34	35	36	37	39	40
Total income from continuing operations	**13,898**	**14,287**	**14,758**	**15,119**	**15,915**	**16,408**	**17,206**	**18,063**	**19,023**	**20,034**
Expenses from continuing operations										
Employee benefits and on-costs	2,352	2,422	2,495	2,570	2,647	2,726	2,808	2,892	2,979	3,068
Materials and services	7,521	7,746	7,979	8,218	8,465	8,719	8,980	9,250	9,527	9,813
Borrowing costs	115	115	115	115	433	407	380	351	320	287
Depreciation, amortisation and impairment of non-financial assets	1,026	1,109	1,211	1,344	1,445	1,510	1,582	1,653	1,728	1,818
Other expenses	1,378	1,433	1,490	1,550	1,612	1,676	1,743	1,813	1,886	1,961
Net Loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total expenses from continuing operations	**12,392**	**12,825**	**13,290**	**13,797**	**14,602**	**15,038**	**15,493**	**15,959**	**16,440**	**16,947**
Surplus / (deficit) from continuing operations	**1,506**	**1,462**	**1,468**	**1,322**	**1,313**	**1,370**	**1,713**	**2,104**	**2,583**	**3,087**
Surplus / (deficit) before capital income	**1,506**	**1,462**	**1,468**	**1,322**	**1,313**	**1,370**	**1,713**	**2,104**	**2,583**	**3,087**

Waste Management

Cashflow	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
$000's	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
Accounting Surplus / (deficit) including capital income	1,506	1,462	1,468	1,322	1,313	1,370	1,713	2,104	2,583	3,087
Add:										
- Depreciation	1,026	1,109	1,211	1,344	1,445	1,510	1,582	1,653	1,728	1,818
- Unwinding of discount rates on reinstatement provisions	115	115	115	115	115	115	115	115	115	115
- Net Loss from disposal of assets	-	-	-	-	-	-	-	-	-	-
- Proceeds from sale of assets										
- Loan proceeds	-	-	-	6,000	-	-	-	-	-	-
Less:										
- Capital expenditure	(3,762)	(3,074)	(4,818)	(6,449)	(4,818)	(1,497)	(1,742)	(1,486)	(1,607)	(2,597)
- Loan repayments (principle only)	-	-	-	-	(463)	(489)	(517)	(546)	(577)	(609)
Manual adjustment to reconcile to audtied statements										
Increase / (Decrease) in cash and cash equivalents	(1,115)	(388)	(2,024)	2,332	(2,408)	1,009	1,151	1,840	2,242	1,814
Opening Cash and Cash Equivalents	3,917	2,802	2,414	390	2,722	314	1,323	2,474	4,314	6,556
Increase / (Decrease) in cash and cash equivalents	(1,115)	(388)	(2,024)	2,332	(2,408)	1,009	1,151	1,840	2,242	1,814
Closing Cash and Cash Equivalents	2,802	2,414	390	2,722	314	1,323	2,474	4,314	6,556	8,371

Water Fund

Water Fund Income Statement $000's	Year 1 2027	Year 2 2028	Year 3 2029	Year 4 2030	Year 5 2031	Year 6 2032	Year 7 2033	Year 8 2034	Year 9 2035	Year 10 2036
Income from continuing operations										
Rates and annual charges	1,909	2,012	2,121	2,235	2,367	2,513	2,685	2,827	2,980	3,138
User charges and fees	7,537	7,946	8,375	8,826	9,348	9,923	10,601	11,164	11,766	12,391
Other revenues	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	137	141	144	148	153	158	163	169	175	181
Grants and contributions provided for capital purposes	633	1,707	7,558	13,613	7,223	7,506	701	685	681	699
Interest and investment revenue	1,750	1,752	1,151	991	1,049	961	871	957	1,057	1,287
Other income	1,098	1,077	702	602	638	582	526	578	640	782
Total income from continuing operations	**13,064**	**14,635**	**20,051**	**26,415**	**20,778**	**21,643**	**15,547**	**16,380**	**17,299**	**18,478**
Expenses from continuing operations										
Employee benefits and on-costs	2,478	2,553	2,629	2,708	2,789	2,873	2,959	3,048	3,139	3,234
Materials and services	4,357	4,488	4,622	4,761	4,904	5,051	5,202	5,358	5,519	5,685
Borrowing costs	49	41	32	23	13	3	-	-	-	-
Depreciation, amortisation and impairment of non-financial assets	3,065	3,355	3,674	4,024	4,350	4,699	4,945	5,204	5,438	5,684
Other expenses	234	243	253	263	274	285	296	308	320	333
Net Loss from the disposal of assets	218	228	239	249	260	272	284	297	311	325
Total expenses from continuing operations	**10,401**	**10,908**	**11,449**	**12,028**	**12,590**	**13,183**	**13,686**	**14,215**	**14,727**	**15,261**
Surplus / (deficit) from continuing operations	**2,663**	**3,727**	**8,602**	**14,387**	**8,188**	**8,460**	**1,861**	**2,165**	**2,572**	**3,217**
Surplus / (deficit) before capital income	**2,030**	**2,020**	**1,044**	**774**	**965**	**954**	**1,160**	**1,480**	**1,891**	**2,518**

Water Fund

Cashflow	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
$000's	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
Operating Surplus / (deficit) including capital income	2,663	3,727	8,602	14,387	8,188	8,460	1,861	2,165	2,572	3,217
Add:										
- Depreciation	3,065	3,355	3,674	4,024	4,350	4,699	4,945	5,204	5,438	5,684
- Net Loss from disposal of assets	218	228	239	249	260	272	284	297	311	325
- Proceeds from sale of assets										
- Loan proceeds	-	-	-	-	-	-	-	-	-	-
Less:										
- Non cash capital grants and contributions	(513)	(1,092)	(285)	-	-	-	-	-	-	-
- Losses / (gains) recognised on fair value re-measurement through the F	(1,098)	(1,077)	(702)	(602)	(638)	(582)	(526)	(578)	(640)	(782)
- Capital expenditure	(10,398)	(18,625)	(15,295)	(17,104)	(14,320)	(15,090)	(5,290)	(5,584)	(3,477)	(3,038)
- Loan repayments (principle only)	(321)	(330)	(339)	(348)	(358)	(268)	-	-	-	-
- Balancing adjustment										
Increase / (Decrease) in cash and cash equivalents	(6,384)	(13,814)	(4,107)	606	(2,518)	(2,509)	1,274	1,503	4,204	5,406
Opening Cash and Cash Equivalents	41,878	36,591	23,854	20,450	21,658	19,778	17,851	19,651	21,733	26,576
Increase / (Decrease) in cash and cash equivalents	(5,287)	(12,737)	(3,404)	1,208	(1,880)	(1,927)	1,800	2,082	4,844	6,188
Closing Cash and Cash Equivalents	36,591	23,854	20,450	21,658	19,778	17,851	19,651	21,733	26,576	32,765

Sewer Fund

Sewer Fund **Income Statement** **$000's**	**Year 1** **2027**	**Year 2** **2028**	**Year 3** **2029**	**Year 4** **2030**	**Year 5** **2031**	**Year 6** **2032**	**Year 7** **2033**	**Year 8** **2034**	**Year 9** **2035**	**Year 10** **2036**
Income from continuing operations										
Rates and annual charges	5,702	6,010	6,272	6,545	6,865	7,218	7,594	7,997	8,429	8,876
User charges and fees	1,723	1,816	1,895	1,977	2,074	2,181	2,295	2,416	2,547	2,682
Other revenues	-	-	-	-	-	-	-	-	-	-
Grants and contributions provided for operating purposes	141	144	148	152	156	161	167	173	179	185
Grants and contributions provided for capital purposes	2,417	2,988	210	222	222	216	1,732	210	207	211
Interest and investment revenue	970	751	658	570	568	600	614	649	831	998
Other income	610	482	422	366	365	385	394	416	533	639
Total income from continuing operations	**11,563**	**12,191**	**9,605**	**9,832**	**10,250**	**10,761**	**12,796**	**11,861**	**12,726**	**13,591**
Expenses from continuing operations										
Employee benefits and on-costs	2,638	2,717	2,799	2,883	2,969	3,059	3,150	3,245	3,342	3,442
Materials and services	1,721	1,773	1,826	1,881	1,937	1,995	2,055	2,117	2,180	2,245
Borrowing costs	42	167	413	504	450	393	341	286	229	169
Depreciation, amortisation and impairment of non-financial assets	2,115	2,317	2,478	2,593	2,713	2,867	3,053	3,194	3,341	3,504
Other expenses	175	182	189	197	205	213	221	230	240	249
Net Loss from the disposal of assets	218	228	239	249	260	272	284	297	311	325
Total expenses from continuing operations	**6,909**	**7,384**	**7,944**	**8,307**	**8,534**	**8,799**	**9,104**	**9,369**	**9,643**	**9,934**
Surplus / (deficit) from continuing operations	**4,654**	**4,807**	**1,661**	**1,525**	**1,716**	**1,962**	**3,692**	**2,492**	**3,083**	**3,657**
Surplus / (deficit) before capital income	**2,237**	**1,819**	**1,451**	**1,303**	**1,494**	**1,746**	**1,960**	**2,282**	**2,876**	**3,446**

Sewer Fund

Cashflow	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
$000's	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**	**2036**
Accounting Surplus / (deficit) including capital income	4,654	4,807	1,661	1,525	1,716	1,962	3,692	2,492	3,083	3,657
Add:										
- Depreciation	2,115	2,317	2,478	2,593	2,713	2,867	3,053	3,194	3,341	3,504
- Net Loss from disposal of assets	218	228	239	249	260	272	284	297	311	325
- Proceeds from sale of assets										
- Loan proceeds	2,500	5,000	2,500	-	-	-	-	-	-	-
Less:										
- Non cash capital grants and contributions	(2,350)	(2,797)	-	-	-	-	(1,519)	-	-	-
- Losses / (gains) recognised on fair value re-measurement through the F	(600)	(471)	(411)	(355)	(354)	(374)	(382)	(404)	(520)	(626)
- Capital expenditure	(6,632)	(10,934)	(7,727)	(3,151)	(2,700)	(3,694)	(3,820)	(1,078)	(2,124)	(3,325)
- Loan repayments (principle only)	(428)	(629)	(1,033)	(1,268)	(1,322)	(1,124)	(962)	(1,016)	(1,073)	(1,134)
- Balancing adjustment										
Increase / (Decrease) in cash and cash equivalents	(522)	(2,479)	(2,294)	(407)	313	(90)	346	3,485	3,017	2,401
Opening Cash and Cash Equivalents	15,687	15,764	13,757	11,875	11,822	12,489	12,772	13,501	17,390	20,927
Increase / (Decrease) in cash and cash equivalents	77	(2,007)	(1,882)	(52)	667	283	728	3,889	3,538	3,027
Closing Cash and Cash Equivalents	15,764	13,757	11,875	11,822	12,489	12,772	13,501	17,390	20,927	23,955

ED22/26. Request for Leave of Absence - Cr Peree Watson - 07/06/2026 to 28/06/2026 **FILE:** 26/00033
Author: Governance Lead

Executive Summary

The purpose of this report is advise Councillor Watson has requested a leave of absence 7 to 28 June 2026 due to travel.

RECOMMENDED that Council grant leave of absence to Councillor Watson for the period of 7 June to 28 June 2026 due to travel.

Attachments
There are no attachments for this report.

DCCS31/26. Draft Procurement Policy **FILE:** 13/0633
Author: Procurement Coordinator

Executive Summary

The purpose of this report is to present the draft updated Procurement Policy to Council for consideration and adoption.

RECOMMENDED that Council:

1. Rescind POL/6001.5 Procurement Policy

2. Adopt Draft POL/6001.6 Procurement Policy

Report

Council's current Procurement Policy (Policy No: 6001.5) was last reviewed in June 2024.

The purpose of updating the Procurement Policy is to ensure alignment with Council's current values, strategic objectives, and contemporary governance expectations. The revised policy will strengthen Council's commitment to ethical, transparent and responsible procurement practices while supporting value for money, probity, sustainability, and risk management across all purchasing activities.

The update also ensures consistency with key internal policies, procedures, and supporting documents, providing a cohesive and integrated framework for procurement decision-making. Aligning the Procurement Policy with related internal documents improves clarity, reduces duplication or inconsistency, and supports staff compliance with legislative, financial, and operational requirements.

This policy and its supporting suite of procedures, guides and templates, ensure Council's commitment to sustainable and compliant procurement.

Attachment 1 presents the draft Policy. Minor changes and updates have been made to the draft Policy.

Proposed amendments to the Policy are shown in red track changes and outlined in Section 16 Document History.

Community Strategic Plan

Strategy:	5	Our Leadership
Deliverable:	5.2	Our Council is trusted, responsible and transparent
Action:	5.2.1	To lead, govern and regulate in an ethical, equitable and transparent way

Council Policy/Legislation

- *Local Government Act, 1993*
- *Local Government (General) Regulation, 2021*
- *Government Information (Public Access) Act, 2009*

- *Modern Slavery Act, 2018 (NSW)*
- *Modern Slavery Amendment Act,* 2021 *(NSW)*
- OLG Tendering Guidelines
- NSW Government Procurement Policy Framework
- NSW Government Procurement Policy
- AS Sustainable Procurement Guide
- ICAC's Managing Conflicts of Interest in the Public Sector
- Tendering Guidelines for NSW Local Government (issued via Circular No. 09-39)
- Local Preference Policy – POL/6018
- Asset Disposal Policy – POL/6010
- Code of Conduct – POL/1011
- Complaints Handling Policy – POL/40019
- Corporate Credit Card Policy – POL/6019
- Integrated Risk Management Policy – POL/9008
- Fraud & Corruption Control Policy – POL/6007
- Gift and Benefits Policy – POL/9007
- Public Interest Disclosure (PID) Policy – POL/1020
- Council's Procurement Procedure
- Council's Procurement document suite of guides and templates
- Statement of Business Ethics

Financial Implications

A structured, encompassing and understood Procurement Policy and supporting procedures and guides, will ensure that Council is achieving best value for money with its procurement activities.

Consultation

Consultation has been undertaken with key Council staff involved in procurement activities during the revision of this policy and related suite of supporting documents. Council's Leadership Team have also been consulted on the draft Policy.

Sustainability

Further to an assessment of value for money, Council will consider sustainable impact. The draft Policy aims to minimise waste, pollution or health risks to our staff or community, maximise the reuse of goods and services and use of recycled content, and maximise the use of renewable energy and resources, where possible.

The draft Policy is also designed to give preference to procurements which provide community and social benefits and also to eliminate practices of modern slavery or hidden labour exploitation including illegal wages and employment practices, discrimination, harassment, where these can be identified.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk that Council will not comply with legislation related to procurement activities which may lead to legal action, fines and loss of reputation.	High	Adopt the recommendation	Low	Yes
There is a risk that Council may not achieve best value for money in its procurement activities due to outdated policy guidance for the current decentralised approach, which may lead to financial implications and reputational damage.	High	Adopt the recommendation	Low	Yes
There is a risk that Council may make procurement decisions that have unsustainable economic, environment or social implications which may lead reputational damage.	High	Adopt the recommendation	Low	Yes
Reputation risk to Council if seen not to be procuring goods and services from local suppliers.	Medium	Adopt the recommendation	Low	Yes

Options

The following options are available to Council:

1. Adopt draft Procurement Policy POL/6001.6 as attached and rescind POL/6001.5

2. Not adopt the draft Procurement Policy and a further review be carried out.

Option one is recommended.

Conclusions

It is recommended that Council adopt the draft revised Procurement Policy, as attached, to ensure that Council continues to achieve best value for money and probity in its procurement activities.

Attachments

AT-1⇩ DRAFT POL 6001.6 Procurement Policy

SINGLETON COUNCIL

Procurement Policy

Policy | Corporate & Commercial Services

Policy Purpose Statement

Council conducts its procurement and contracting activities to advance the strategic priorities and outcomes of the Community Strategic Plan whilst achieving value for money with probity and accountability. In doing so, Council must meet its legislative obligations under the *Local Government Act 1993.*

Policy No:	POL 6001	**Version:**	6~~5~~
Service Unit:	Procurement		
Responsible Officer:	Manager Corporate Services		
Responsible Director:	Director Corporate & ~~Commercial~~ Community Services		
Authorisation Date:	TBA	**Review Date:**	June 2030
Minute No:			

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1 Background

1.1 Title of the Policy and Commencement Date

The Procurement Policy which will be effective upon adoption by Council.

1.2 Purpose of the Policy

This policy is intended to outline Council's commitment to sustainable and compliant procurement.

2 Objective

2.1 Objectives and Coverage of the Policy

The implementation of this policy will:

- Establish a procurement framework for Singleton Council (Council) to achieve value for money and continuous improvement in the provision of services for the community,
- Ensure that Council resources are used efficiently and effectively,
- Achieve compliance with relevant legislative requirements achieving high standards of probity, transparency, accountability, and risk management,
- Give preference to procurements which provide environmentally sustainable benefits,
- Give preference to procurements which provide community and social benefits,
- Aim to eliminate practices of modern slavery or hidden labour exploitation including illegal wages and employment practices, discrimination, harassment, where identified.
- Eliminate unnecessary purchases, maximise the re-use and recycling of productions, minimise waste and purchase fewer goods with negative environmental impact,
- Increase purchaser awareness about the 'sustainability advantage' of alternative products,
- Deliver Council's commitments in relation to ecologically sustainable development (ESD), environmental management and social wellbeing objectives,
- Demonstrate to the community that Council is 'walking the talk' in relation to sustainable purchasing,
- Provide opportunities for local business to act as a supplier to Council,
- Where practical, Council will collaborate with other Council's to take advantage of economies of scale.

3 Application

3.1 Application of this Policy

This Policy applies to all procurement activities for and on behalf of Council and is binding upon Councillors, Council staff including temporary and contract employees as well as contractors and consultants while engaged by Council.

This Policy represents the principles, processes and procedures that will be applied to all procurement activities undertaken by Council. The scope of this policy commences from when Council has identified a need for procurement, and it continues through to the delivery/completion of that procurement.

4 Definitions

For the purposes of this policy:

Term	Meaning
Council	Singleton Council
Probity	The evidence of ethical behaviour, and can be defined as complete and confirmed integrity, uprightness and honesty in a procurement process
Procurement	The process of acquisition of external goods, works and services. The process spans the whole life cycle from initial concept through to the end of the useful life of an asset or the end of the contract period
Procurement Process	The process of inviting parties to submit a tender or quotation using either invitation or public advertisement, followed by evaluation of submissions and selection of a successful respondent or tenderer
Modern Slavery	The term 'modern slavery' describes situations where coercion, threats or deception are used to exploit people and undermine or deprive them of their freedom. In accordance with the *Modern Slavery Act* 2018 this includes: • Slavery • Servitude • Human trafficking • Forced labour • Debt Bondage/bonded labour • Deceptive recruiting for labour or services • Decent based slavery • Child slavery • Forced and early marriage
Sustainability Advantage	A measure used to compare the merit of various product options with improved environmental and sustainability performance that can also add business value.
Sustainable Procurement	The process of organisations meeting their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment
Whole of Life Cost	Whole life costing takes into account the total cost of a product or service over its lifetime, from concept through to disposal including purchase, hire or lease, maintenance, operation, utilities, training and disposal. It is important for procurement to take all these elements into consideration when making decisions and comparing the costs of buying, renting or leasing equipment particularly. In most cases the purchase costs are only a small proportion of the cost of operating it

5 Principles/Body

5.1 Procedural Statement

5.1.1 Procurement Principles

Council will apply the following fundamental best practice principles to procurement, irrespective of the value and complexity of a procurement.

5.1.1.1 Value for money

All procurement activity will take into account the 'whole of life' costs of a purchase rather than the initial cost to Council. Value for money is determined by financial and non-financial factors, including but not limited to quality, fit for purpose, capability, risk, total cost of ownership, including maintenance and operational costs, disposal and contribution to Council's Community Strategic Plan and Objectives through our Leadership, to lead, govern and regulate in an ethical, equitable and transparent way and ensuring Council's tenders and contracts are compliant.

5.1.1.2 Sustainability

Sustainable procurement is procurement or purchasing that looks beyond the initial cost outlay and has the most positive economic, social and environmental impacts across the entire life cycle of a goods/service, the triple bottom line, and contributes to Council's obligation to spend community money efficiently, effectively, economically and ethically.

Council will ensure that the environmental performance of goods and suppliers is considered by adopting criteria linked to the principles of ESD:

- Promoting and supporting the local community, local suppliers and the local economy,
- Purchasing necessary products or services and select products and services that reduce Council's consumption footprint,
- Purchasing in accordance with the waste hierarchy – prevent, reduce, reuse, recycle and recover,
- Purchasing products that save energy and/or water including products with recycled content, and those that minimise greenhouse gas emissions,
- Avoid purchasing products that pollute soil, air or water,
- Avoid purchasing hazardous chemicals that may be harmful to human health or to the environment,
- Considering the desirable life of the product, as well as the upstream production and transportation costs,
- Considering the impact on the health and safety of staff and the community when procuring goods and services,
- Where appropriate, and to the extent permissible by law, supporting Australian owned suppliers, and/or suppliers who manufacture in Australia,
- Developing and sustaining markets for sustainable products and services.

5.1.1.3 Modern Slavery Legislative Requirements

Council will take reasonable steps to ensure that goods and services procured by and for the Council are not the product of modern slavery within the meaning of the *Modern Slavery Act 2018* (NSW).

Council will publish in the annual report:

- a statement of the action taken by the Council in relation to any issue raised by the Anti-slavery Commissioner during the year concerning the operations of the council and identified by the Commissioner as being a significant issue, and
- a statement of steps taken to ensure that goods and services procured by and for the Council during the year were not the product of modern slavery within the meaning of the *Modern Slavery Act 2018* (NSW).

5.1.1.4 Types of Modern Slavery

a) **Slavery**, which is where the offender exercises powers of ownership over the victim including:
   i. the power to make the person an object of purchase
   ii. the power to use their labour in an unrestricted way

b) **Servitude**, which is where the victim's personal freedom is significantly restricted

c) **Human trafficking**, which is the recruitment, harbouring or transport of a person by means of violence, coercion, threat, deception, fraud, and abduction in order to exploit. This could include:
   i. the prostitution of others or other forms of sexual exploitation
   ii. forced labour or services
   iii. slavery or practices similar to slavery
   iv. servitude
   v. the removal of organs

d) **Forced labour**, which is where the victim is forced to work against their will, usually under threat of punishment or not free to stop working or leave their place of work

e) **Debt bondage/bonded labour**, the world's most widespread form of slavery. Where victims trapped in poverty borrow money and are forced to work to pay off the debt, losing control over both their employment conditions and the debt. Victims services are pledged as security for a debt (owed by the victim or by another person) and generally:
   i. the debt is manifestly excessive
   ii. the victim's services are not applied to liquidate the debt
   iii. the length and nature of the services are not limited and defined

f) **Deceptive recruiting for labour or services**, which is where the victim is deceived about whether they will be exploited through a type of modern slavery.

g) **Descent based slavery** (where people are born into slavery), this is a very old form of slavery, where people are treated as property, and their "slave" status has been passed down the maternal line.

h) **Child slavery**, when a child is exploited for someone else's gain. This can include child trafficking, child soldiers, child marriage and child domestic

slavery.

i) **Forced and early marriage**, when someone is married against their will and cannot leave, most child marriages can be considered slavery. This could include:
   i. coercion, threats or deception are used to make a victim marry
   ii. the victim does not understand or is incapable of understanding the nature and effect of the marriage ceremony

5.1.1.5 Modern Slavery Prevention

Singleton Council is committed to ensuring:

a) its operations and supply chains do not cause, involve, or contribute to modern slavery; and
b) its suppliers, relevant stakeholders, and others with whom we do business respect and share our commitment regarding minimising the risk of modern slavery.

Singleton Council is committed to combating modern slavery by:

- Identifying where our modern slavery risks are in our supply chain and assessing the degree of those risks.
- Engaging with our suppliers to identify which are committed to minimising the risk of modern slavery in their own supply chains and operations. This will primarily be completed by asking suppliers to complete a Modern Slavery Questionnaire.
- Including modern slavery clauses in RFx documents and Contracts.
- Providing training for all staff to ensure they are aware of what modern slavery is, what Council's modern slavery risks are and how to raise any identified or potential concerns.
- Working with and supporting our suppliers to reduce the risk of modern slavery, where appropriate.
- Establishing a complaint process enabling staff and others to raise concerns about modern slavery.

5.1.1.6 Open, fair and honest competition

Council will follow a competitive, honest, transparent and fair process. All procurement and purchasing at Singleton Council is to be conducted in compliance with Council's values:

- Integrity - ~~to act with commitment, trust and accountability~~we do the right thing,
- ~~Respect - open, honest, inclusive and supportive,~~
- Accountable – we know what we do, and do what we say,
- Connected – we work together to create community,
- Adaptable – we are ready to respond,
- Care – We are people who care.

~~Excellence -~~ Council will strive to achieve the highest standards~~. Council~~ and will not seek to purchase goods or services without having funds available and will be consistent in all aspects of purchasing, ensuring compliance with our procedures, ensuring our practices are open, fair, transparent, documented and defensible, more information can be found within the Procurement Procedure.

5.1.1.7 Risk Management

Council will follow Council's adopted Integrated Risk Management procedures and policy.

5.1.1.8 Compliance

In all purchasing decisions, Council will comply with the *Local Government Act 1993*, the Local Government (general) Regulation 2021, Tendering Guidelines for NSW Local Government, Council's Code of Conduct and ICAC's Managing Conflicts of Interest in the Public Sector.

As specified in Section 55 of *Local Government Act*:

3. (a) subject to the regulations, a contract for the purchase of goods, materials or services specified by a person prescribed by the regulations made with another person so specified, during a period so specified and, if a rate is so specified, at a rate not exceeding the rate so specified.

Recognised prescribed contractors include:

- Local Government Procurement Partnership
- Procurement Australia Pty Ltd

Other Procurement aggregators available to Council but require a Council or General Manager resolution are:

- The Regional Procurement Initiative (Hunter Councils)
- NSW State Government (buy.nsw)

6 Relevant Legislation

Local Government Act 1993

Local Government (General) Regulation 2021

Government Information (Public Access) Act 2009

Modern Slavery Act 2018 (NSW)

OLG Tendering Guidelines

NSW Government Procurement Policy Framework

NSW Government Procurement Policy

AS Sustainable Procurement Guide

ICAC's Managing Conflicts of Interest in the Public Sector

7 Document Information

Related documents and reference information in this section provides a single reference point to develop and maintain site compliance information.

7.1 Related Documents

Related documents, listed in ***Table 7-1*** below, are internal documents directly related to or referenced from this document.

This Procurement Policy has been developed so that it is consistent with Council's Vision and Mission.

In addition, it also acknowledges Council's Corporate Values and Code of Conduct.

Number	Title
POL/6018	Local Preference Policy
POL/6010	Asset Disposals Policy
POL/1011	Code of Conduct
POL/~~3000~~340019	~~Competitive Neutrality and~~ Complaints Handling Policy
POL/6019	Corporate Credit Card Policy
POL/9008.4	Integrated Risk Management Policy
POL/6007	Fraud ~~Prevention~~ and Corruption Control Policy
POL/9007	Gift and Benefits Policy
POL/1020	Public Interest Disclosure (PID) Policy

Table 7-1 – Related documents

Other Council related documents include:

- Council's Procurement Document Suite
- Statement of Business Ethics

8 Responsible Officer / Policy Owner

Ownership of this policy rests with the Manager Corporate Services.

9 Responsibilities

All officers responsible for generating purchasing requests need to be fully aware of, and comply with, Council's Procurement Policy. Where additional guidance is required, they should consult with the Procurement Coordinator.

Parties or Persons	Responsibilities
Elected Council	Authorise and accept tenders presented by Council in compliance with the *Local Government Act 1993.*
The General Manager	As the administrative head of Council, the General Manager has a series of unique responsibilities. The General Manager monitors the performance of procurement across the organisation and is also responsible for reporting any matter that is suspected on reasonable grounds to be "corrupt" to the Independent Commission Against Corruption. All allegations of behaviours relating to fraud and corruption, maladministration and serious and substantial waste are referred to the General Manager. The General Manager will decide what actions should be taken to assess the situation, together with receipt and approval of an investigation plan

	before the commencement of any formal investigation. The General Manager approves and executes Procurement contracts in accordance with Financial Delegations.
The Executive Leadership Team	The Executive Leadership Team (ELT) is responsible for leading by example and driving the organisational culture and behaviours in the requisite directions. The NSW Code of Conduct for Senior Executives specifically talks about the need to "lead by example and encourage their staff members to exercise similar qualities of personal and professional behaviour" and that "staff and resources should be managed in a way that will, to the greatest extent possible, avoid the opportunity for unethical behaviour by others." The Executive Leadership Team also considers and approves all policies and procedures relating to procurement.
Directors	Approve purchase orders for contracts that have been awarded by resolution of Council or ELT.
People Leaders	People Leaders have additional responsibilities. They are responsible for: • Making sure that all officers responsible for generating purchasing requests understand their responsibilities. • Making sure that staff undertaking major procurement projects have the knowledge, skills and experience necessary to undertake this task. • Assessing current and emerging procurement risks. • Checking to make sure that procurement risks are being managed and that workplace behaviours are consistent with corporate expectations.
Employees	Undertake Procurement in accordance with this Policy, its associated procedures, and legislative requirements.

10 Approval

As per cover sheet.

11 Monitoring

This policy will be monitored by the Manager Corporate Services to ensure compliance.

Council monitors and evaluates its success in procurement and to do this we:

- Test our control mechanisms through regular audits,
- Require Pre-Purchase Risk Assessments to be completed where complex, high value procurement is undertaken so that we actively manage our procurement risks,
- Update our policies and procedures in light of the above performance information.

12 Review Date

This policy, once adopted, is to remain in force until it is reviewed by the Council. This policy is to be reviewed approximately every ~~two~~ four (~~2~~4) years to ensure that it meets legislative requirements.

13 Last Review Date

Last review date ~~September~~ June 20~~22~~24.

14 Record Keeping, Confidentiality and Privacy

This policy is to be made available for public viewing as required under the *Government Information (Public Access) 2009, NSW*.

15 Breaches and Sanctions

Any breaches of this Policy will be referred to the General Manager for appropriate action.

16 Document History

The below table provides a summary of changes an amendments to this document

Section	Date Amended	Author	Comments
	September 2022	Manager Corporate Services	Update to position titles throughout the document
2.1			Update Objectives and Coverage of the Policy
4			Insert Sustainability Advantage definition
5.1.1.2			Update factors and add modern slavery requirements
5.1.1.5			Update Local Government (general) Regulation 2005 to be 2021
6			Update Local Government (general) Regulation 2005 to be 2021 Add Modern Slavery Act 2018 (NSW)
7.1			Add POL/6018 Local Preference Policy to the table
16			Add table for Document History

5.1.1.4	March 2024	Coordinator Procurement	Add Modern Slavery Definition Add Types of Modern Slavery Add Modern Slavery Prevention
5.1.1.6	February 2026	Coordinator Procurement	Update Council values
7.1	February 2026	Coordinator Procurement	Update Fraud Prevention Policy to Fraud and Corruption Control Policy Add POL/6019 Corporate Credit Card Policy Add POL/1020 Public Interest Disclosure (PID) Policy
12	February 2026	Coordinator Procurement	Amend to 4 years in accordance with organisation wide policies
13	February 2026	Coordinator Procurement	Amend date

DCCS35/26. March 2026 Quarterly Budget Review Statement (QBRS) **FILE:** 25/00401

Author: Chief Financial Officer

Executive Summary

The purpose of this report is to seek Council's approval for the March 2026 Quarterly Budget Review Statement (QBRS). As a result of this review, Council's projected Net Operating Result before capital items for the year is a deficit of $4.465 million, an improvement over the December QBR position by $0.332M. The main driver has been the significant increase in depreciation resulting from the recent revaluation of roads and drainage assets.

Capital expenditure is proposed to decrease to $44.272 million due to the deferral of several projects to the 2027 budget.

RECOMMENDED that Council that Council adopt the recommended budgetary changes presented in the March 2026 Quarterly Budget Review Statement at Attachment 1.

Report

The Quarterly Budget Review Statement (QBRS) offers a comprehensive summary of Council's financial performance at the close of each quarter, along with projections for the remainder of the financial year. It is a vital tool for keeping both Councillors and the community updated on Council's progress against the Operational Plan Budget, while also highlighting key variances and proposing any necessary adjustments.

The QBRS outlines changes in income and expenditure, which have been impacted by various factors, including decisions by other levels of government regarding grant programs, shifts in economic conditions, weather events, and Council's own policy decisions.

Shown as **Attachment 1** is the March 2026 QBRS.

Community Strategic Plan

Strategy:	5	Our Leadership
Action:	5.2	Our Council is trusted, responsible and transparent
Deliverable:	5.2.1	To lead, govern and regulate in an ethical, equitable and transparent way
Strategy:	5	Our Leadership
Action:	5.2	Our Council is trusted, responsible and transparent
Deliverable:	5.2.2	All council activities are managed in a financial sustainable way

Council Policy/Legislation

- *Local Government Act, 1993*
- *Local Government (General) Regulation, 2021*

Financial Implications

The March 2026 QBRS shows a projected year end operating deficit of $4.465 million before capital items, compared to Council's 2026 Original Budget of $0.114 million surplus. Capital expenditure is projected to be $44.272 million compared to the original budget of $49.678 million. The commentary below explains a summary of the variations that are contained within the March 2026 QBRS, as shown as **Attachment 1**.

Council is currently implementing a Financial Improvement Project aimed at enhancing financial sustainability and efficiency. Efforts are underway, aimed at returning to a balanced budget, ensuring sound financial management and strategic allocation of resources for the future. However, Singleton Council like all rural and regional councils, is experiencing cost pressures beyond its capped revenue increases and returning to a balanced budget will be challenging.

The Road revaluation data has been uploaded into Council's financial system and depreciation actuals have been updated and are reflected in the March quarterly report

Income and Expense

A summary of significant budgetary changes contributing to the March 2026 QBRS improvement before capital income include:

- $0.08M increase in Trade Waste charges.
- Additional $0.162M income for the reimbursements of technical overheads on R4R funded projects
- $0.735M increase in interest income within the General Fund.
- $0.425M increase in General Fund for the dividend paid from Water and Sewer that was not included in the original budget.

Capital Expenditure

Capital expenditure is forecast to decrease from the December QBR approved budget of $64.427 million to $44.272 million for the March QBR.

This decrease in capital expenditure is primarily due to the following projects being deferred to 2026/2027.

Program	Location	Project description	Asset treatment	Value
Buildings	Gym & Swim	25m pool dome roof	Renewal	$6,267,134

Program	Location	Project description	Asset treatment	Value
		replacement		
Buildings	Gym & Swim	MSB & Electrical upgrade	Renewal	$284,074
Buildings	Gym & Swim	EV charger	New	$50,425
Buildings	Rose Point Park	Upgrade to amenities building	Upgrade	$260,289
Buildings	Livestock Exchange/Singleton Saleyards	Replacement of commercial centre, car parking & landscaping	Renewal	$2,073,237
Buildings	Livestock Exchange/Singleton Saleyards	Weighbridge upgrade	Upgrade	$1,269,145
Buildings	Livestock Exchange/Singleton Saleyards	Saleyard upgrade	Upgrade	$626,086
Buildings	Civic Centre Auditorium	Upgrade to disability access	New	$644,336
Buildings	Civic Centre Administration	Disability bathroom construction and access	Renewal	$135,785
Drainage	Combo Lane – Singleton	Drainage swale near school entry	New	$60,000
Causeway & Bridge Rehabilitation	Combo Lane – Singleton	Construct Pedestrian & Bike Bridge	New	$5,600,001
Natural Disaster Recovery	Various Rural Roads	P10 Singelton General	Renewal	$320,497
Natural Disaster Recovery	Various Rural Roads	P13 Final Package	Renewal	$1,176,427
Natural Disaster Recovery	Cassels Road	P7 Flood Rectification	Renewal	$205,590
Waste Services	Singleton Waste Management Facility	Leachate pond construction	New	$1,832,472
Water Supply Network	Water network – Rix's network	Trunk main relining	Renewal	$545,000
			Total	$21,350,498

A summary of completed project budgetary changes to capital expenditure for the March 2026 QBRS include:

- Goorangoola Road rehabilitation being completed under budget
- Brunners Bridge – Gresford Road, Mitchells Flat being completed under budget.

Consultation

The March QBRS has been developed in consultation with the Finance Team, Leadership Team, Executive Leadership Team, and other relevant staff. The March QBRS will be presented to the Audit, Risk, and Improvement Committee on Tuesday 19 May 2026.

Sustainability

Nil.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk that major budget variations are not reported to Council prior to the finalisation of annual accounts which may result in the community's perception of financial mis-management leading to reputational damage.	Medium	Adoption of the recommendation.	Low	Yes
There is a risk of Councillors and management not having a good oversight over the financial affairs of Council which may lead to reputational damage to Council.	Medium	Adoption of the recommendation.	Low	Yes
There is a risk of Council operations and projects being delayed due to not having budget variations approved by Council leading to reputational damage.	Medium	Adoption of the recommendation.	Low	Yes
There is a risk that increasing costs and capped revenue increases make Council's financial sustainability more challenging in the medium term.	High	Adopt the recommendation and implement the Financial Improvement Program	Medium	Yes

Options

The following options are available to Council:

1. That Council adopts the recommended budgetary changes presented in the March 2026 Quarterly Budget Review Statement at Attachment 1.

2. That Council amends the recommended budgetary changes presented in the March 2026 Quarterly Budget Review Statement.

3. That Council does not adopt the recommended budgetary changes presented in the March 2026 Quarterly Budget Review Statement.

Option one is recommended.

Conclusions

Responsible Accounting Officer Statement (by the Chief Financial Officer):

Following this review, Council's Net Operating Result before capital items for the year is projected to show a deficit of $4.465 million, compared to the original budgeted surplus of $0.114 million for the 2026 financial year. Capital expenditure is projected to total $44,272 million, compared to the original budget of $49.678 million.

In my opinion, the QBRS for Singleton Council for the quarter ending 31 March 2026 indicate that the projected financial position at 30 June 2026 will be satisfactory, considering the estimated income and expenditure forecasts. However, I place a qualification on this statement, taking into account the ongoing Financial Improvement Program being implemented by Council.

The outcomes of this project may have an impact on the final financial position, and while it is expected to improve Council's financial standing, the full effects will not be fully realised until later stages of implementation. Therefore, the projected financial position should be reviewed in light of the progress of the Financial Improvement Program.

Attachments

AT-1⇩ Information in addition to OLG template March 2026 QBR
AT-2⇩ March 2026 Quarterly Budget Review Statement OLG

Singleton Council

Quarterly Budget Review Statement
for the period 01/01/26 to 31/03/26

Income & expenses budget review statement
Recommended changes for council resolution

Budget Variations being recommended include the following material items:

Fund	Details	$'000
User Charges and Fees		
General	Additional income on approved State Road contracts. Offset with additional Materials expenditure.	625
General	Budget alignment of Gym & Swim income. Offset with an increase in Materials and Services	500
Sewer	Additional anticipated trade waste income.	81
Other revenues		
General	Increase for reimbursement of technical overheads on R4R grant funded projects.	162
Water	Additional income from Singleton Bypass project. Offset with additional employee costs.	250
Sewer	Additional income from Singleton Bypass project. Offset with additional employee costs.	250
Grants and Contributions - Operational Purposes		
General	Energy Co grant reduced as project delayed due to external approval requirements. Reflected with a decrease in expenditure.	(450)
General	Increase in childcare workers retention contributions.Matched with an increase in employee costs	243
General	Roads to Recovery grant income in line with expected spend on capital projects.	147
General	Increase budget for various grants and contributions to reflect actuals received	201
Grants and Contributions - Capital Purposes		
General	Additional income received for developer contributions	80
General	Reduced grant income on various capital projects due to deferral to next financial year	(10,258)
Water	Reduce dedicated assets due to deferral to next financial year	(1,045)
Interest and Investment revenue		
General	Budget alignment of investment income in line with extrapolated actuals	735
Sewer	Budget alignment of investment income in line with extrapolated actuals	(185)
Other income		
General	Dividend paid from water and sewer.	410

Fund	Details	$'000
Materials and Services		
General	Additional costs for State Road contracts. Offset with additional income.	550
General	Increase in operating contract costs for Gym and Swim offset with additional income.	500
General	Add budget for Strategy and Engagement projects funded R4R grant.	390
General	Increase in expected legal costs. Covering the DCP amendment and ongoing legal matters	80
Water	Increased costs for Singleton Bypass Project offset with additional income.	255
Sewer	Increased costs for Singleton Bypass Project offset with additional income.	251
Other expenses		
Water	Add budget for dividend paid from water and sewer.	220
Sewer	Add budget for dividend paid from water and sewer.	190
Net loss from disposal of assets		
General	Improve budget outcome by additional proceeds received from Bridgman Ridge Joint Venture	(250)
General	Improve budget result by additional income from sale of land vacant land	(70)

			Resolutions outside of QBR	March QBR adjustments for council resolution	Total changes per OLG templates
		Total:	**1,733**	**(21,888)**	**(20,155)**
Details			$'000	$'000	$'000
Local Roads Program			**0**	**(257)**	**(257)**
Location	**Scope**	**Reason for movement**			
Goorangoola Road Rehabilitation	Rehabilitation	Contracted works came in under budget			
Various low maintained roads	Gravel resheeting and minor works	Contracted works came in under budget			
Causeway & Bridge Rehabilitation Program			**0**	**(5,990)**	**(5,990)**
Location	**Scope**	**Reason for movement**			
Brunners Bridge - Gresford Road, Mitchells Flat	Bridge Replacement	Completed works came in under budget.			
Combo Lane	New pedestrian bridge construction	Move majority of budget to 2026/2027. This project is entirely dependent on Transport for NSW and their response to Council's variation change request for additional funding. Unlikely to break ground this financial year but will leave sufficient budget for best case scenario to mobilse.			
Building Program			**1,733**	**(10,780)**	**(9,047)**
Location	**Scope**	**Reason for movement**			
Rose Point Park	Changing facility	Move majority of budget to 2026/2027. In final stages of design. Will commence construction in 2026/2027.			
Civic Centre auditorium	Disability upgrades	Move majority of budget to 2026/2027. In design phase. Works will be undertaken in 2026/2027 to accommodate Auditorium bookings.			
Saleyards / livestock exchange	Replacement of kiosk, carparking, landscaping, weighbridge and saleyard upgrade	Move majority of budget to 2026/2027. Kiosk, carparking and landscaping in design and planning phase. Expect to go to tender after Easter. Weighbridge and saleyard upgrade awaiting development application.			
Singleton Gym and Swim	Swimming pool roof replacement (dome structure)	Transfer majority of budget to 2026/2027. Demolition of existing structure to proceed immediately.			
Singleton Gym and Swim	Upgrade main switchboard and electrical infrastructure	Move majority of budget to 2026/2027. Currently in procurement phase. Works to be undertaken in 2026/2027 due to long Ausgrid approval times.			
Alroy Oval	Sports complex updgrade	Completed works came in under budget.			
Transport Program			**0**	**(227)**	**(227)**
Location	**Scope**	**Reason for movement**			
Various	Footpaths	R4R grant realloated to other programs.			

			Resolutions outside of QBR	March QBR adjustments for council resolution	Total changes per OLG templates
		Total:	**1,733**	**(21,888)**	**(20,155)**
Details			$'000	$'000	$'000
Drainage Program			**0**	**(119)**	**(119)**
Location	**Scope**	**Reason for movement**			
Emblem Court, Wattle Ponds	Upgrade drainage easement for scour protection	Completed works came in under budget.			
Combo Lane	Drainage swale near school entry	Move to 2026/2027.			
Natural Disaster Recovery Program			**0**	**(623)**	**(623)**
Location	**Scope**	**Reason for movement**			
Putty Road	Heavy patching and various other flood recovery works	Budget alignment			
Open Space & Reserves Program			**0**	**28**	**28**
Waste Services Program			**0**	**(2,423)**	**(2,423)**
Location	**Scope**	**Reason for movement**			
Broke	Clean up works	Reduce budget as project entering final phase and will be completed under budget.			
Singleton Waste Management Facility	Western Cell Construction	Defer fully to 2026/2027 due to the delay in the project caused by the contractors late deliverables.			
Waste Management	Master Plan	Move part of budget to 2026/2027. Project held up due to environmental studies.			
Singleton Waste Management Facility	Leechate pond construction	Move part of budget to 2026/2027. Project held up due to environmental studies.			
Water Supply Services			**0**	**(1,329)**	**(1,329)**
Location	**Scope**	**Reason for movement**			
Rixs Creek Reservoir	Refurbishment	Move part of budget to 2026/2027. Delayed due to land matters impacting temporary reservoir required for project to progress.			
Rixs Creek Reservoir	Trunk main relining	Move all of budget to 2026/2027. Delayed due to staff resources diverted to supporting Singleton Bypass.			
Water treatment plant	Polymer and lime dosing refurbishment	Move part of budget to 2026/2027. Delayed due to staff resources diverted to supporting Singleton Bypass. Project to progress to polymer replacement design with remaining project delivered in 2026/27.			
Water Depot	Plant and Equipment	Increase budget to reflect plant replacement program.			
Water Network	Network Pressure Management	Move all of budget to 2026/2027. Delayed due to staff resources diverted to supporting Singleton Bypass.			

			Resolutions outside of QBR	March QBR adjustments for council resolution	Total changes per OLG templates
		Total:	**1,733**	**(21,888)**	**(20,155)**
Details			$'000	$'000	$'000
Sewerage Supply Services			**0**	**532**	**532**
Location	**Scope**	**Reason for movement**			
Sewer network	Dunolly Bridge Rising Main Replacement	Reduce budget as project being delivered under budget.			
Sewer network	Small main replacement / relining program	Move all of budget to 2026/2027. Delayed due to staff resources diverted to supporting Singleton Bypass.			
Sewer Pump Station	Minor Upgrade	Reduce budget as project being delivered under budget.			
Sewage Treatment Plant	Electrical Upgrade	Increase budget as project to be delivered ahead of schedule. 2026/2027 budget to be reduced accordingly.			
Sewer network	Heavy Equipment	Reduce budget to reflect plant replacement program.			
Inventory - Real Estate for Resale			**0**	**(700)**	**(700)**
Location	**Scope**	**Reason for movement**			
Bridgman Ridge - Council Development	Construction of sewer pump station	Construction delayed by ongoing legal matters			

QBRS FINANCIAL OVERVIEW

Singleton Council

Budget review for the quarter ended 31/03/26

DESCRIPTION		Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
Net Operating Result before grants and contributions provided for capital purposes	General Fund	-7,299	-3,625	-376	-4,406	0	-8,407	1,164	-7,243	-3,618	-5,731
	Water Fund	2,622	1,246	202	-466	0	982	-303	679	-567	343
	Sewer Fund	2,273	1,556	39	135	0	1,730	-329	1,401	-155	2,407
	Consolidated	-773	114	-55	-4,846	0	-4,787	320	-4,467	-4,581	-2,068
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets	**Consolidated**	**44,510**	**25,725**	**11,619**	**2,894**	**0**	**40,238**	**-9,938**	**30,300**	**4,575**	**32,689**
Borrowings	Total borrowings	15,603	21,425	0	0		21,425	-5,637	15,788	-5,637	13,941
Liquidity	External restrictions	86,774	61,333	0	8,355	0	69,688	130	69,818	8,485	81,288
	Internal Allocations	42,302	38,503	0	5,727	0	44,230	2,017	46,247	7,744	53,330
	Unallocated	426	323	0	-61	0	262	75	337	14	383
	Total Cash, Cash Equivalents and Inves	**129,502**	**100,159**	**0**	**14,021**	**0**	**114,180**	**2,222**	**116,402**	**16,243**	**135,001**
Capital	Capital Funding	38,388	49,678	19,404	-4,655	0	64,427	-20,155	44,272	-5,406	22,961
	Capital Expenditure	38,388	49,678	19,404	-4,655	0	64,427	-20,155	44,272	-5,406	22,961
	Net Capital	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

		Opening Balance As at 1 July 2025 $000's	Total Cash Contributions Received As at this Q $000's	Total Interest Earned As at this Q $000's	Total Expended As at this Q $000's	Total Internal Borrowings (to)/from As at this Q $000's	Held as Restricted Asset As at this Q $000's	Cumulative balance of internal borrowings (to)/from As at this Q $000's
Developer Contribution	Total Developer Contributions	20,266	1,197	704	128	0	22,039	0

Income and Expenses Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

Consolidated Fund

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
INCOME										
Rates and Annual Charges	39,287	43,108	-56	-1,247		41,805	-29	41,776	-1,332	41,753
User Charges and Fees	27,855	24,623	-571	1,015		25,067	1,153	26,220	1,597	19,465
Other Revenue	1,014	1,669	179	755		2,603	702	3,305	1,636	1,512
Grants and Contributions - Operating	9,876	11,422	186	495		12,103	141	12,244	822	5,748
Grants and Contributions - Capital	26,623	7,379	11,674	2,884		21,937	-10,258	11,679	4,300	12,755
Interest and Investment Income	5,051	5,890	-1,437	-75		4,378	538	4,916	-974	3,722
Other Income	3,378	603	1,714	127		2,444	425	2,869	2,266	1,265
Net gain from disposal of assets	266	0	0	0		0	0	0	0	0
Total Income from continuing operations	**113,350**	**94,694**	**11,689**	**3,953**	**0**	**110,336**	**-7,328**	**103,008**	**8,314**	**86,220**
EXPENSES										
Employee benefits and on-costs	30,455	31,731	61	1,269		33,061	59	33,120	1,389	25,188
Materials & Services	34,725	32,530	25	299		32,854	2,437	35,291	2,761	24,683
Borrowing Costs	710	659	0	0		659	0	659	0	347
Other Expenses	2,950	2,577	1	-189		2,389	410	2,799	222	1,923
Net Loss from Disposal of Assets	0	1,472	-17	-320		1,135	-296	839	-633	1,390
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**68,840**	**68,969**	**70**	**1,059**	**0**	**70,098**	**2,610**	**72,708**	**3,739**	**53,531**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**44,510**	**25,725**	**11,619**	**2,894**	**0**	**40,238**	**-9,938**	**30,300**	**4,575**	**32,689**
Depreciation, amortisation and impairment of non financial assets	18,660	18,232	0	4,857		23,089	0	23,089	4,857	22,002
Operating result from continuing Operations	**25,850**	**7,493**	**11,619**	**-1,963**	**0**	**17,149**	**-9,938**	**7,211**	**-282**	**10,687**
Net Operating Result before grants and contributions provided for capital purposes	**-773**	**114**	**-55**	**-4,846**	**0**	**-4,787**	**320**	**-4,467**	**-4,581**	**-2,068**

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget
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The quarterly recommended changes to the revised budget are to include:
1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
2) any impacts of year to date expenditure on recommended changes to budget

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The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

General Fund

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
INCOME										
Rates and Annual Charges	32,458	35,849	-183	-1,226		34,440	-7	34,433	-1,416	34,413
User Charges and Fees	18,399	15,947	-572	1,054		16,429	1,070	17,499	1,552	13,366
Other Revenue	801	373	179	12		564	202	766	393	526
Grants and Contributions - Operating	9,834	11,404	186	300		11,890	126	12,016	612	5,717
Grants and Contributions - Capital	25,168	6,170	11,674	2,477		20,321	-9,271	11,050	4,880	12,127
Interest and Investment Income	2,395	2,781	-737	20		2,064	769	2,833	52	2,142
Other Income	2,114	594	792	20		1,406	425	1,831	1,237	640
Net gain from disposal of assets	266	0	0	0		0	0	0	0	0
Total Income from continuing operations	**91,435**	**73,118**	**11,339**	**2,658**	**0**	**87,115**	**-6,686**	**80,429**	**7,311**	**68,931**
EXPENSES										
Employee benefits and on-costs	26,426	27,354	61	-125		27,290	59	27,349	-5	20,752
Materials & Services	28,991	25,414	-4	711		26,121	1,658	27,779	2,365	19,698
Borrowing Costs	587	551	0	0		551	0	551	0	265
Other Expenses	3,355	2,577	1	-189		2,389	0	2,389	-188	1,923
Net Loss from Disposal of Assets	0	1,054	-17	-320		717	-296	421	-633	1,390
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**59,359**	**56,950**	**41**	**76**	**0**	**57,067**	**1,421**	**58,488**	**1,538**	**44,028**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**32,076**	**16,168**	**11,298**	**2,581**	**0**	**30,047**	**-8,107**	**21,940**	**5,772**	**24,903**
Depreciation, amortisation and impairment of non financial assets	14,207	13,623	0	4,510		18,133	0	18,133	4,510	18,507
Operating result from continuing Operations	**17,869**	**2,545**	**11,298**	**-1,929**	**0**	**11,914**	**-8,107**	**3,807**	**1,262**	**6,396**
Net Operating Result before grants and contributions provided for capital purposes	**-7,299**	**-3,625**	**-376**	**-4,406**	**0**	**-8,407**	**1,164**	**-7,243**	**-3,618**	**-5,731**

Notes

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Income and Expenses Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

Water Fund

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
INCOME										
Access Charges	1,725	1,844	73	-8		1,909	0	1,909	65	1,904
User Charges	7,553	7,082	1	0		7,083	2	7,085	3	4,706
Fees	0	0	0	0		0	0	0	0	0
Grants & Contributions - Operating	13	7	0	97		104	8	112	105	14
Interest and Investment Income	1,758	1,863	-300	-98		1,465	-60	1,405	-458	1,065
Other Income	1,284	695	580	518		1,793	250	2,043	1,348	910
Net gain from disposal of assets	0	0	0	0		0	0	0	0	0
Total Income from continuing operations	**12,333**	**11,491**	**354**	**509**	**0**	**12,354**	**200**	**12,554**	**1,063**	**8,599**
EXPENSES										
Employee benefits and on-costs	2,159	2,123	0	697		2,820	0	2,820	697	2,525
Materials & Services	3,854	4,442	84	497		5,023	384	5,407	965	3,438
Borrowing Costs	66	58	0	0		58	0	58	0	44
Water purchase charges	0	0	0	0		0	0	0	0	0
Calculated taxaxtion equivalents	874	416	68	-155		329	-101	228	-188	114
Debt guarantee fee	0	0	0	0		0	0	0	0	0
Other Expenses	0	0	0	0		0	220	220	220	0
Net Loss from Disposal of Assets	0	209	0	0		209	0	209	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**6,953**	**7,248**	**152**	**1,039**	**0**	**8,439**	**503**	**8,942**	**1,694**	**6,121**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**5,380**	**4,243**	**202**	**-530**	**0**	**3,915**	**-303**	**3,612**	**-631**	**2,478**
Depreciation, amortisation and impairment of non financial assets	2,758	2,997	0	-64		2,933	0	2,933	-64	2,135
Surplus / (Deficit) from continuing operations before capital amounts	**2,622**	**1,246**	**202**	**-466**	**0**	**982**	**-303**	**679**	**-567**	**343**
Grants and Contributions - Capital	1,039	1,145	0	109		1,254	-1,020	234	-911	235
Surplus / (Deficit) from continuing operations after capital amounts	**3,661**	**2,391**	**202**	**-357**	**0**	**2,236**	**-1,323**	**913**	**-1,478**	**578**

Notes

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The quarterly recommended changes to the revised budget are to include:

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Income and Expenses Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

Sewer Fund

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
INCOME										
Access charges	5,104	5,416	54	-13		5,457	-21	5,436	20	5,436
User charges	1,667	1,594	0	-39		1,555	81	1,636	42	1,393
Liquid trade-waste charges	236	0	0	0		0	0	0	0	0
Fees	0	0	0	0		0	0	0	0	0
Grants and contributions - Operating	29	10	0	97		107	7	114	104	18
Interest and Investment Income	898	1,246	-400	2		848	-171	677	-569	515
Other Income	598	608	342	333		1,283	250	1,533	925	702
Net gain from disposal of assets	0	0	0	0		0	0	0	0	0
Total Income from continuing operations	**8,532**	**8,874**	**-4**	**380**	**0**	**9,250**	**146**	**9,396**	**522**	**8,064**
EXPENSES										
Employee benefits and on-costs	1,870	2,254	0	697		2,951	0	2,951	697	1,910
Materials & Services	1,879	2,673	-56	-908		1,709	395	2,104	-569	1,547
Borrowing Costs	57	50	0	0		50	0	50	0	38
Calculated taxation equivalents	758	519	13	45		577	-110	467	-52	802
Debt Guarantee fee	0	0	0	0		0	0	0	0	0
Other Expenses	0	0	0	0		0	190	190	190	0
Net Loss from Disposal of Assets	0	209	0	0		209	0	209	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**4,564**	**5,705**	**-43**	**-166**	**0**	**5,496**	**475**	**5,971**	**266**	**4,297**
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	**3,968**	**3,169**	**39**	**546**	**0**	**3,754**	**-329**	**3,425**	**256**	**3,767**
Depreciation, amortisation and impairment of non financial assets	1,695	1,613	0	411		2,024	0	2,024	411	1,360
Surplus / (Deficit) from continuing operations before capital amounts	**2,273**	**1,556**	**39**	**135**	**0**	**1,730**	**-329**	**1,401**	**-155**	**2,407**
Grants and Contributions - Capital	416	64	0	297		361	33	394	330	394
Surplus /(Deficit) from continuing operations after capital amounts	**2,689**	**1,620**	**39**	**432**	**0**	**2,091**	**-296**	**1,795**	**175**	**2,801**

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

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The quarterly recommended changes to the revised budget are to include:

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Capital Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
CAPITAL FUNDING										
Rates & other untied funding	367	3,156	0	0		3,156	109	3,265	109	1,212
Capital Grants & Contributions	20,017	9,156	8,467	2,436		20,059	-9,507	10,552	1,396	9,530
Reserves - External Restrictions	9,296	23,060	5,165	-7,178		21,047	-3,335	17,712	-5,348	7,680
Reserves - Internally Allocated	1,081	2,720	5,612	20		8,352	-3,186	5,166	2,446	1,145
New Loans	4,000	8,537	0	0		8,537	-5,637	2,900	-5,637	916
Proceeds from sale of assets	0	0	0	0		0	0	0	0	0
Other	3,627	3,049	160	67		3,276	1,401	4,677	1,628	2,478
Total Capital Funding	**38,388**	**49,678**	**19,404**	**-4,655**	**0**	**64,427**	**-20,155**	**44,272**	**-5,406**	**22,961**
CAPITAL EXPENDITURE										
WIP	38,388	49,678	19,404	-4,655		64,427	-20,155	44,272	-5,406	22,961
New Assets						0		0	0	
Asset Renewal						0		0	0	
Other						0		0	0	
Total Capital Expenditure	**38,388**	**49,678**	**19,404**	**-4,655**	**0**	**64,427**	**-20,155**	**44,272**	**-5,406**	**22,961**
Net Capital Funding - Surplus /(Deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.

Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

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Cash and Investments Budget Review Statement

Singleton Council

Budget review for the quarter ended 31/03/2026

Description	Previous Year Actual 2024/25 $000's	Current Year Original Budget 2025/26 $000's	Approved Changes Review Q 1 $000's	Approved Changes Review Q 2 $000's	Approved Changes Review Q 3 $000's	Revised Budget $000's	Recommended changes for council resolution $000's	Projected Year End (PYE) Result 2025/26 $000's	VARIANCE ORIGINAL budget v PYE 2025/26 $000's	ACTUAL YTD 2025/26 $000's
Total Cash, Cash Equivalents & Investm	**129,502**	**100,159**	**0**	**14,021**		**114,180**	**2,222**	**116,402**	**16,243**	**135,001**
EXTERNALLY RESTRICTED										
Water Fund	31,052	25,189	0	3,075		28,264	-618	27,646	2,457	31,594
Sewer Fund	15,172	4,402	0	4,435		8,837	-1,334	7,503	3,101	11,229
Developer contributions - *General*	6,155	6,155	0	-4,452		1,703	29	1,732	-4,423	1,707
Developer contributions - *Water*	11,942	11,942	0	1,673		13,615	-18	13,597	1,655	13,382
Developer contributions - *Sewer*	6,146	6,146	0	704		6,850	217	7,067	921	6,956
Transport for NSW Contributions	0	0	0	0		0	0	0	0	0
Domestic waste management	5,357	1,093	0	2,824		3,917	2,677	6,594	5,501	8,910
Stormwater management	0	0	0	0		0	0	0	0	0
Other	10,950	6,406	0	96		6,502	-823	5,679	-727	7,510
Total Externally Restricted	**86,774**	**61,333**	**0**	**8,355**	**0**	**69,688**	**130**	**69,818**	**8,485**	**81,288**
Cash, cash equivalents & investments not subject to external restrictions	**42,728**	**38,826**	**0**	**5,666**	**0**	**44,492**	**2,092**	**46,584**	**7,758**	**53,713**
INTERNAL ALLOCATIONS										
Employee entitlements	0	0	0	0		0	0	0	0	0
Financial Assistance Grant Paid in Advance	2,714	2,714	0	97		2,811	0	2,811	97	679
Infrastructure Management Fund	0	0	0	4,345		4,345	818	5,163	5,163	5,295
Voluntary Planning Agreements	12,961	12,961	0	432		13,393	1,051	14,444	1,483	14,346
Roads Fund	19,298	19,500	0	170		19,670	-327	19,343	-157	24,346
Property Reserve	2,684	1,230	0	876		2,106	467	2,573	1,343	4,314
Other	4,645	2,098	0	-193		1,905	8	1,913	-185	4,350
Total Internally Allocated	**42,302**	**38,503**	**0**	**5,727**	**0**	**44,230**	**2,017**	**46,247**	**7,744**	**53,330**
Unallocated	**426**	**323**	**0**	**-61**	**0**	**262**	**75**	**337**	**14**	**383**

External Restrictions - must be used for a specific purpose and are not to be used for general operations. The funds are bound by legislation or third party agreement that restricts their use.

Internal allocations - Council have allocated by resolution or policy to identified programs of work and any forward plans indentified by Council. These allocations are at the discretion of council.

Developer Contributions Summary

Singleton Council

Budget review for the quarter ended 31/03/2026

Purpose	Opening Balance	Developer Contributions Received									Interest Earned	Interest Earned	Interest Earned	Monetary Amounts Expended	Monetary Amounts Expended	Monetary Amounts Expended	Internal Borrowings (to)/from	Internal Borrowings (to)/from	Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from
	As at 1 July 2025	Cash	Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Other	Non-Cash Other	Non-Cash Other	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	As at this Q	As at this Q
	$000's	Q1 $000's	Q2 $000's	Q3 $000's	Q1 $000's	Q2 $000's	Q3 $000's	Q1 $000's	Q2 $000's	Q3 $000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's	$000's
Drainage	0	0	0	0							0	0	0	0	0	0				0	
Roads	0	108	226	55							1	5	4	9	0	0				390	
Traffic facilities	0	0	0	0							0	0	0	0	0	0				0	
Parking	0	0	0	0							0	0	0	0	0	0				0	
Open space	0	53	40	12							1	1	1	0	0	0				108	
Community facilities	0	47	26	7							0	1	1	0	0	0				82	
Other	1,000	8	149	32							11	8	11	43	19	57				1,100	
Total S7.11 Under plans	**1,000**	**216**	**441**	**106**	**0**	**0**	**0**	**0**	**0**	**0**	**13**	**15**	**17**	**52**	**19**	**57**	**0**	**0**	**0**	**1,680**	**0**
S7.11 Not under plans	10	0	0	0							0	0	0	0	0	0				10	
S7.12 Levies	0	0	12	0							0	0	0	0	0	0				12	
S7.4 Planning agreements	0	0	0	0							0	0	0	0	0	0				0	
S64 Contributions	19,256	38	295	89							219	214	226	0	0	0				20,337	
Other	0	0	0	0							0	0	0	0	0	0				0	
Total Developer Contributio	**20,266**	**254**	**748**	**195**	**0**	**0**	**0**	**0**	**0**	**0**	**232**	**229**	**243**	**52**	**19**	**57**	**0**	**0**	**0**	**22,039**	**0**

Notes

All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occures when council gains control over the asset (cash or non cash).

Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4,s7.11 and s7.12 of the *Environmental Planning and Assessment Act 1979*.

Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.

"*Monetary Amounts Expended*" should only include monetary expenditure. Enter positive value when expended. The amounts recorded under "Non-cash Land" and "Non-cash Other" are not included in "Monetary Amounts Expended", as these repres

DI&P13/26. Sports Grant Funding Allocations Round 2 2025/2026 **FILE:** 25/00453
Author: Coordinator Recreation & Facilities

Executive Summary

The purpose of this report is to present to Council a recommendation to fund five (5) grant applications under Round 2 of the Singleton Council Sports Grant Program 2025/2026.

RECOMMENDED that Council approves the following applications for funding totaling $66,576 under Round 2 of the Singleton Council Sports Grant Program 2025/2026, with the balance of funds, being $55,896 carried over to the 2026/2027 Singleton Sports Grant Program:

Applicant	Project	Project Cost (ex GST)	Grant Requested (ex GST)
Singleton MTB Club	Design of the Pioneer Park MTB Skills Park for beginner riders	$22,300	$22,300
Singleton MTB Club	Design rectification of site drainage at the Pioneer MTB Park jump pad	$17,500	$17,500
Jerrys Plains Rodeo	Repair of grounds infrastructure to enable staging of the Jerrys Plains Rodeo event	$23,464	$23,464
Howe Park Tennis PA	Replacement of the court PA system	$2,373	$1,186
YWCA ENCORE Program	Equipment purchases to enable specialised rehabilitation programs	$12,126	$2,126
	Total	**$77,763**	**$66,576**

Report

The Singleton Council Sports Grant Program was established in recognition of the important contribution sporting organisations make in developing and maintaining programs and facilities in the Singleton community. The program primarily provides dollar-for-dollar grant opportunities to community-based not-for-profit organisations based in Singleton to help maintain and improve sporting facilities. The full cost (100%) of projects can be provided to community groups for strategic planning, or for projects that demonstrate extenuating circumstances. Extenuating circumstances include repairs required due to natural disasters (e.g. bushfires, storms, floods), vandalism, or where clubs do not have a source of income through the levying of fees and charges.

In 2025/2026 grant funds totalling $170,984 are available to local sporting groups through the Program, including an amount of $66,484 carried over from the 2024/2025 financial year. From the total fund amount, $30,825 was paid in July 2025 for approved projects

from Round 2 of 2024/2025. An amount of $17,687 was then allocated in Round 1 in 2025/2026, leaving $122,472 available for allocation through Round 2 of 2025/2026.

Round 2 was open from 23 February 2026 until 20 March 2026. It attracted five (5) applications from four (4) different sporting organisations requesting funds totalling $66,576 excluding GST. The applications were received from the Singleton Mountain Bike (MTB) Club, YWCA Hunter Region, Jerrys Plains Rodeo Committee and Howe Park Tennis Club.

An initial eligibility assessment was undertaken to determine whether the applicant organisations were eligible to apply and that the applications were complete and met the program requirements. Sports Clubs/Groups that did not meet the eligibility criteria of the grant program, were contacted, and given the opportunity to provide additional information. Once the information was provided all applications met the eligibility criteria.

The grant applications were then assessed by a panel comprising the two elected Councillor representatives of the Singleton Sports Advisory Committee and the Manager Infrastructure Services. The panel resolved to support eligible funding applications as detailed in Table 1 below.

Whilst the grant program is a dollar-for-dollar program, under certain circumstances this requirement can be waived. The amount recommended for approval reflects the amount requested by each Club.

Community Strategic Plan

Strategy:	2	Our Places
Deliverable:	2.1	Our Places are sustainable, adaptable and inclusive
Action:	2.1.1	Provide facilities, infrastructure and land that are accessible to the whole community

Council Policy/Legislation

This matter has no specific policy implications for Council.

Section 356 (i) of the *Local Government Act, 1993* allows Council, in accordance with a resolution of the Council, to contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions. Public notice of the Council's proposal to pass the necessary resolution is not required where the financial assistance is part of a specific program. The Singleton Council Sports Grant Program falls under this category.

Financial Implications

In 2025/2026 grant funds totalling $170,984 are available to local sporting groups through the Program, including an amount of $66,484 carried over from the 2024/2025 financial year. From the total fund amount, $30,825 was paid in July 2025 for approved projects from Round 2 of 2024/2025. An amount of $17,687 was then allocated in Round 1 in 2025/2026, leaving $122,472 available for allocation through Round 2 of 2025/2026.

This report recommends the allocation of $66,576 in Round 2, 2025/2026 with the balance of funds, being $55,896, carried over to the 2026/2027 Singleton Sport Grant Program.

Consultation

The Singleton Council Sports Grant Program has been designed in consultation with the Sports Advisory Committee. Ongoing conversations with the members of the Sports Advisory Committee are being had to assess the overall success of the program.

Sustainability

Nil.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Residual Risk Ranking	Within Existing Resources?
There is a risk of dissatisfaction from the sporting community if Council does not support the recommendation, which may lead to reputational damage to Council.	Medium	Adopt the recommendation.	Low	Yes
There is a risk that these worthwhile projects will not proceed at the detriment of the community if Council does not support the recommendation, which may lead to reputational damage to Council.	Medium	Adopt the recommendation.	Low	Yes

Options

The following options are available to Council:

1. Approves the following applications for funding totaling $66,576 under Round 2 of the Singleton Council Sports Grant Program 2025/2026:

Table1- Applications received

Applicant	Project	Project Cost (ex GST)	Grant Requested (ex GST)

Singleton MTB Club	Design of a Skills Park for beginner riders	$22,300	$22,300
Singleton MTB Club	Design rectification of site drainage at the jump pad	$17,500	$17,500
Jerrys Plains Rodeo	Repair of grounds infrastructure to enable staging of a Rodeo	$23,464	$23,464
Howe Park Tennis PA	Replacement of the PA system	$2,373	$1,186
YWCA ENCORE Program	Equipment purchases to enable specialised rehabilitation programs	$12,126	$2,126
Total		**$77,763**	**$66,576**

2. Not endorse the applications for funding under Round 2 of the Singleton Council Sports Grant Program 2025/2026.

Option one is recommended.

Conclusions

The Singleton Council Sports Grant Program offers financial assistance to sport and recreation community organisations. Funding of $122,472 is available under the Singleton Council Sports Grant Program for Round 2 of 2025/2026. Five (5) applications, totalling $66,576 (excluding GST), were received, and assessed under Round 2. The assessment panel endorsed five (5) applications for funding, as shown in Table 1.

It is recommended that Council resolve to grant financial assistance to the five (5) eligible applications that have been endorsed by the assessment panel, with the balance of funds, being $55,896 carried over to the 2026/2027 Singleton Sport Grant Program.

Attachments
There are no attachments for this report.

DI&P14/26. Draft Building in the Vicinity of Water and Sewer Assets Policy **FILE:** 24/00483/004

Author: Development Engineer - Water & Sewer

Executive Summary

The purpose of this report is for Council to consider the draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy (draft Policy). The draft Policy outlines Council's requirements for building near water and sewer infrastructure to ensure Council's infrastructure is protected for the benefit of all customers.

RECOMMENDED that:

1. Council place the reviewed/draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy on public exhibition for a period of at least 28 days and provide public notice of its intention to adopt the draft Policy subject to consideration of submissions received.

2. The draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy be adopted following the public exhibition period subject to submissions received, provided that no submissions or objections are received or that no alterations are required to the draft document and POL/26013.4 Building in the Vicinity of Water and Sewer Assets Policy be rescinded.

3. Should any objections or submissions be received or any alterations be required to the draft document, a further report be presented to Council prior to adopting draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy.

Report

The draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy (draft Policy) provides a comprehensive reference for the management of developments impacting Council's water and sewer assets. The draft Policy supports Council Staff in the execution of their roles and responsibilities under the relevant legislation, ensuring a consistent approach to the protection of Council's water and sewer assets.

The draft Policy has been modelled on the Water Directorate's Building in the Vicinity of Sewer and Trunk Water Mains Guidelines (2019) and meets the requirements of best practice.

A review has been undertaken of the current policy, previously adopted by Council at its meeting held on 17 May 2022, which has resulted in minor updates as well as the following amendments:

- Acceptance of zone of influence assessment at horizontal to vertical (H:V) of 1:1 at the discretion of the Development Engineer – Water & Sewer.

- Where access to sewer main is obstructed by proposed development, advise the applicant to make sewer mains maintenance free by concrete encasement or structural relining.

Zone of Influence of Sewer Mains – acceptance of 1:1 at Council Engineer's Discretion

Council's current Policy (POL/26013.4) requires the angle of repose, which defines the zone of influence of a sewer main, to be based on a H:V ratio of 2:1.

A steeper angle, up to 1H:1V for stiff soils such as clays, may be considered subject to approval by the Development Engineer – Water & Sewer, supported by geotechnical investigations and a report from a suitably qualified Geotechnical Engineer. The draft Policy proposes to permit a 1:1 zone of influence in appropriate circumstances without the need for site-specific geotechnical reports or additional engineering.

Local geotechnical experience indicates that subsurface conditions across the area are predominantly cohesive clay soils, which typically exhibit stable behaviour consistent with a 1:1 angle of repose. The routine application of a 2:1 criterion, derived from broader NSW guidelines applicable to a wider range of soil types (including sandy soils), is therefore considered overly conservative in the local context.

Most applications affected by this requirement relate to relatively low-risk structures such as garages, sheds, and swimming pools. In these cases, the relaxation of the requirement is considered appropriate and proportionate. For higher-risk developments, such as dwellings located near or over sewer infrastructure, more stringent assessment requirements can continue to be applied where necessary.

The current approach results in unnecessary costs and delays, as applicants are often required to undertake additional investigations and engineering assessments to justify a reduced zone of influence and may be required to construct deeper or more robust foundations than otherwise necessary.

Adopting a 1:1 zone of influence as a standard assumption for known and consistent clay conditions would streamline assessment, reduce costs for applicants, and better align with common industry practice, while maintaining an appropriate level of risk.

Obstructed Sewers – Requirement to Make Maintenance Free

If a proposed development is to be built such that access to sewer mains will be prevented by the works, it is in Council's interest to ensure that the sewer mains are made maintenance free. This is consistent with approach used by Sydney Water, Hunter Water and other water authorities.

The usual method would be through concrete encasement. However, sewers deeper than 2.5 metres create technical and safety risks which, though the works are privately done, can directly impact on Council's operations or reputation should the assets transfer to Council.

The updated draft Policy recommends that applicants install a structural liner on deep sewers. Structural relining of sewers is done in segments for the complete length of mains between access chambers. If the proposed development does not impact more than 50%

of the sewer main, Council may levy a charge on the applicant as a contribution towards the future relining of the sewer main by Council.

The proposed contribution would be calculated based on the applicable unit rates under Council's current sewer relining contracts at the time of assessment and the greater of:

- A minimum length of 20 metres; or

- The length of sewer main extending 10 metres beyond the extent of the proposed structure.

Council's authority, by legislation, to levy the charge would be through an appropriate contribution condition being included in the development consent in accordance with the *Environmental Planning and Assessment Act (NSW), 1979*.

The following is being proposed:

- Update the draft Building in the Vicinity of Water and Sewer Assets Policy to permit the zone of influence of sewer mains to be defined using an angle of repose of 1H:1V without requiring geotechnical investigation or engineering certification, at the discretion of the Development Engineer – Water & Sewer.

- Update the draft Building in the Vicinity of Water and Sewer Assets Policy to include a requirement on applicants of developments which prevent access to sewer mains to make the sewer main maintenance free by concrete encasement, structural relining or payment of a contribution toward future structural relining by Council.

These and other minor amendments are highlighted in yellow throughout the draft Policy and noted in Section 15 – Document History. A copy of the revised draft Policy is shown as **Attachment 1**.

Community Strategic Plan

Strategy:	2	Our Places
Deliverable:	2.2	Our Places are vibrant, connected, innovative and safe
Action:	2.2.2	Provide safe and reliable water and sewer services
Strategy:	5	Our Leadership
Deliverable:	5.1	Our Council is customer focused and collabrative
Action:	5.1.1	Council's service delivery is aligned with our Community's needs and delivered the best way possible
Strategy:	5	Our Leadership
Deliverable:	5.2	Our Council is trusted, responsible and transparent
Action:	5.2.1	To lead, govern and regulate in an ethical, equitable and transparent way

Council Policy/Legislation

The draft Policy has been developed with reference to the following legislation and documents:

- *Local Government Act (NSW), 1993* and *Local Government (General) Regulation (NSW), 2021 (NSW)*
- *Water Management Act (NSW), 2000* and *Water Management (General) Regulation (NSW), 2025*
- *Protection of the Operations of the Environment Act (NSW), 1997* and P*rotection of the Environment Operations (General) Regulation (NSW), 2022*
- NSW Regulatory and Assurance Framework for Local Water Utilities, 2022
- Water Directorate Building in the Vicinity of Sewer and Trunk Water Mains Guidelines (2019)
- WSA 02-2014 Gravity Sewerage Code of Australia
- WSA 03-2011 Water Supply Code of Australia
- WSA 05 - 2020 - Conduit Inspection Reporting Code of Australia
- Australian Standard AS/NZS 3500 – Plumbing and Drainage Set
- National Construction Code – Volume 3 - Plumbing Code of Australia
- POL/26030 – Water Supply Services Policy
- POL/26031 – Sewer Services Policy
- Technical Specifications – Water Infrastructure
- Technical Specifications – Sewer Infrastructure

Financial Implications

There are no direct financial implications to Council arising from adoption of this draft Policy. However, it is noted that there will be less financial burden to developers in some instances as a result of the proposed relaxation of the zone of influence requirements.

Consultation

Adoption of the draft Policy ensures consistency in protecting Council's water and sewer assets from the adverse impacts of development.

It is proposed that the draft Policy will be placed on public exhibition for a period of 28 days. Submissions received will be reviewed and a further report will be prepared and presented to Council for consideration. Upon adoption the Policy will be available on Council's website.

Sustainability

There are no direct sustainability implications arising from the adoption of the draft Policy.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk of unclear policy and process, which may lead to reputational damage to Council.	Medium	Adopt the recommendation	Low	Yes

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk that members of the public will feel that they have not been consulted which may lead to reputational damage to Council.	Medium	Adopt the recommendation	Low	Yes
There is a risk that, without a Building in the Vicinity of Water and Sewer Assets Policy, Council will not comply with the various Acts and Regulations governing water quality and environmental protection which may lead to legal action, fines and penalties.	High	Adopt the recommendation	Low	Yes
There is a risk that Council does not have a clear policy position regarding building in the vicinity of water and sewer assets, which may lead to damage to Council's water and sewer assets and the environment and increased insurance claims.	High	Adopt the recommendation	Low	Yes

Options

The following options are available to Council:

1. That:

   a) Council place draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy on public exhibition for a period of at least 28 days and provide public notice of its intention to adopt the draft Policy subject to consideration of submissions received.

   b) The draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy be adopted following the public exhibition period subject to submissions received,

provided that no submissions or objections are received or that no alterations are required to the draft document and POL/26013.4 Building in the Vicinity of Water and Sewer Assets Policy be rescinded.

c) Should any objections or submissions be received or any alterations be required to the draft document, a further report be presented to Council prior to adopting draft POL/26013.5 Building in the Vicinity of Water and Sewer Assets Policy.

2. Resolve not to place the draft POL/26031.5 Building in the Vicinity of Water and Sewer Assets Policy on public exhibition and request that further amendments be carried out to the draft Policy prior to further consideration.

Option one is recommended.

Conclusions

It is recommended that Council resolve to place the draft Policy of public exhibition for a period of 28 days and provide public notice of its intention to adopt the Policy subject to the consideration of any submissions.

Attachments

AT-1⇩ Draft - Building in the Vicinity of Water and Sewer Assets Policy

DRAFT BUILDING IN THE VICINITY OF WATER AND SEWER ASSETS ~~AND TRUNK WATER MAINS~~

POLICY | Water and Sewer

A guideline for proposed development where approval is required to build in the vicinity of Council's sewer and water ~~mains~~ assets. This policy will ensure Council's water and sewer ~~assets~~ infrastructure are protected.

Policy No:	POL/26013	**Version:**	5
Service Unit:	Water and Sewer		
Responsible Officer:	Manager Water and Sewer		
Responsible Director:	Director Infrastructure and Planning Services		
Authorisation Date:		**Review Date:**	
Minute No:			

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DRAFT

1 SCOPE

1.1 Title of the Policy and Commencement Date

The Building in the Vicinity of Sewer and Trunk Watermains Policy takes effect from the date of adoption by the elected Council. Please refer to ~~Policy Register~~ information provided on the cover page.

1.2 Purpose of the Policy

This policy has been prepared to guide proposed development(s) in the vicinity of Council's gravity sewer mains, trunk water assets and their zones of influence, including any proposed works that may be exempt from development approval. The implementation of this policy is to:

- nominate Council's sewer and water pipelines and easements over which construction is permitted, conditionally permitted and not permitted and, where construction is permitted, provides guidelines and limitations, and
- reduce conflicts over access and damage to pipeline assets, improve customer service and reduce Council's risk.

Applications for construction in the vicinity of Council's water and sewer ~~adjacent to and over Council's~~ assets will only be considered if it can be clearly demonstrated that the applicant has investigated all other options for development. Council will treat each application on its merits, but it should not be assumed that consent for construction over or near the sewer or water mains will be automatically granted.

This Policy is divided into two parts:

Part 1 – Building in the Vicinity of Sewer ~~Mains~~ Assets

Provides policy positions on building over or adjacent to gravity sewer infrastructure.

Part 2 – Building in the Vicinity of ~~Trunk~~ Water ~~Mains~~ Assets

Provides policy positions on building in the vicinity of trunk water mains.

This policy is based on Council Minute 463/76 of 22 November 1988. Council reaffirmed the policy in its revised format in accordance with the policy register details on the cover page.

The policy is also based on the model policy and information contained in the Water Directorate's Building in the Vicinity of Sewer and Trunk Water Mains Guidelines, 2019.

2 OBJECTIVE

2.1 Objectives and Coverage of the Policy

Improper construction practices in the vicinity of sewer and water mains may cause pipes and joints to deform, fracture and/or burst leading to infiltration and exfiltration, tree root intrusion, blockages and other operational problems. Ingress of pipe embedment and the surrounding soil into the sewer or water main failure and subsequent flooding may cause subsidence leading to damage to the Owners' structure. The principal objectives of this policy are:

- To prevent structural damage to the buried asset resulting from the Owner's construction works or imposed loads from the Owner's structure.

- To prevent consequential damage to the Owner's structure.
- To have free and unrestricted access by the Council to the pipeline or easement at all times to install, operate and maintain the buried asset without potential harm to any Owner's built over or adjacent structure.
- To maintain the amenity (functional use) of the property and allow the occupant use of the property without unnecessary constraints; and
- To adopt best practice for both construction and maintenance e.g. application of trenchless technology to construction and repair can significantly reduce access requirements necessary for open trenching construction and repair.

2.2 Application of this Policy

Council's first position is that structures not be constructed over sewer or water mains or within their zone of influence.

Any application to Council to build~~ing~~ in the vicinity of ~~adjacent/over~~ water and sewer mains will only be considered if alternative options outlined below are found not to be viable:

1. Relocate proposed structure
2. Relocate Council's affected assets
3. Provide protection measures and build over/adjacent to asset.

The Building in the Vicinity of Water and Sewer Assets ~~and Trunk Watermains~~ Policy applies to the following three structure types:

1. Heavy or Permanent Structures.
2. Light Weight or Demountable Structures; and
3. Miscellaneous Structures.

The policy addresses low risk commonly encountered situations nominating requirements for the construction of minor structures built over or near an easement. For the purposes of this policy ~~This policy~~, this applies to sewer up to and including DN 225 (225mm inside diameter pipes) as well as associated vent(s) or maintenance structure(s) and guidance on larger structures. The policy also applies to trunk water mains DN200 and above and some DN150 water mains.

Mains larger than those listed above are not considered low risk and building in the vicinity of these water and sewer assets will typically not be approved.

3 DEFINITIONS

For the purposes of this policy:

Term	Meaning
Approved	• Acceptable to, authorised by or approved by Council.
Building ~~Adjacent~~ in the vicinity to Water and Sewer	• Where a structure is proposed to be built in the zone of influence but not over ~~the~~ a water or sewer asset. The structure is likely to impact on Council water or sewer mains and associated structures.
Building Over Water and Sewer	• The erection of a structure over and within the zone of influence of the water and sewer mains.
CCTV	• Closed Circuit Television

Term	Meaning
Council	• Singleton Council
Easement to Drain Sewage	• A legal entitlement placed over a parcel of land for the purpose of the provision, operation and maintenance of water or sewer infrastructure.
Encasement	• The protection of a sewer pipe by encasing all around with concrete to Council standards.
Guidelines	• Building in the Vicinity of Sewer of Trunk Water Mains Guidelines
Heavy / Permanent Structures	• Any approved structure typically constructed from masonry, brick, steel, timber or concrete and it is neither reasonable or practical to remove or dismantle the structure for the purpose of carrying out sewer repairs or refurbishment. Some examples are dwelling houses, garages, onsite cabins.
Improvements	• Are deemed to include but not be limited to pavements, shrubs, gardens, retaining walls, fences and all other structures.
Lamphole	• A vertical pipe or shaft between maintenance holes into which a light may be lowered for inspecting sewer.
Lightweight/ Demountable Structures	• Any approved structure that can, at the owner's risk and expense, be easily and readily dismantled and re-erected at the request of Council, if access to the main (by excavation) was required. Some examples are domestic carports, small tool or garden sheds, pergola.
Maintenance Shaft	• Allows a sewer system to be inspected, cleaned and repaired from the surface.
Maintenance Hole	• A covered hole, through which a person may access an underground or enclosed structure, such as the sewer.
Miscellaneous Structures	• Any approved structure where no special protection measures for the sewer main should be required as long as the minimum clearance requirements have been met. Some examples are rainwater tanks, driveways or retaining walls.
Not Fully Enclosed	• Means where at least one side of the carport/verandah is completely open or two sides are partly open. Doors of any type are to be considered as closed sides.
Owner	• The Agency, Authority, Board, Company, Controlling Authority, Corporation, Council, Department, Individual, Regulator, Utility or other legal entity who is the Owner or lessee of the property and/or who has responsibly for the property.
PSS	• Pressure Sewer System
Pressure Sewer System (PSS) Boundary Unit	• A Council installed valve box located on the pressure sewer main at the property boundary.
Pressure Sewer System Discharge Pipe	• The pipe running from the pressure sewer unit to the boundary kit.
Sewer	• An asset owned by Council used for the conveyancing of sewage, whether raw or treated. A sewer may be live or disused.
Sewer Line / Main / Pipe	• An asset owned by Council, controlled and maintained by the Water and Sewer Group, used for the conveying of sewage (raw or treated). A sewer may be operational or disused.

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Term	Meaning
Trunk Water Main	• A trunk water main is deemed to be a water main of greater than or equal to 200mm diameter and some 150mm watermains.
Vent Shaft	• Also known as a ventilation shaft or vent stack is a tall shaft designed for the safe release of gases built up in the sewers.
Water Main	• An asset owned by Council, controlled and maintained by the Water and Sewer Group, used for the conveying of water (raw or treated). A water main may be operational or disused.
Works	• All those Works being sewers, maintenance structures, vents, pumping stations, pressure mains and accessories and shall include valve chambers and storage facilities as shown on the Design Drawings and includes any part or parts of the Works.
Zone of Influence	• The 'zone of influence' is that area of soil/strata above a water or sewer main that is likely to be influenced by building loads. Factors that determine the 'zone of influence' include trench width and depth and soil classification (by qualified structural engineer as per AS 2870) and Groundwater / level of the water table. • The boundary of the 'zone of influence' coincides with the angle of repose of the strata encountered (including cut/fill). This boundary shall commence at the bottom corner of the trench nearest the proposed foundation. If the trench is partly in rock or shale the boundary shall commence at the top of the rock or shale strata. In heterogeneous soil the angle of repose may differ. • The above criteria do not apply to water charged strata. Foundations in water charged ground are to be designed by a structural engineer and approved by Council.

4 PART 1 – BUILDING IN THE VICINITY OF SEWER MAINS ASSETS

4.1 Procedural Statement

Building over or adjacent to sewer by residents, commercial or industrial business' can be problematic for Council and the land owner, especially when sewer maintenance or repairs are required.

4.2 Consideration of Build ~~Build~~ ~~Over~~ in the Vicinity of Sewer Requests

Each case will be assessed on its merits after lodgement of a development or other application with consideration being given, but not limited to the loads imposed on the sewer, accessibility to sewer mains, the criticality and type of the sewer and the impact on the development from likely maintenance actives on the sewer. On application Council will consider the following in the below order:

- Relocation of the proposed building/structure;
- Relocation of services; or
- Building over or adjacent to the sewer.

It is the responsibility of the developer, applicant or owner to investigate and document the above options in consultation with Council.

If the option to building over or adjacent to the sewer is determined, a CCTV inspection prior to and following the construction ~~will~~ may be required to ensure no damage to the sewer infrastructure is sustained during construction. The costs associated with the CCTV inspections and rectification works as a result of the building ~~over or adjacent~~ in the vicinity to sewer will be at the expense of the applicant/owner.

An encumbrance will be registered by Council over the property to enable any future purchaser to be aware of the conditions under which approval for the construction of the structure over the sewer was given including any specific conditions.

4.2.1 Relocation of Proposed Building or Structure

In all instances, the first option considered should be the relocation of the proposed building or structure away from existing sewer assets.

If this is not feasible, due to the position of the sewer main on the property adversely restricting the use of the land, relocation of assets may be considered.

4.2.2 Relocation of Assets

Council will only consider relocation of existing sewer assets if the developer can demonstrate that building away from the sewer adversely restricts the use of the land. Any relocation works need to ensure all required design standards (cover, grade, position) are still met and that the capacity or functionality of the assets is not reduced. All costs associated with the relocation of assets are to be funded by the developer.

~~Note~~ Work on Council's live assets will be undertaken by Council except where specific approval is granted otherwise. The applicant will need to make application to Council and pay the associates costs for work on live assets, Council may at its discretion authorise the applicant to do live works subjects to necessary operational plans and approvals being in place including for bypassing of live sewage flows.

4.2.2.1 Relocation – Gravity Mains

Where approval to relocate a sewer is granted the developer will be required to submit plans in accordance with Council's Technical Specification - Sewer Infrastructure ~~Development Specifications~~ and obtain an approval. The sewer infrastructure must be relocated ~~the sewer, following approval, is required~~ before construction of the proposed building/structure can commence. The applicant will need to liaise with Council and obtain all approvals for the proposed work on Council's sewer.~~regarding the bypassing of live sewage flows.~~

4.2.2.2 Relocation – Rising Mains

Where approval to relocate a rising main is granted the developer will be required to submit plans in accordance with Council's Technical Specification – Sewer Infrastructure ~~Development Specifications~~. Following approval, the developer is required to relocate and ensure proper function of the rising main before construction of the building/structure can commence. The applicant will need to liaise with Council and obtain all approvals for the proposed work on Council's sewer ~~regarding the bypassing of live sewage flows.~~

4.2.2.3 Relocation – Easements

The developer will be required to acquire/provide an easement in accordance with Council requirements over a relocated gravity and/or rising main.

4.2.3 Construction Not Permitted

Structures and/or construction will **not** be permitted to be built over and/or in close proximity to the following:

- Sewer rising mains, surcharge mains and critical gravity mains (generally all sewer mains of greater diameter than 300mm mains and/or deemed to be excessively deep i.e. greater than 3 ~~0~~ metres), as determined by Council.
- An easement containing a pressurised sewer (rising main or pressure sewer or vacuum sewer) or within 1 metre from any point on the outside edge of Council's water main, pressurised sewer or associated vent or maintenance structure.
- Where sufficient clearances to sewer maintenance holes, inspection shafts, lampholes, maintenance points and junctions cannot be achieved (e.g. for maintenance).
- A sewer access point or property sewer connection point (For exceptions refer the Council's Building ~~Over or Adjacent to Sewer Infrastructure~~ in the Vicinity of Water and Sewer Assets Guideline). This also includes situations where it is considered that a future requirement to gain access to a section of sewer, for example, to construct a sewer connection off this section of sewer to serve a further land division, exists.
- Concrete pipes, asbestos cement pipes or vitreous clay pipes. They can be cracked and have leaking joints and require rehabilitation or replacement before construction to minimise the likelihood of any problems or structural failure. If local conditions permit, these pipes can be replaced with alternative pipe materials, subject to approval by Council.
- Any gravity sewer that, in the opinion of Council, may be or is in poor condition. In these instances the condition of the sewer must be determined by CCTV inspection, its structural condition assessed and as appropriate rehabilitation works may be required. The costs associated with the CCTV inspection are to be at the applicant/owner's expense. A copy of the CCTV footage and report shall be provided to Council for review.
- Within 1 metre of a sewer connection servicing an adjoining property.
- Where the driving of piles of any description in an easement or within 1 metre measured from the outside diameter of the sewer is proposed. Approval may be considered where CCTV inspections are carried out, at the applicant/owner's expense, prior to and following the installation of the piles and the applicant accepts the liability for any damage to the sewer as a result of this work.

4.3 Building Over Sewer

Council will only consider a building/structure over the sewer main in exceptional circumstances and then only if the applicant can demonstrate that relocating the building/structure and/or relocation of the sewer is not feasible.

The developer shall consider an integrated approach and demonstrate that all associated risks can be managed with marginal costs if building over a sewer main

is to be considered and accepted by Council. All costs associated with the works are to be funded by the developer.

Council may require applications to build over a sewer to include a CCTV inspection of the subject sewer, undertaken by a contractor qualified and with the necessary experience to do so, or by Council at the applicant's expense. The inspection shall be completed and condition/ defects recorded in accordance with the Water Services Association of Australia Conduit Inspection Reporting Code WSA 05-~~2013~~ 2025 - Version ~~3.1~~ 4.2. or its replacement. The results of the CCTV inspection are to be submitted to Council with the application. The inspection may be used as a dilapidation survey, with the developer required to fully fund any repair work required to rectify damage caused by their development.

Depending on the results of the CCTV inspection, Council may require the developer to:

- Reconstruct the sewer main in its existing location using construction materials as specified by Council and in accordance with requirements set down within Council's Technical Specification – Sewer Infrastructure and approved plans; or
- Reline the existing sewer main by the engagement of contractors qualified to undertake such work. The name of contractor and the relining technique to be utilised will be submitted to Council for approval prior to work commencing.

All inspections of ~~works on~~ gravity sewer mains must be completed for the full extent between maintenance holes.

4.3.1 Permitted Structures

In most circumstances, Council will permit the following structures to be built over easements/Council sewers up to and including DN225 provided the specified provisions are met (Refer also to Council's Building ~~Over or Adjacent to Sewer Infrastructure~~ in the Vicinity of Water and Sewer Assets Guidelines):

- Landscaped or terraced gardens;
- Concrete or decorative paving;
- Class 10 non-habitable buildings or structures as classified in the Building Code of Australia (BCA). Class 10a includes a non-habitable building being a private garage, carport, shed or the like. Class 10b includes a structure being a fence, mast, antenna, retaining or free-standing wall, swimming pool or the like.
- Demountable structures such as garages, carports, verandas, pergolas, above-ground swimming pools and spas and prefabricated garden sheds, tool sheds, shade houses, aviaries and the like.
- In certain cases, such as driveways over sewers, Council may require that a design be prepared by appropriately qualified consultants and certification of the design following construction. This may include additional compaction test results, subgrade inspections and other measures deemed necessary by the designer.

4.3.2 In-ground and Non-Demountable Swimming Pools and Spas

Construction of in-ground and non-demountable swimming pools and spas adjacent to the line of the sewer provided a minimum of 1.5 metre horizontal clearance is maintained between the outside edge of the pool/spa and the outside edge of the sewer and no additional load is placed on the sewer.

If a pool is constructed within the zone of influence of a sewer main it should be designed and certified as being self supporting with foundations founded below the zone of influence.

Construction of in-ground and non-demountable swimming pools and spas over or within 1.5 metres of access points, such as maintenance structures, inspection and vent shafts, is not permitted.

4.3.3 Above-ground Demountable Swimming Pools and Spas

Above-ground pools without floor decking around the pool, and not constructed of concrete or fibreglass, are considered to be semipermanent structures that are able to be removed on request to enable access to the sewer. Above-ground pools with permanent decking are considered to be permanent structures and are subject to the conditions outlined in section ~~5.3.2~~ 4.3.2.

Construction of above-ground demountable swimming pools within the easement area and above the sewer provided 600mm vertical clearance is maintained from the top edge of the sewer to the underside of the pool and subject to the following:

- There is no other location in which the pool can reasonably be sited having regard to safety (viewing and fencing), aesthetics and costs associated with alternative locations.
- Any special precautionary measures required by Council regarding the load transmitted to the sewers are met.
- Council is absolved from responsibility for any damage to the pool in the event of soil movement, or as a result of Council or its contractor's activities within the easement.
- Council or its contractor shall have the right to empty the pool in conjunction with its activities in the easement, and there shall be no compensation payable for the water so removed or the water used by the Owner or occupier in refilling the pool.

Construction of above-ground demountable swimming pools and spas over sewer access points such as maintenance structures, vent shafts, inspection openings and inspection points are not permitted.

4.3.4 Demountable Structures

Demountable structures such as garages, carports, verandahs, pergolas, and prefabricated garden sheds, toolsheds, shade houses, aviaries and the like, may be constructed over an easement provided such structures are not located over any access points except as permitted in below.

Council cannot be held responsible for any damage to the structure and its contents as a result of Council activities within the easement. The costs associated with Council repairing damage to a sewer caused by demountable structures over an easement will be at the expense of the owner.

4.3.5 Carports and Verandahs

Carports or verandahs which are not fully enclosed may be constructed over an access point provided that:

- The riser is inspected by Council and the surface fitting or marker is adjusted to the correct level where necessary prior to the commencement of any building work and prior to the laying of any paving;

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- The Owner is advised that the carport, pergola or verandah shall not be enclosed now or in the future unless the appropriate requirements are met; and
- An encumbrance certificate is issued over the property which includes a condition that the structure shall not be fully enclosed.

4.3.6 Underground Cables and Pipes

Construction of sanitary drains (private property sewers), storm water drains ≤ 300mm, gas and water mains, electricity and telephone cables within easements under the following conditions, where:

- Pipes, conduits and telecommunication cables are required to cross a sewer, lay at 90 ± 15º to the sewer and maintain a minimum vertical clearance of 150mm from the outside edge of the sewer.
- Pipes, conduits and telecommunication cables are laid within an easement and parallel to the sewer, maintain a minimum horizontal clearance of 300mm from the outside edge of the sewer.
- Electricity conduits and telecommunication cables are required to cross a sewer, lay at 90 ± 15º to the sewer and maintain a minimum vertical clearance of 225mm from the outside edge of the sewer.
- Electricity conduits and telecommunication cables are laid within an easement parallel to the sewer, maintain a minimum horizontal clearance of 500mm from the outside edge of the sewer.
- Pipes, conduits and telecommunication cables where they cross the sewer ~~(e.g. by concrete or recycled plastic slabs)~~ are protected (e.g. by concrete or recycled plastic slabs), so that during any work on the sewer the likelihood of damage to the pipes conduits or cables and injury to Council or contractor personnel is reduced.
- The location of pipes, conduits and cables above ground are marked above-ground with permanent visible markers.

4.3.7 Tennis Courts

Tennis courts, paved or otherwise improved areas and the like, may be constructed over a sewer and access points provided the Owner accepts that Council is not responsible for any damage caused to the court or surrounds in the event that access to the sewer is required.

The costs associated with Council repairing damage to a sewer caused by the construction of a tennis court will be at the expense of the owner.

4.3.8 Paved and Other Improved Surfaces

For paved surfaces and other improved surfaces such as tennis courts constructed over maintenance structures, surface fittings must be flush with the finished surface level.

In cases where the Owner does not want a surface fitting located in the paved area or other improved surfaces, subject to investigation to determine suitability, it may be possible to construct a new maintenance structure nearby at the Owner's cost.

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4.3.9 Rainwater Tanks

Rainwater tanks that are to be constructed on concrete slabs, frames or other permanent bases, will for the purposes of this policy, be classified as permanent load bearing structures and will be subject to the provisions of this policy in regard to access and load bearing upon Council's sewers.

Rainwater tanks of a size 10,000 litres or less, constructed from plastic or other flexible material and to be situated upon natural ground or a base of sand, road base or similar material, and where it can be demonstrated that the tank can be readily emptied and moved (without damage to the tank) will be classified as demountable structures and not be subject to the provisions of this policy.

4.3.10 Filling Over Sewer Mains - Alteration of Surface Levels over Assets

The allowable depth of fill that can be placed over a sewer main depends on the material type and stiffness class, as well as the native soil and standard of backfilling.

Applications for significant filling to alter the original surface level over easements and above Council sewers must include certification form a suitably experienced qualified civil, structural or geotechnical engineer that the:

- Loading imposed will not adversely affect the underlying sewer; or
- Remediation work proposed will prevent any adverse loading on the underlying sewer.

Fill increasing the depth of fill to greater than 2.5 metres above the top edge of the sewer is considered significant.

The placing of fill in excessive depths over a sewer main is not permitted, even if there are no structural issues. A maximum depth to the sewer main, being 5 metres, is required for practical access. No fill is to be placed over maintenance structures, inspection openings and inspection points. These assets may need to be raised in conjunction with any site filling, any costs associated with this works will be at the applicant/owner's expense.

The costs associated with Council repairing damage to a sewer caused by alterations of surface levels by the owner will be at the expense of the owner.

4.3.11 Excavations Over and Adjacent to Mains

Generally, excavations over or adjacent to a sewer main are not to reduce the earth cover over the main to less than the minimum limits as detailed in Council's Technical Specification – Sewer Infrastructure.

Any proposal to reduce cover over a sewer to less than the limits imposed in these guidelines will require an application to Council and subsequent approval. Any application must include, amongst other things, certification from a suitably experienced qualified civil, structural or geotechnical engineer that the:

- Loading imposed will not adversely affect the underlying sewer, or
- Remediation work proposed will prevent any adverse loading on the underlying sewer.

On sloping sites there is potential that earthworks down slope of an existing sewer main could present a risk for land slip or erosion of soil providing cover and/or side support to an existing sewer main.

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Any proposed regrading of land immediately down slope of an existing sewer main should be designed with a slope no steeper than 3 (horizontal) to 1 (vertical) to ensure future erosion and/or land slip does not reduce cover and/or support to the existing sewer main. Steeper embankments would be permitted where the embankment is certified by a suitably experienced qualified civil, structural or geotechnical engineer and approved by Council.

Retaining walls may be required to provide support down slope of existing sewer mains if substantial regrading is proposed.

4.3.12 Retaining Walls

The construction of retaining walls is subject to the following requirements:

- Where the footings of a wall would encroach on the zone of influence, the wall is to be designed in accordance with section 4.5 ~~5.3.15.2.~~
- Generally, walls more than 1metre in height would not be permitted within 1metre of the main.
- Minimum cover over the main is to be maintained or an Engineer's assessment is required for protection of the main.
- The wall is to be set back at a minimum of 1.5metre from the centre of a sewer maintenance structures.
- A retaining wall less than 1metre in height may be permitted over or within the zone of influence without the requirement for an Engineer's design provided that:
  - the wall is at least 3metre from an adjoining property or building/structure;
  - the wall would not be subject to vehicle loadings.
- Any retaining wall crossing a sewer main must be supported over the main with a reinforced concrete foundation designed in accordance with section 4.5.2 ~~5.5.25.3.15~~ to ensure no loads from the wall are transferred to the sewer main i.e. bridging slab foundation.

4.3.13 Planting of Trees and Shrubs

Tree roots can penetrate into sewer pipes through joints or damaged sections of pipes, causing blockages and subsequent overflows. A list of high hazard species is provided in the Council's Building ~~Over or Adjacent to Sewer Infrastructure~~ in the Vicinity of Water and Sewer Guidelines).

The costs associated with Council repairing damage to a sewer caused by trees, shrubs and plants, planted or maintained by the owner will be at the expense of the owner.

4.4 Clearances

To ensure all sewer infrastructure is protected from damage and to enable maintenance, minimum clearances are required to be maintained from proposed structures. **Any arrangements involving access to a sewer through the floor of any building is NOT permitted.**

4.4.1 Sewer Mains and Pipes

- Where a proposed building is permitted to be constructed over a sewer there shall be a minimum 250mm vertical clearance between underside of the

foundations/beam and the top edge of the pipe concrete encasement. Where 250mm clearance cannot be achieved or in special circumstances alternative construction methods may be considered, upon application. Vertical clearances of less than 100mm will not be permitted.

- Where the zone of influence is 1H:1V and sewer trenches are less than 2.5 metres deep, the face of any foundations should be a minimum 1,200mm clear of the outside edge of the sewers. In special circumstances these clearances may be reduced to 600mm but only if the trench depth is less than 1.5 metres and in rock or clay and the piers are constructed by open excavation. For deeper sewers greater than 2.5 metres deep; the horizontal clearance shall be a minimum of 2.0 metres.
- Where the zone of influence is greater (flatter) than 1H:1V horizontal clearances from the face of piers to the outside edge of sewer of less than 1,200mm will not be permitted.
- Where the zone of influence is 1H:1V and for sewer depths of between 2.5 metres and 3.0 metres minimum clearance from the outside edge of the sewer and shall vary on a pro-rata basis from 1200mm (2.5 metres deep) to 2,000mm (3.0 metres deep).
- Where the zone of influence is other than 1H:1V, for sewers at depths greater than 2.5 metres the minimum clearance from the outside edge of the sewer shall be 2.0 metres.
- See below table for minimum cover over sewer pipes:

Minimum Cover Requirements for Sewers	
Location of Pipes	**Gravity Sewers – All Pipes**
Areas not subject to vehicular loading	450mm
Areas Subject to vehicular loading	
Not in a roadway	600mm
In a sealed roadway	750mm
In an unsealed roadway	750mm

Table 3-1 – Minimum cover for sewer pipes

4.4.2 Maintenance holes, Lampholes, and Maintenance Shafts

Unrestricted access to all maintenance holes, junctions, lampholes and/or maintenance shaft to be provided and maintained at all times. The following minimum clearances from these access points are required.

a. No building, wall or other improvement will be permitted within 1,200mm horizontal radius from the centre of a maintenance hole or maintenance shaft and within 750mm horizontal radius of a junction, lamphole or terminal maintenance shaft. It should be noted that these distances may be increased in certain circumstances.

b. A minimum vertical clearance of 2,400mm is to be maintained for all structures.

c. Where a building is proposed to extend across the whole frontage of the building block, provision will be made to ensure that access for machinery to the maintenance holes, lampholes, maintenance shafts and terminal maintenance shafts at the rear of the building is available at all times. Access

from adjoining properties, unless they are public reserves, can only be relied on if an easement leads to the subject property to provide permanent access.

4.5 Asset Protection Measures

Where construction of any heavy/permanent structures or lightweight/demountable structures will impose a load within an existing sewer asset's zone of influence (see section 4.5.3 ~~5.5.3~~), Council may request the developer to carry out any combination of the following protection measures:

- Concrete encasement; and/or
- Piering of foundations

The protection measures may also be required due to other factors affecting the asset such as available cover.

4.5.1 Concrete Encasement

Concrete encasement of the sewer main is required for the protection of the affected pipe and any associated infrastructure due to the vertical loads imposed by the works and as a result of loss of access. Concrete encasement is also required where the cover of the strata over the pipes does not meet the minimum cover requirements. Refer section 4.4.1 ~~4.4.15.4.1~~

Concrete encasement is to comply with the following specification:

- Only rubber ring jointed vitrified clay and PVC pipes may be encased in concrete. Permission may also be given to replace other types of pipes with PVC pipes prior to encasement depending upon the location and criticality of the lines.
- In trenches of material other than rock, encasing is to extend 150mm under, on both sides and on top of the pipe barrel. The maximum width of the encasement is not to exceed 600mm. For trenches in rock, encasing is to extend 100mm under the pipe barrel, 150mm on top of the pipe barrel and for the full width of the excavated trench.
- Unless otherwise specified, all flexible pipe joints are to be maintained. The minimum length of the encasement will be the total length of the sewer that is affected plus a minimum of 1000mm on each side plus any additional length to ensure encasement starts and finishes at a flexible joint. (Subject to soil conditions and depth of sewer this length may increase)
- If a maintenance hole is less than 2 metres from the end of encasement, as required above, the encasement is to be extended up to the second flexible joint from that maintenance hole.
- The applicant/developer will be required to locate the main, excavate the trench in accordance with Work Cover guidelines, identify the type of pipe to ensure encasement is possible, supply and construct any formwork required and supply and place the concrete (minimum 28-day strength of 20 MPa) in accordance with relevant standards and provide evidence of meeting this requirement. If the pipe has to be replaced in order to encase, the cost associated with these works are to be at the applicants' expense. Prior to any works commencing, Council's Water and Sewer Group need to be notified and allowed to inspect as required.
- If asbestos pipes are to be replaced, removal and disposal of the pipes and any other asbestos cement material is to be undertaken in accordance with WHS guidelines at the applicants' expense.

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- Backfilling of the trench with suitable material as per specification must not commence until at least 48 hours after placing the concrete.
- Concrete encasement shall not be poured integral with any other foundation or structure.
- Sewer junctions that are permitted to be incorporated in proposed concrete encasement are to be upgraded to a rubber ring jointed junction in order to maintain flexibility at the junction branch.
- Where the encasing of sewers in adjoining properties is required, written approval from the adjoining owner to enter the property to carry out the works will be required prior to approval being granted for works to commence.

4.5.2 Piering and Foundation Requirements

Design of a structure's foundations can be enhanced to transfer loads outside the sewer assets zone of influence. This approach can reduce the need to structurally strengthen the sewer main through measures such as encasement, and ensures the structure is self-supporting in the event of a collapse of the sewer main, or excavation of the sewer main. A certified design prepared by a suitably qualified and experienced Engineer will be required to accompany foundation designs. The plan shall show the design of all footings, beams and piers and clearly note required clearances, ground levels and nominated soil classifications.

Piering and/or foundations is to comply with the following specification:

- The foundations of any structure at/and within 1,200mm horizontal clearance from a sewer shall extend a minimum 150mm below the zone of influence of the sewer or on sound rock. Concrete encasement of the sewer is required in accordance with section 4.5.1 ~~5.5.1~~.
- The foundations of any structure greater than 1,200mm horizontal clearance and within the zone of influence of the sewer shall be a minimum 150mm below the zone of influence relative to the trench.
- The building and its foundations are to be designed in such a way that no building loads are transmitted to Council's sewer and where possible, the pipe can be repaired or replaced at any time without affecting the stability of the building.
- Displacement piles or shoring will not be permitted within 5.0 metres of a sewer.
- A minimum horizontal clearance of 1 metre is required between any piers and the face of a sewer main.
- Screw piles will be permitted no closer than 2.0 metres to a sewer. Screw piles permitted to be located between 2.0 metres and 5.0 metres offset from the sewer are to be cored (min. ¾ diameter of helix) to a level 300mm below the invert of the sewer.
- Certified Engineers design/construction details are required to show the design of footings, piers and beams with specified clearances, ground levels, together with soil classification.

4.5.3 Zone of Influence

The 'zone of influence' is an area extending both horizontally and longitudinally along the alignment of an underground asset. This area is considered as that part of the ground where:

- Settlement or disturbance of the ground surrounding the pipe may cause damage to buildings or structures on the surface above.
- Loads from buildings or structures on the surface may have an impact on the buried pipe.

The zone of influence shall be determined by extending a line at an angle of 2 (Horizontal): 1 (Vertical) to the surface, starting from a point 150mm below the invert of the sewer main and half of the trench width measured horizontally from the pipes centreline. See figure below.

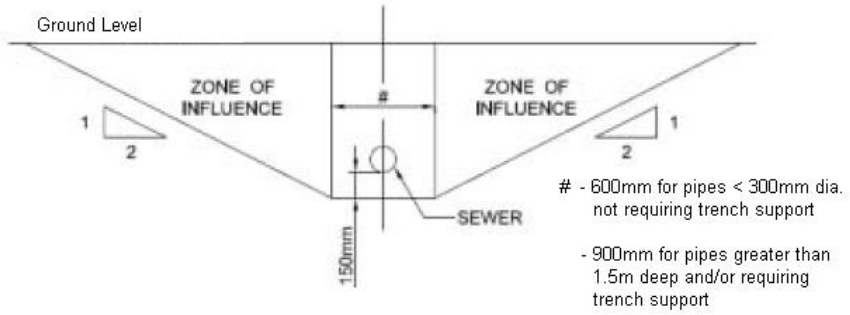


Figure 3-1 – Zone of Influence

A steeper angle of repose (max 1H:1V) for stiff soils (clays etc) may be considered subject to the approval of the Development Engineer – Water and Sewer. The applicant may be required to provide geotechnical investigations and a report from a suitably qualified and experienced Geotechnical Engineer ~~need to be provided by the applicant~~ to support such requests.

4.5.4 General Considerations

- It is the applicant's/developer's responsibility to locate all services within the vicinity of any sewer infrastructure prior to excavation.
- Rebuilding of any premises is subject to the same conditions as would be imposed in respect of an entirely new building/structure or part thereof.
- Where satisfactory arrangements for building over a sewer cannot be provided, realignment of the sewer at the owner's expense where practicable, may be considered. Generally, each case must be treated on its merits having regard to the type and importance of the sewer, the nature of the strata, feasibility of re-designing or relocating the existing sewer and/or the proposed building etc.
- Where excavation works for sewer encasement are likely to affect adjacent structures either on the subject property or on adjoining lands, underpinning or other approved methods of support of these structures will be required.
- Pressure sewer systems are to be treated in a similar fashion to normal gravity sewer in regard to building over sewer conditions. The zone of influence is to commence from a point 150mm below and 150mm horizontally away from the base of the pressure unit. No building, wall, foundations or other improvement will be permitted any closer horizontally than 1,200mm to the unit. Foundations at 1,200mm offset are to be founded a minimum 150mm below the base of the unit. A minimum vertical clearance over the unit of 2,400mm is to be maintained. Access to the unit for maintenance and repairs is to be maintained

at all times. No structures are to be constructed over the sewer pressure mains running from the unit to the boundary kit. If required, and subject to application, relocation of the pressure main from the unit to the boundary kit may be approved.

4.5.4.1 Costs

The developer will be responsible for all costs associated with:

- Investigation and design and any costs associated with seeking approval
- Construction costs (in the event the approval is granted)
- Repairing any damage to a sewer main or associated sewer infrastructure caused by construction over or near an existing sewer.

The developer, applicant or owner must also pay for all works associated with the relocation of proposed buildings, existing assets and costs associated with any strengthening works or foundation enhancements required.

All costs associated with rectification works of damaged sewer infrastructure caused by building over or adjacent to sewers, or illegal building works over or adjacent to sewers will be at the expense of the developer, applicant or owner.

The developer will have no claim on Council for any costs incurred in the event that approval is not granted.

4.5.4.2 Exceptions

Some lightweight structures may be exempt from certain conditions set down in this policy, as noted below:

- If the proposed structure approved by Council is a readily demountable structure and can be easily dismantled by the owner at their own risk and expense, at any time, as requested by Council. The applicant may need to provide information confirming the above.
- If the proposed structure does not place a superimposed load on the sewer main and do not prevent reasonable access to the sewer main either at the stage of construction or in the foreseeable future (owing to alteration of the structure).

In general, each case will be assessed on its merits after lodgement of a development or other application with consideration being given (but not limited to) the loads imposed on the sewer, accessibility to sewer mains, the criticality and type of sewer.

4.5.4.3 Audit inspections

Audit inspections of all works to verify compliance with the conditions of approval will be mandatory. In the event of non-compliance Council will take appropriate action to minimise the impact on the asset, at the expense of the owner.

4.5.4.4 Reinstatement

Even though approval to encroach into an easement may state that Council cannot be held responsible for any damage caused to the encroachment, paths, etc. it is often in the best interests of Council and the Owner to minimise amount of damage that is likely to occur as a result of operation and maintenance within an easement.

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Given that reasonable reinstatement works are sometimes carried out by Council or its contractor to concrete floors, paving, etc. that may be damaged as a result of its operations and maintenance, exercise caution when expensive or unusual surface improvements, for example, concrete with special finishes, will require reinstatement because matching colour and/or texture between repaired and original finishes can be very difficult.

4.5.4.5 Unused Easements

Instances sometimes arise where approval is sought to encroach into a Council easement wherein no Council asset presently exits.

Where an easement has been verified by Council as no longer being required, Council may agree to the easement being extinguished. The Owner would be responsible to pay all legal fees, Land Titles Office registration fees and, if required, survey costs.

4.6 Unapproved Encroachments

Unauthorised encroachments on easements where no approval has been granted by Council, will be investigated. The severity of the encroachment will determine the action to be taken.

Where approval would have been given had it been sought, approval is granted in retrospect subject to the normal conditions that would have applied if the correct procedure had been followed, including any additional requirements, and payment of associated costs and charges.

4.6.1 Over a Maintenance Structure

If the encroachment is over a maintenance structure, the Owner must remove the encroachment at the Owner's expense within a specified time. Following a Council engineering assessment, if any appropriate alternative courses of action are available, these may be considered at Council's discretion.

4.6.2 Over an Inspection Opening

If the encroachment is over an inspection opening (used for inspection only), which is still partly accessible, approval can be granted in retrospect subject to the normal conditions that would have applied if the correct procedure had been followed, including any additional requirements, and payment of associated costs and charges. If the encroachment is to remain in place, the owner is to agree to accept all risks associated with operations and maintenance at the inspection opening.

4.6.3 Outside Council's Requirements

If the positioning of the encroachment is not fully in accordance with Council requirements, for example, the side of the shed is too close to the centre line of the sewer, the encroachment is permitted to remain provided the Owner accepts the consequences and is prepared to accept all risk associated with operations and maintenance at encroachment. This acceptance must be in writing.

4.6.4 Permanent Structures

Where a house, shop, unit, office, factory or other structure has been constructed over a sewer and/or access points within an easement, a risk assessment is to be

conducted to determine the most appropriate remedy. Any costs incurred in this process ~~are at~~ are to be recovered from the owner~~'s cost.~~

Remedies at the Owner's expense may include:

- Rehabilitation of Council's sewer;
- Construction of a new maintenance hole, main shaft or other access point clear of the offending structure;
- Relaying the sewer clear of the offending structure,;
- Enlarging the easement to allow for future maintenance or construction.

4.7 Restricted Access to Sewer Mains

Where a proposed development will prevent reasonable access to an existing sewer main for inspection, maintenance, repair or replacement, the applicant must, to Council's satisfaction, render the affected sewer main maintenance-free.

This is to be achieved by concrete encasement of the sewer main, unless otherwise approved by Council.

Subject to the depth, criticality and location of the sewer main, Council may permit structural relining as an alternative to encasement. Structural relining will generally only be considered for sewer mains greater than 2.5 metres in depth (if feasible).

Where structural relining is approved, it must extend for the full length of the sewer main between adjoining access chambers.

Where the proposed development affects less than 50% of the sewer main length between access chambers, Council may, at its discretion, accept a monetary contribution in lieu of works. The contribution will be calculated based on the greater of:

a. a minimum length of 20 metres; or

b. the length of sewer main extending 10 metres beyond the extent of the proposed structure,

and will be determined using the applicable unit rates under Council's current sewer relining contracts at the time of assessment.

- All works or contributions required under this clause are to be provided as a condition of development consent in accordance with the *Environmental Planning and Assessment Act*, 1979 (NSW).

5 PART 2 – BUILDING IN THE VICINITY OF TRUNK WATER MAINS WATER ASSETS

5.1 Procedural Statement

Building over or adjacent to ~~trunk~~ water mains by residents, commercial or industrial business' can be problematic for Council and the land owner, especially when water main maintenance or repairs are required or in the event of a water main break.

Building in the vicinity of pumped sewer mains may also be assessed in line with the requirements of Part 2 – Building in the Vicinity of ~~Trunk~~ Water Mains at the discretion of the Development Engineer – Water and Sewer.

5.2 ~~Consideration~~ Assessment of Build Over Water Main Requests

Each case will be assessed on its merits after lodgement of a development or other application with consideration being given, but not limited to the loads imposed on the water main, accessibility to water mains, the criticality and type of the water main and the impact on the development from likely maintenance works on the water main or in the event of a water main break. On application Council will consider the following in the below order:

- Relocation of the proposed building/structure;
- Relocation of services; or
- Building over or adjacent to the water.

It is the responsibility of the developer, applicant or owner to investigate and document the above options in consultation with Council.

Refer sections 4.2.1 and 4.2.2 for additional information.

5.2.1 Construction Not Permitted

Council does not allow building over or adjacent to trunk water mains. A trunk water main is deemed to be a main of greater than or equal to 200mm diameter and some 150mm watermains.

Buildings are also not permitted within 4 metres of reticulation water mains and are not permitted within a water main easement. Refer sections 4.2.1 and 4.2.2 for additional information regarding asset protection measures that may need to be taken in the event that a building/structure imposes a load within an existing water main's zone of influence.

5.3 Building in the Vicinity of Water Mains

Council will only consider a building/structure in the vicinity of a trunk main in exceptional circumstances and then only if the applicant can demonstrate that relocating the building/structure and/or relocation of the trunk water main is not feasible.

The developer shall consider an integrated approach and demonstrate that all associated risks can be managed with marginal costs if building in the vicinity of a trunk water main is to be considered and accepted by Council. All costs associated with the works are to be funded by the developer.

5.3.1 Risk Assessment

Given that failure of a water main, particularly a trunk water main, has the potential to cause significant damage to structures and assets of all kinds (including destruction) and potentially injury to residents/ occupants, a thorough risk assessment should be carried out, ~~in~~ considering the safety and integrity of structures/assets (whether existing or proposed) in the event of a main bursting. This may require consideration by specialist consultants (Structural Engineers and/or Hydraulic Specialists).

As well as an appraisal of the impacts discussed above, such a risk assessment should also consider the condition of existing pipes and nearby structures.

5.3.2 Clearances

Where water mains are located within private property the generally accepted clearance criteria ~~for water mains~~ is a minimum of 2.4 metres from the property

boundary and a clearance of 6 metres from other structures. This clearance may be varied at the discretion of the Development Engineer – Water and Sewer based on guidelines provided in the table below.

Operating Pressure	Clearance
< 60m,	5m
60m to 80m	10m
> 80m	20m

5.3.3 Asset Protection Measures

Refer to section 4.5 of this policy.

5.3.4 Zone of Influence

Refer section 4.5.3 of this policy.

5.3.5 General Considerations

Refer section 4.5.4 of this policy.

5.4 Existing Structures in the Vicinity of Existing Mains

The options to be considered where an existing structure is located ~~an historic situation applies; that is an existing main~~ in the vicinity of an existing main ~~an existing structure~~ are:

Reroute, replace or relocate the water main in easements or road reserves

Wherever possible and feasible, this is considered the best option, but noting that this may be very expensive.

Purchase, relocate and/or demolish the existing building

This may be difficult and would require extensive consultation with the property owner(s) and may be a very costly and/or undesirable choice. Where there is sufficient land, consideration could be given to relocation of the dwelling or structure. This may also include the acquisition of land and/or creation of an appropriate width easement.

Expose main and concrete encase (where possible)

This will need to be designed by an experienced, competent Structural Engineer. Depending on the Risk Assessment, this may need to be reinforced concrete encasement. Concrete encasement is considered undesirable where pipe(s):

- are old cast iron pipes with internal corrosion;
- joints are mechanical couplings, lead joints or flanged joints;
- are in an unstable area, are externally damaged or have external corrosion; and/or
- are too deep (cost prohibitive).

Expose main and build reinforced bridging slab over main

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This will need to be designed by an experienced, competent Structural Engineer. The zone of influence will dictate the width of the slab. Council may require the slab be constructed over a layer of compressive material

Lining of main

This involves installation of an internal lining to prevent pipe wall deterioration by corrosion. Consideration could be given to installation of a structural lining. This is to be designed by an appropriately qualified and experienced Structural Engineer.

Piering of foundations

Where there is sufficient clearance, consideration could be given to piering, to protect both the water main and the affected structure. This will need to be designed by an experienced, competent Structural Engineer.

6 RELEVANT LEGISLATION

- *Local Government Act* (NSW), *1993* and *Local Government (General) Regulation (NSW), 2021 (NSW)*
- *Water Management Act* (NSW), *2000* and *Water Management (General) Regulation (NSW), 2025*
- *Government Information (Public Access) Act* (NSW), *2009*
- *Protection of the Operations of the Environment Act (NSW), 1997* and *Protection of the Environment Operations (General) Regulation (NSW)*, 2022
- *Environmental Planning and Assessment Act (NSW), 1979*

7 DELEGATIONS AND AUTHORISATIONS

The following delegations are required to execute relevant matters under this policy.

- *LG ACT 003 – Approvals, Section 68, 82, 85, 86, 94, 106, 107, 108 and Chapter 6,*
- *Part 1 of the Local Government Act 1993 generally*
- *LG Act 009 – Private works, Section 67*
- *LG ACT 012 - Review of determination of approvals, Section 100*
- *LG Act 014 - Orders, - Section 124 and Chapter 7, Part 2 of the Local*
- *Government Act 1993 and Part 3 of the Local*
- *Government (General) Regulation 2021*
- *LG ACT 019 - Notice of entry, Sections 193 and 195*
- *LG Act 020 - Recovery of costs of entry and inspection -Section 197*
- *LG ACT 061 - Ownership of water supply, sewerage and stormwater*
- *drainage works – Section 59A(2)*
- *Sign 02 – Policy Authority – outwards correspondence*

8 RELEVANT DOCUMENTS

Related documents, listed below, are external documents directly related to or referenced from this document.

- NSW Regulatory and Assurance Framework for Local Water Utilities, 2022
- Department of Primary Industries (DPI) Water - Developer Charges Guidelines for Water Supply, Sewerage and Stormwater (2016)
- Water Directorate Guidelines Building in the Vicinity of Sewer and Trunk Water Mains Guidelines 2019
- WSA 02-2014 Gravity Sewerage Code of Australia
- WSA 03-2011 Water Supply Code of Australia
- WSA 05 - 2020 - Conduit Inspection Reporting Code of Australia
- National Construction Code – Volume 3 - Plumbing Code of Australia ~~2016~~
- Australian Standard AS/NZS 3500 – Plumbing and Drainage Set
- ~~NSW Guidelines for Best Practice Management of Water Supply and Sewerage 2007~~

Related documents, listed in **Table 8-1** below, are internal documents directly related to or referenced from this document.

Number	Title
POL/26030	Policy – Sewer Services
POL/26031	Policy – Water Supply Services
24/39950 ~~21/25692~~	Technical Specification – ~~Design and Construction~~ - Water Infrastructure – ~~November 2020~~
24/39951 ~~21/25693~~	Technical Specification – ~~Design and Construction~~ - Sewer Infrastructure - ~~November 2020~~
19/16792	Building in the Vicinity of ~~Sewer & Trunk Water Mains~~ Water and Sewer Assets Guidelines

Table 8-1 – Related documents

9 RESPONSIBLE OFFICER / POLICY OWNER

Ownership and responsibility of this policy rests with the Development Engineer – Water and Sewer. This includes responsibility to review and monitor compliance.

10 RESPONSIBILITIES

Parties or Persons	Responsibilities
Manager Water and Sewer	• Ensure compliance of policy and all relevant procedures and supporting documents are current and communicated to all relevant stakeholders. • Review policy regularly to ensure currency of principles.

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Parties or Persons	Responsibilities
Manager Development and ~~Environment~~ Regulatory	• Ensure all Development and ~~Environment~~ Regulatory staff understands the principles of the policy and all relevant procedures and supporting documents applicable to the development process.
Development Assessment Planners and Health and Building Surveyors	• Consider principles of the policy when assessing development applications and providing advice to customers. • Refer all relevant applications or enquiries to ~~Utilities Engineer~~ Development Engineer – Water and Sewer when required.
Water and Sewer People Leaders	• Provide direction to staff and ensure compliance with the policy. • Provide expert knowledge of the policy and its principles to Council staff, its customers and other stakeholders.
Water and Sewer Staff	• Ensure understanding of principles of the policy and all relevant procedures and supporting documents. • Undertake all duties in accordance with the policy and supporting procedures in a safe manner.
GIS Business unit	• Ensure accurate mapping available, showing all relevant sewer infrastructure.
Frontline Staff	• Awareness and understanding of principles of the policy. • Consider implications when discussing or dealing with customers or Council matters relating to building, renovating or developing land and sewer services.

11 APPROVAL

Approved by Council resolution, following public exhibition.

12 REVIEW DATE

This policy, once adopted, is to remain in force until it is reviewed by Council. This policy is to be reviewed approximately every four (4) years to ensure that it meets legislative requirements.

13 RECORD KEEPING, CONFIDENTIALITY AND PRIVACY

This policy is to be made available for public viewing as required under the *Government Information (Public Access) Act, 2009*.

14 BREACHES AND SANCTIONS

Any breaches of this Policy will be referred to the General Manager for appropriate action.

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15 DOCUMENT HISTORY

The below table provides a summary of changes and amendments to this document.

Version	Date Amended	Author	Comments (eg reasons for review)
3		Development Engineer – Water and Sewer	• Biennial review • Added document history
4	April 2022	Development Engineer – Water and Sewer	• Document references updated from Council Development Specifications to Council Technical Specifications • Maintenance Hole used to replace the traditional term Manhole. • Requirement for CCTV inspection by qualified personnel and in accordance with the Water Services Association of Australia Conduit Inspection Reporting Code WSA 05-2013 - Version 3.1. • Requirement for additional subgrade preparation, compaction and engineering input into designs for driveways over sewers • Changed review period to every four years
5	May 2026	Development Engineer – Water and Sewer	• 4 yearly review including migration to updated policy template • Update document title to reflect water and sewer assets rather than just trunk water and sewer mains • Acceptance of zone of influence assessment at H:V of 1:1 at the discretion of the Development Engineer Water and Sewer. • Requirement on applicant to make sewer mains “maintenance free” where the proposed development prevents access by open trench excavation. Council may instruct applicant to concrete encase, install structural liner or levy a charge for future relining of sewer main by Council.

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DI&P15/26. Draft Discharge of Liquid Trade Waste to Sewerage System Policy **FILE:** 24/00483/003
Author: Liquid Trade Waste Officer

Executive Summary

The purpose of this report is for Council to consider the draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy (draft Policy). The draft Policy outlines Council's commitment to high quality and effective sewerage services and details the responsibilities and requirements in place to protect public health and the environment relating to Council's sewer systems.

RECOMMENDED that:

1. Council place the draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy on public exhibition for a period of at least 28 days and provide public notice of its intention to adopt the reviewed Policy subject to consideration of submissions received.

2. The draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy be adopted following the public exhibition period subject to submissions received, provided that no submissions or objections are received or that no alterations are required to the draft document and POL/26005.6 Discharge of Liquid Trade Waste to Sewerage Policy be rescinded.

3. Should any objections or submissions be received or any alterations be required to the draft document, a further report be presented to Council prior to adopting draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy.

Report

The draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy (draft Policy) provides a comprehensive customer reference for the management of Council's liquid trade waste activities. The draft Policy supports Council Staff in the execution of their roles and responsibilities under the relevant legislation, ensuring a consistent approach to liquid trade waste related services.

Council's current Policy, adopted on 17 May 2022, and draft Policy are based on the model policy provided by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) in the the *Liquid Trade Waste Regulation Guidelines* (2021) which govern the provision of Liquid Trade Waste services for local water utilities in NSW

The draft Policy has been reviewed with minor updates, noting no significant changes to the *Liquid Trade Waste Regulation Guidelines,* 2021 since the adoption of the current Policy.

The draft Policy aims to provide clarity for Liquid Trade Waste customers, and includes:

- Clarification of Approvals where conditions of Voluntary Non-compliance are required.
- An updated list of prohibited discharges to reduce repetition.
- The publication of Sewer and Trade Waste Discharge Factors within the draft Policy (consistent with those published by DCCEEW), to make this information publicly available.
- Removal of unused septic tank disposal charge reference.
- Updated relevant charges to 2025/26 values.
- Minor clarification to the explanation of monitoring frequency to reference Risk Ranking.
- Updated references from the Department of Primary Industries and Environment (DPIE) to DCCEEW.

This update ensures the draft Policy remains consistent with the model policy provided to local water utilities by DCCEEW.

The proposed amendments are highlighted in yellow throughout the draft Policy and noted in Section 15 – Document History. A copy of the revised draft Policy is shown as **Attachment 1**.

Community Strategic Plan

Strategy:	2	Our Places
Deliverable:	2.2	Our Places are vibrant, connected, innovative and safe
Action:	2.2.2	Provide safe and reliable water and sewer services
Strategy:	5	Our Leadership
Deliverable:	5.2	Our Council is trusted, responsible and transparent
Action:	5.2.1	To lead, govern and regulate in an ethical, equitable and transparent way

Council Policy/Legislation

The draft Policy has been developed with reference to the following legislation and documents:

- *Local Government Act (NSW), 1993* and *Local Government (General) Regulation (NSW), 2021*
- *Water Management Act (NSW), 2000* and *Water Management (General) Regulation (NSW), 2025*
- *Public Health Act (NSW), 2010* and *Public Health Regulation (NSW), 2022*
- *Protection of the Operations of the Environment Act (NSW), 1997* and *Protection of the Environment Operations (General) Regulation (NSW), 2022*
- Liquid Trade Waste Management Guidelines, 2021
- Regulatory Assurance Framework for local water utilities, 2022
- Australian Sewage Quality Management Guidelines, 2012

- Plumbing Code of Australia, 2022
- National Construction Code, 2022

Financial Implications

There are no direct financial implications arising from adoption of this draft Policy.

Consultation

The adoption of this draft Policy ensures consistency in protecting Council's sewer assets from the potential adverse impacts of liquid trade waste discharges.

It is proposed that the draft Policy will be placed on public exhibition for a period of 28 days. Submissions received will be reviewed and a further report will be prepared and presented to Council for consideration. Upon adoption the Policy will be available on Council's website.

Sustainability

Council is required, under its Environment Protection Licence for the Sewage Treatment Plant and Sewerage System, issued by the NSW Environment Protection Authority, to ensure that sewage and liquid waste collected by Council's sewerage system has been lawfully discharged in accordance with a trade waste approval.

The draft Policy provides the framework for approvals to be developed, executed, monitored and enforced to protect the environment from substances discharged to the sewer.

Risk Implications

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
There is a risk of unclear policy and process, which may lead to reputation damage to Council.	Medium	Adopt the recommendation	Low	Yes
There is a risk that members of the public will feel that they have not been consulted which may lead to reputational damage to Council.	Medium	Adopt the recommendation	Low	Yes
There is a risk that, without a Discharge of Liquid Trade Waste to Sewerage Policy, Council will	High	Adopt the recommendation	Low	Yes

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
not comply with the *Protection of the Operations of the Environment Act (NSW), 1997* and the *Local Government Act (NSW), 1993* which may lead to legal action, fines and penalties as well as potential environmental damage.				

Options

The following options are available to Council:

1. That:

    a) Council place the draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy on public exhibition for a period of at least 28 days and provide public notice of its intention to adopt the draft Policy subject to consideration of submissions received.

    b) The draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy be adopted following the public exhibition period subject to submissions received, provided that no submissions or objections are received or that no alterations are required to the draft document and POL/26005.6 Discharge of Liquid Trade Waste to Sewerage Policy be rescinded.

    c) Should any objections or submissions be received or any alterations be required to the draft document, a further report be presented to Council prior to adopting draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy.

2. Resolve not to place the draft POL/26005.7 Discharge of Liquid Trade Waste to Sewerage Policy on public exhibition and request that further amendments be carried out to the draft Policy prior to further consideration.

Option one is recommended.

Conclusions

It is recommended that Council resolve to place the draft Policy of public exhibition for a period of 28 days and provide public notice of its intention to adopt the Policy subject to the consideration of any submissions.

Attachments

AT-1⇩ Draft - Discharge of Liquid Trade Waste to Sewerage System Policy

SINGLETON COUNCIL

DRAFT DISCHARGE OF LIQUID TRADE WASTE TO SEWERAGE SYSTEM

POLICY | Water + Sewer

This policy is to enable Singleton Council to regulate discharge of waste from business to the sewerage system

Policy No:	POL/26005	**Version:**	7
Service Unit:	Water and Sewer		
Responsible Officer:	Liquid Trade Waste Officer		
Responsible Director:	Director Infrastructure and Planning Services		
Authorisation Date:		**Review Date:**	
Minute No:			

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1 BACKGROUND

1.1 Title of the Policy and Commencement Date

This Discharge of Liquid Trade Waste to Sewerage System Policy takes effect from the date it is adopted by the elected Council. Please refer to Policy Register information provided on the cover page.

1.2 Purpose of the Policy

This Policy regulates the discharge of non-domestic wastewater from business premises and oversees the required maintenance of wastewater pre-treatment devices installed at these sites. Its purpose is to ensure that wastewater discharged into Singleton Council's sewerage system is free from harmful contaminants and chemicals.

2 OBJECTIVE

2.1 Objectives and Coverage of the Policy

The objectives of this policy are to:

- protect public health and the health and safety of Council employees
- protect the environment from harmful waste discharges
- prevent damage to Council's sewerage assets
- support Council in meeting its statutory obligations
- provide an environmentally responsible liquid trade waste service to non-residential customers
- encourage waste minimisation and cleaner production in commercial and industrial businesses
- promote water conservation, recycling, and biosolids reuse
- ensure liquid trade waste dischargers comply with Council's approved conditions
- collect reliable data on the volume and composition of commercial and industrial effluent to support sewerage system operation and planning
- ensure services are delivered on a commercial basis with full cost recovery through appropriate fees and charges

2.2 Application of this Policy

This Policy is applicable to all owners of business enterprises, and the owners of premises these businesses operate from.

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3 DEFINITIONS

For the purposes of this policy:

Term	Meaning
Assumed Concurrence	• Council may apply to the Secretary of the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) for authorisation to assume concurrence for Classification B or Classification S activities. Requests for assumed concurrence need to be forwarded to Department of Climate Change, Energy, the Environment and Water - Water (DCCEEW Water). If granted, Council will no longer need to forward such applications for concurrence.
Automatic Assumed Concurrence	• Councils have been authorised to assume concurrence for Classification A activities. Such applications may be approved by Council without forwarding the application for concurrence.
Biochemical Oxygen Demand (BOD5)	• The amount of oxygen utilised by micro-organisms in the process of decomposition of organic material in wastewater over a period of five days at 20°C. In practical terms, BOD is a measure of biodegradable organic content of the waste.
Biosolids	• Primarily organic solid product produced by sewage processing which may be used for beneficial reuse. Until such solids are suitable for beneficial use, they are defined as wastewater solids or sewage sludge.
Bunding	• Secondary containment provided for storage areas, particularly for materials with the propensity to cause environmental damage.
Chemical Oxygen Demand (COD)	• A measure of oxygen required to oxidise organic and inorganic matter in wastewater by a strong chemical oxidant. Wastewaters containing high levels of readily oxidised compounds have a high COD.
Chemical Toilet	• Toilet in which wastes are deposited into a holding tank containing a deodorising or other chemicals; wastes are stored and must be pumped out (and chemical recharged) periodically.
Commercial Kitchen/Caterer	• For the purpose of this Policy, a commercial kitchen is a premise that is typically a stand-alone operation and prepares food for consumption off-site. These types of businesses typically cater to wedding functions, conferences, parties, etc. This definition would not apply to a food processing factory supplying pre-prepared meals to an airline company or similar.
Contingency Plan	• A set of procedures for responding to an incident that will affect the quality of liquid trade waste discharged to the sewerage system. The plan also encompasses procedures to protect the environment from accidental and unauthorised discharges of liquid trade waste to the stormwater drainage system, and leaks and spillages from stored products and chemicals.
Due Diligence Program	• A plan that identifies potential health and safety, environmental or other hazards (e.g. spills, accidents or leaks) and appropriate corrective actions aimed at minimising or preventing the hazards.
Effluent	• The liquid discharged following a wastewater treatment process.
Effluent Improvement Plan (EIP)	• The document required to be submitted by a discharger who is not meeting the acceptance limits for discharge waste quality set down in Council's approval conditions and/or liquid trade waste approval. The document sets out how the discharger will meet the acceptance limits

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Term	Meaning
	for the discharge of liquid trade waste to the sewerage system within the agreed timeframe.
Environment Management Plan (EMP)	• Document which sets out a site's methods for managing its outputs and outcomes with regard to effect on the environment.
Float Tank	• Also known as Iso-tank, sensory deprivation tank or sensory attenuation tank, it contains a soundproof, lightproof environment. Users float in water treated with salts to create a specific gravity equal to the human body. The strength of the salts and sterilisation chemicals used make discharges from these tanks not suitable for discharge to Council's sewer system.
Grease Arrestor	• Device used to treat waste water, prior to discharge to the sewerage system, by capturing fats, oils and solids primarily from food businesses.
Heavy Metals	• Metals of high atomic weight which in high concentrations can exert a toxic effect and may accumulate in the environment and the food chain. Examples include mercury, chromium, cadmium, arsenic, nickel, lead and zinc.
Housekeeping	• A general term, which covers all waste minimisation activities connected with the way in which operations within the premises are carried out.
Industrial Discharges	• Defined as liquid waste generated by industrial or manufacturing processes; also known as industrial liquid trade waste.
Liquid Trade Waste	• Liquid trade waste means all liquid waste other than sewage of a domestic nature.
Liquid Trade Waste Discharge Approval	• Approval granted by Local Water Utility under Section 68 of the *Local Government Act 1993* to discharge non-domestic wastewater to the sewerage system.
Liquid Trade Waste Agreement	• An agreement, in addition to the Liquid Trade Waste Discharge Approval, which sets out further requirements for sites which generate large or complex discharges.
Liquefaction	• The process of generating a liquid from a solid or gas by applying physical, chemical and heat processes. The high strength wastes generated by these processes are considered not suitable for discharge to Council's sewerage system.
Mandatory Concurrence	• For the liquid waste in Classification C, councils will need to obtain concurrence for each discharger. DCCEEW – Water provides concurrence on behalf of the Secretary, DCCEEW.
Methylene Blue Active Substances (MBAS)	• These are anionic surfactants (see Surfactants definition) and are called MBAS as their presence and concentration is detected by measuring the colour change in a standard solution of methylene blue dye.
Minimal Pre-treatment	• For the purpose of this Policy includes sink strainers, basket arrestors for sink and floor waste, plaster arrestors and fixed or removable screens.
Open Area	• Any unroofed process, storage, washing or transport area potentially contaminated with rainwater and substances which may adversely affect the sewerage system or the environment.

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Term	Meaning
Pan	• For the purpose of this Policy "pan" means any moveable receptacle kept in a closet and used for the reception of human waste
pH	• A measure of acidity or alkalinity of an aqueous solution, expressed as the logarithm of the reciprocal of the hydrogen ion (H+) activity in moles per litre at a given temperature; pH 7 is neutral, below 7 is acidic and above 7 is alkaline.
Premises	• Has the same meaning as defined in the Local Government Act 1993 Dictionary and includes any of the following: (a) a building of any description or any part of it and the appurtenances to it (b) land, whether built on or not (c) a shed or other structure (d) a tent (e) a swimming pool (f) a ship or vessel of any description (including a houseboat) (g) a van
Prescribed Pre-treatment Equipment	• Standard non-complex equipment used for pre-treatment of liquid trade waste, e.g. a grease arrestor, an oil arrestor/separator, solids arrestor or cooling pit.
Primary Measurement Device	• A device such as a gauging pit, weir tank or flume installed in the liquid trade waste discharge line suitable for installation of instrumentation for flow measurement. In cases of commercial flows this can mean a removable section of pipe (in the fresh water supply to the trade waste area) and the installation of a check meter.
Septage	• Material pumped out from a septic tank during desludging; contains partly decomposed scum, sludge and liquid.
Septic Tank	• Wastewater treatment device that provides a preliminary form of treatment for wastewater, comprising sedimentation of settleable solids, flotation of oils and fats, and anaerobic digestion of sludge.
Septic Tank Effluent	• The liquid discharged from a septic tank after treatment.
Sewer Discharge Factor - SDF	• Equal to the total discharge to sewer including liquid trade waste divided by the total water consumption times by 100.
Sewage Management Facility	• A human waste storage facility or a waste treatment device intended to process sewage and includes a drain connected to such a facility or device.
Sewage of a Domestic Nature	• Includes human faecal matter and urine and waste water associated with ordinary kitchen, laundry and ablution activities of a household, but does not include waste in or from a sewage management facility.
Sewage Treatment Works	• Facility designed to treat domestic wastewater through physical, chemical and biological processes.
Sewerage System	• The network of sewage collection, transportation, treatment and by-products (effluent and biosolids) management facilities.
Stormwater	• Water resulting from a rain event.
Sullage	• Domestic wastewater excluding toilet waste.
Surfactants	• The key active ingredient of detergents, soaps, emulsifiers, wetting agents and penetrants. Anionic surfactants react with a chemical called methylene blue to form a blue-chloroform-soluble complex; the intensity of colour is proportional to concentration.

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Term	Meaning
Suspended Solids (SS)	• The insoluble solid matter suspended in wastewater that can be separated by laboratory filtration and is retained on a filter. Previously also referred to as non-filtrable residue (NFR).
Total Dissolved Solids (TDS)	• The total amount of dissolved material in the water.
Trade Waste Discharge Factor - TWDF	• Equal to the liquid trade waste divided by the total water consumption times by 100.
Waste Minimisation	• Procedures and processes implemented by industry and business to modify, change, alter or substitute work practices and products that will result in a reduction in the volume and/or strength of waste discharged to sewer.

4 PRINCIPLES / BODY

4.1 Procedural Statement

This Discharge of Liquid Trade Waste to Sewerage System Policy takes effect from the date it is adopted by the elected Council. Please refer to Policy Register information provided on the cover page.

4.1.1 What is liquid trade waste?

This Liquid trade waste is defined in the *Local Government (General) Regulation 2021* as "Liquid trade waste means all liquid waste other than sewage of a domestic nature."

Liquid trade waste discharges to the sewerage system include liquid wastes from:

- business/commercial premises (e.g. beautician, florist, hairdresser, hotel, motel, restaurant, butcher, service station, supermarket, dentist);
- community/public premises (including craft club, school, college, university, hospital and nursing home);
- industrial premises;
- trade activities (e.g. mobile carpet cleaner);
- any commercial activities carried out at a residential premises;
- saleyards, racecourses and from stables and kennels that are not associated with domestic households; and
- septic tank waste, chemical toilet waste, waste from marine pump-out facilities and established sites for the discharge of pan content from mobile homes/caravans to the sewerage system.

While septic tank, pan and ship-to-shore pump-out waste are defined as trade waste, they are not accepted by Council and are excluded from this Policy.

Liquid trade waste excludes:

- toilet, hand wash basin, shower and bath wastes derived from all the premises and activities mentioned above;
- wastewater from residential toilets, kitchens, bathrooms or laundries (i.e.. domestic sewage);

- common use (non-residential) kitchen and laundry facilities in a caravan park; and
- residential swimming pool backwash.

Criteria for approval to discharge liquid trade waste into Council's sewerage system – factors for consideration

4.1.2 Council's decision to accept liquid trade waste into its sewerage system is on the basis of a preventive risk management framework for managing risks to the sewerage system within an integrated water cycle management context. It will be based on the discharge meeting Council's requirements. When determining an application to discharge liquid trade waste to the sewerage system, Council will consider the following factors:

- The potential for the liquid trade waste discharge to impact on public health;
- The possible impacts the discharge may pose to the environment (land, water, air, noise, or nuisance factors);
- The potential impacts of the discharge on the health and safety of the Council's employees;
- The possible impact of the discharge on Council's sewerage infrastructure or sewage treatment process;
- The capability of the sewerage system (both transportation and treatment components) to accept the quality and quantity of the proposed liquid trade waste discharge;
- The impact the liquid trade waste will have on the ability of the sewerage scheme to meet its Environment Protection Authority licence requirements;
- Compliance of the proposed liquid trade waste discharge with guideline limits in this policy;
- The potential impacts of the discharge on the quality of, and management practices for, effluent and biosolids produced from the sewage treatment process;
- The adequacy of the pre-treatment process(es) to treat the liquid trade waste to a level acceptable for discharge to the sewerage system, including proposed safeguards if the pre-treatment system fails;
- Whether appropriate safeguards are proposed to avoid the discharge of other, non-approved wastes to the sewerage system;
- The adequacy of any chemical storage and handling facilities, and the proposed safeguards for preventing the discharge of chemicals to the sewerage system;
- Whether prohibited substances are proposed to be discharged;
- The potential for stormwater entering the sewerage system and adequacy of proposed stormwater controls;
- Waste minimisation and water conservation programs; and
- The adequacy of the proposed due diligence program and contingency plan, where required.

Where it is not physically possible to install approved pre-treatment on a site that is assessed as low risk, Council may at its discretion consent to accept discharge of trade waste to sewer under an Approval with conditions which set out the site owner's consent to pay non-compliance fees while ever the site operates without

appropriate pre-treatment. This may be referred to as operating under Voluntary Non-compliance.

In this instance, full non-compliance fees will be applied to the site's water and sewer bill for each billing period for the duration of the Approval, or until pre-treatment is installed. This reflects the increased risks to the sewerage system, public health, and the environment, as well as costs to Council from increased maintenance costs.

If at any point in future the site is redeveloped consideration must be given to installing liquid trade waste pre-treatment as a high priority. Council will reassess the site for suitability for Voluntary Non-compliance at this time, however is not required to approve the voluntary non-compliance and each instance will be assessed independently.

4.1.2.1 Discharge Quality

Council has guideline limits for the acceptance of discharges, as set out in Table 5-1. Council may vary the guideline limits for a particular sewage treatment works depending on the limits set in the Environmental Protection Licence issued by the NSW Environment Protection Authority and other possible risk factors. Where the guideline limits cannot be met, applicants are required to provide justification for exceeding the limits. Based on the type and the proposed contaminant levels, Council may refuse the application, or may approve it subject to an Effluent Improvement Program, or other conditions being implemented.

Parameter	Limits	Analytical Method Reference
General Acceptance Guideline Limits		
Flow Rate	The maximum daily and instantaneous rate of discharge (kL/h or L/s) is set on the available capacity of the sewer. Large dischargers are required to provide a balancing tank to even out the load on the sewage treatment works.	
BOD_5	Normally, approved up to 600 mg/L. In some cases higher concentration for low mass loadings may be acceptable, if the sewage treatment works has sufficient capacity and odour will not be a problem.	5210B
Suspended solids	Concentrations up to 600mg/L may be acceptable.	2540D
COD	Normally, not to exceed BOD_5 by more than three times. This ratio is given as a guide only to prevent the discharge of non-biodegradable waste.	
Total Dissolved Solids	Up to 4000 mg/L may be accepted. However, the acceptance limit may be reduced depending on available effluent disposal options at the sewage treatment works and will be subject to a mass load limit.	2510B
Temperature	Less than 38°C.	
pH	Within the range 7.0 to 9.0.	
Oil and Grease	100 mg/L if the volume of the discharge does not exceed 10% of the design capacity of the treatment works, and 50 mg/L if the volume is greater than 10%.	USEPA1664

Detergents	All industrial detergents are to be biodegradable. A limit on the concentration of 50 mg/L (as MBAS) may be imposed on large liquid trade wastes.	
Colour	No visible colour when the waste is diluted to the equivalent dilution afforded by domestic sewage flow.	
Radioactive Substances	The discharge must comply with the *Radiation Control Act 1990*.	

Parameter	Maximum Concentration (mg/L)	Analytical Method Reference
Acceptance Guideline Limits for Inorganic Compounds		
Ammonia (as N)	50	4500-NH3-B
Boron	5	3120B
Bromine	5	DPD-colorimetric test kit
Chlorine	10	DPD-colorimetric test kit
Cyanide	1	4500-CN-G and E
Fluoride	30	4500-F-C
Nitrogen (Total Kjeldahl)	100	4500-Norg B or C
Phosphorus (total)	20	4500P-I & 4500P-F
Sulphate (as SO4)	500	3120B
Sulphide (as S)	1	4500S2-C&D or E
Acceptance Guideline Limits for Organic Compounds		
Benzene	<0.001	6200
Toluene	0.5	6200
Ethylbenzene	1	6200
Xylene	1	6200
Formaldehyde	30	
Phenolic compounds (non-halogenated)	1	6410B
Petroleum hydrocarbons C_6-C_9 (flammable)	5	

Parameter	Maximum Concentration (mg/L)	Analytical Method Reference
Petroleum hydrocarbons (non-flammable)*	30	USEPA 8015B USEPA 8260B
Pesticides general (except organochlorine and organophosphorus)	0.1	6410B
Polynuclear Aromatic Hydrocarbons (PAHs)	5	6410B & 6440

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Parameter	Maximum Concentration (mg/L)	Allowed Daily Mass Limit (g/d)	Analytical Method Reference
Acceptance Guideline Limits for Organic Compounds			
Aluminium	100	-	3120B
Arsenic	0.5	2	3114B
Cadmium	1	5	3120B
Chromium – refer notes	3	10	3120B
Cobalt	5	15	3120B
Copper	5	15	3120B
Iron	100	-	3120B
Lead	1	5	3120B
Manganese	10	30	3120B
Mercury	0.01	0.05	3112B
Molybdenum	5	15]	3120B
Nickel	1	5	3120B
Selenium	1	5	3120B
Silver – refer notes	2	5	3120B
Tin	5	15	3120B
Zinc	1	5	3120B
Total heavy metals (excluding aluminium, iron and manganese)	Less than 30 mg/L and subject to total mass loading requirements		

Table 4-1 - Guideline limits for acceptance of liquid trade wastes into sewerage system

Notes on ***Table 4-1***: Where hexavalent chromium (Cr6+) is present in the process water, pre-treatment will be required to reduce it to the trivalent state (Cr3+), prior to discharge into the sewer. Discharge of hexavalent chromium (Cr6+) from chromate compounds used as corrosion inhibitors in cooling towers is not permitted.

The limit on silver is applicable to large dischargers. The concentration of silver in photoprocessing waste where a balancing tank is provided is not to exceed 5 mg/L.

4.1.2.2 Prohibited substances

Some substances are not suitable for discharge to the sewerage system. ***Table 4-2*** summarises those substances which must not be discharged to the sewerage system. Council may not grant approval for the discharge of these substances to the sewerage system unless it is specifically approved under section 68 of the *Local Government Act 1993*. Approval shall not be granted where other legislation prohibits such discharge.

Prohibited Substances
• organochlorine weedicides, fungicides, pesticides, herbicides and substances of a similar nature and/or wastes arising from the preparation of these substances
• organophosphorus pesticides and/or waste arising from the preparation of these substances

• per- and poly-fluoroalkyl substances (PFAS)
• any substances liable to produce noxious or poisonous vapours in the sewerage system
• organic solvents and mineral oil
• any flammable or explosive substance
• discharges from 'Bulk Fuel Depots'
• natural or synthetic resins, plastic monomers, synthetic adhesives, rubber and plastic emulsions
• roof, rain, surface, seepage or ground water, unless specifically permitted (clause 137A of the Local Government (General) Regulation 2005)
• solid matter
• disposable products including wet wipes, cleaning wipes, colostomy bags, cat litter and other products marketed as flushable
• any substance assessed as not suitable to be discharged into the sewerage system
• waste that contains pollutants at concentrations which inhibit the sewage treatment process – refer Australian Sewage Quality Management Guidelines, June 2012, WSAA
• any other substances listed in a relevant regulation.

Table 4-2 - Substances prohibited from being discharged into the sewerage system

4.1.2.3 Stormwater discharges from open areas

Stormwater is a prohibited discharge under this policy. The ingress of stormwater into the sewerage system can cause operational problems to the system and result in sewer overflows, as the sewerage system does not have the capacity for such flows. Therefore, Council does not generally accept the discharge of stormwater to the sewerage system.

However, it is recognised that it may not always be possible or practical to prevent all stormwater entering the sewerage system at some liquid trade waste premises. The discharge of limited quantities of first flush stormwater from sealed areas will be considered where roofing cannot be provided because of safety or other important considerations. The discharge from unsealed areas is not permitted.

Before the stormwater will be considered for discharge to the sewerage system, the applicant must provide the following information:

- reasons why the area cannot be fully or partially roofed and bunded to exclude stormwater;
- the dimensions and a plan of the open area under consideration;
- whether the open area is sealed;
- the estimated volume of the stormwater discharge;
- information on rain gauging;
- where a first-flush system is proposed, details on how the stormwater will be diverted to the drainage system after the first flush is accepted (the first flush to be limited to first 10 mm of storm run off);
- measures proposed for diverting stormwater away from the liquid trade waste generating area; and
- report on other stormwater management options considered and why they are not feasible.

4.1.2.4 Discharge of contaminated groundwater

Similar to stormwater, discharge of groundwater or seepage water to a sewerage system is prohibited under clause 137A of the *Local Government (General) Regulation 2021*. Accordingly, groundwater extracted during construction activities (for example from building/road construction, vacuum excavation, mining/exploration works, etc.) is not permitted to discharge into council's sewerage system directly or indirectly.

However, groundwater previously contaminated by human activities (such as service station remediation sites) may be considered for discharge to the sewerage system. Limited quantities of groundwater from remediation projects may be accepted under controlled conditions after appropriate pre-treatment, for a limited period.

4.1.2.5 Discharge of Landfill Leachate

Singleton Council does not accept discharge from municipal waste landfills to the sewerage system.

4.1.2.6 Discharge from Float Tanks

The discharge of float tank water into a council's sewerage system is not permitted.

Float tanks, often referred to as floatation pods, iso-pods (isolation tank), sensory deprivation systems, or REST tanks (restricted environmental stimulation therapy tanks) are typically small, enclosed pods containing about 1,000 litres of water. Float tanks are generally used in some health retreats and fitness centres. This water usually contains large quantities of Epsom salts (300–700 kg of magnesium sulphate), resulting in total dissolved solids concentration up to 700,000 mg/L. It is normally heated to around 35°C.

Discharge of such water to sewer is not permitted due to potential adverse impacts associated with the high salt content on the sewer infrastructure and treatment processes. It is also not appropriate to dispose of such waste to septic tanks or on-site soak wells.

If wastewater is proposed to be transported away for off-site management, council will request the operator of such facilities to provide the details of liquid waste transporters and written verification from the receival facilities acknowledging and agreeing to receive such wastewater

4.1.2.7 Discharge from Service Station Forecourts and other refuelling points

New Premises

The discharge of wastewater including run-off from service station forecourts and other refuelling points (such as at bus depots, etc.) is not permitted. Refer to NSW EPA Practice Note, *Managing Run-off from Service Station Forecourts*, June 2019, for information on managing such wastewater

Existing premises

The discharge of wastewater from existing service stations and other refuelling areas may be permitted, provided appropriate pre-treatment is provided and the requirements are adhered to (such as having a manual activated pump, an inspection aperture, etc.).

If a refuelling area is refurbished, then the discharge from this area must be disconnected from the sewerage system.

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4.1.2.8 Discharge from liquefaction and/or pulverisation of solid waste by physical or chemical processes

The wastewater arising from liquefaction or pulverisation of solid waste by physical means, such as pulping or macerating, or by chemical means, such as dissolving solid waste in highly acidic or alkaline solutions, is not permitted to be discharged to the sewerage system. The following sections describe examples of such processes.

Macerators

Macerators and any similar devices used for pulverising of solid waste are not permitted to be connected to council's sewerage system. Solid waste includes, but is not limited to, sanitary napkins, placenta, surgical waste, disposable nappies, mache bedpan/urine containers, food waste, disposable products and animal waste (dog/cat faeces, cat litter).

Food waste disposal units

Discharge of waste from food waste disposal units (also known as in-sink food waste disposers or garbage grinders) in non-residential premises is not permitted, unless an approval is in place for an existing premises.

Alkaline hydrolysis waste

This is a process where human or animal tissue is broken down using alkaline solutions at elevated temperatures and pH. The process may be used in animal care facilities, veterinary premises, animal research laboratories, funeral parlours, etc. The generated wastewater is of a high strength and may result in high loadings on the sewerage system. Accordingly, the wastewater generated by this process is not allowed to be discharged to the sewerage system.

Such wastes must be removed from the premises by a licenced waste haulage contractor and not discharged to the sewerage system directly or indirectly.

4.1.2.9 Discharge of Disposable Waste Products

Any disposable solid products including those marketed as 'flushable' (such as wet wipes, cleaning wipes, colostomy bags, cat litter, etc.) are not permitted to be discharged to the sewerage system. Contrary to manufacturers' claims, flushable wet wipes do not breakdown in the sewerage system in a similar way to a toilet paper and may cause blockages within the discharge premises or in the council's sewerage system, causing raw sewage overflow to the environment.

4.1.2.10 Use of additives in pre-treatment systems

The use of bacterial, enzyme, solvent, bioadditive, or odour-controlling agents in pre-treatment equipment, such as grease arrestors, is prohibited unless specifically approved in writing by Council with the DCCEEW's concurrence. Only neutralising chemicals intended for the proper operation of pre-treatment systems may be used without prior approval, however Council's Liquid Trade Waste Officer is to be consulted prior to use.

4.1.2.11 Discharge from solid food waste processing units (digesters/composters)

Some solid waste processing equipment (such as composters, digesters, etc.) on the market use different treatment technologies to reduce the volume of waste. These techniques may include thermal treatment and aerobic digestion.

The quality of wastewater from this equipment depends on the type of solid waste fed into it and the effectiveness of the design of the on-site pre-treatment, hence frequent sampling will be required for monitoring and charging purposes. Sampling

needs to be undertaken by either a council officer or an independent party acceptable to council.

As these systems can be difficult to assess and maintain, these will be considered on a case-by-case basis.

4.1.2.12 Food Waste Disposal Units

The use of food waste disposal units (also known as in-sinkerators, in-sink food waste disposers, or garbage grinders) is not permitted. Existing installations in hospitals and nursing homes may be permitted, provided that liquid trade waste is discharged through an adequately sized grease arrestor. For existing premises, a food waste disposal charge will be levied based on the number of beds in the hospital or nursing home.

If the hospital or nursing home kitchen is refurbished, the food waste disposal unit must be removed.

4.1.2.13 Devices that macerate or pulverise waste

Macerators and any other similar devices that are used for pulverising of solid waste are not authorised to connect to Council's sewerage system. Solid waste includes, but is not limited to, sanitary napkin, placenta, surgical waste, disposable nappy, mache bedpan and urine containers.

Therefore Council will not accept any discharges from such devices to its sewerage system.

4.1.3 Framework for regulation of liquid trade waste

4.1.3.1 Application Procedures

To obtain Council's approval to discharge liquid trade waste to Council's sewerage system, a discharger must lodge an application in writing. Application forms are available from Council. If a person wishes to discharge liquid trade waste to the sewerage system but is not the owner of the premises, the person must obtain the owner's consent to the application.

The applicant must provide the following information:

- site owner's full name, address, contact telephone number;
- address of the business/industry where discharge to the sewerage system will occur;
- name of contact person for the premises and telephone contact for the business/industry;
- type of process/activity generating the liquid trade waste;
- normal hours of business operation;
- rate of discharge, including:
    - the average per day, maximum per day and per hour, and
    - hours of the day during which discharge will take place
- characteristics of wastes, including:
    - nature of source
    - expected maximum and average concentrations of pollutants
- chemicals to be used – supply Safety Data Sheets;

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- details of any proposed pre-treatment facilities, location and site plan. Details should include:
    - pre-treatment process details;
    - internal wastewater drainage;
    - pump size;
    - rising main size, length and profile;
    - system operational characteristics;
    - operational procedures;
    - provisions for sampling and flow measurement, where required; and
    - proposed connection point to the sewerage system.
- flow diagram and hydraulic profile of proposed liquid trade waste pre-treatment facilities;
- maintenance schedule for pre-treatment equipment, including contractor's details;
- stormwater drainage plan;
- measures for prevention of stormwater ingress into the sewerage system;
- location, nature and chemical composition of all substances stored/used on site;
- justification for disposing of the waste into the sewerage system over other possible options (if any);
- methods of disposal for other wastes that are not discharged to the sewerage system;
- any relevant environmental impact assessments; and
- any additional information as requested by Council.

Council may, under section 86 of the *Local Government Act 1993*, request an applicant to provide more information to enable it to determine the application.

4.1.3.2 Approval of Applications

Where an application is approved, Council will notify the applicant as soon as practical of the approval and any conditions of the approval. The duration of the approval will be as stated in the approval. In cases where Council requires a discharger to enter into a liquid trade waste services agreement, Council will issue a deferred commencement approval under section 95 of the *Local Government Act 1993* requesting the discharger to do so within the time specified in Council's letter. In such cases, the approval will not be operative until the agreement has been executed by the discharger.

An applicant may make a minor amendment or withdraw an application before it is approved by Council. An applicant may also apply to Council to renew or extend an approval, in accordance with section 107 of the *Local Government Act 1993*.

If an application is refused, Council will notify the applicant of the grounds for refusal.

An approval to discharge liquid trade waste to Council's sewer is not transferable. A new application must be lodged and a new approval obtained if there is a change of the approval holder or the activity. Council must be notified of change of ownership and/or occupier in all cases, whether a new approval is required or not, to allow updating of records.

4.1.3.3 Concurrence

If Council supports an application and has a notice stating that concurrence of the Secretary, DCCEEW, can be assumed for the waste relevant to the application, Council will approve the application. Otherwise, Council will seek concurrence in accordance with the requirements of section 90(1) of the *Local Government Act (NSW), 1993*. DCCEEW provides concurrence on behalf of the Secretary, DCCEEW.

Liquid trade waste discharges are divided into four classifications for the purpose of the concurrence process:

- Concurrence Classification A – liquid trade waste dischargers for which Council has been authorised to assume concurrence to the approval subject to certain requirements
- Concurrence Classification B – liquid trade waste dischargers whereby Council may apply for authorisation to assume concurrence to the approval subject to certain requirements
- Concurrence Classification S – the acceptance of septic tank, pan waste and ship-to-shore pump-out. Singleton Council does not accept waste defined as Classification S
- Concurrence Classification C – all other liquid trade waste dischargers that do not fall within Concurrence Classification A, B or S, and therefore require Council to forward the application for concurrence.

All councils have been authorised to assume concurrence for Concurrence Classification A liquid trade waste discharges. These are listed in **Table 4-3** and Council will not need to seek concurrence for approval of trade waste applications for these activities.

Commercial Retail Food Preparation Activities	Other Commercial Activities
Bakery (retail)	Animal wash (pound, stables, racecourse, kennels, mobile animal wash and veterinary with no X-ray)
Bed and Breakfast (<10 persons)	Beautician
Bistro	Boiler blowdown
Boarding house/hostel kitchen	Car detailing
Butcher shop (retail)	Cooling tower
Café/coffee shop/coffee lounge	Craft activities (making of clay pottery, ceramics, cutting and polishing of gemstones or making of jewellery at clubs, cottage industries)
Canteen	Dental surgery/dental specialist
Cafeteria	Dental technician
Chicken/poultry shop (only fresh chickens/game sold)	Doctor's surgery, medical centre - plaster casts (no X-rays)
Chicken/poultry shop (retail BBQ/charcoal chicken)	Florist
Club (kitchen wastes)	Funeral parlour, morgue
Commercial kitchen/caterer	Hairdressing (includes barbers)

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Commercial Retail Food Preparation Activities	Other Commercial Activities
Community hall/civic centre	Jewellery shop
Day care centre	Laboratory (pathology/analytical)
Delicatessen	Laundry or laundromat (coin operated)
Doughnut shop	Lawnmower repairs
Fast food outlet (McDonalds, KFC, Burger King, Pizza Hut, Red Rooster, etc.)	Mechanical repairs/workshop
Fish shop (retail – fresh and/or cooked)	Mobile cleaning units
Food caravan	Optical service
Fruit and vegetable shop (retail)	Pet shop (retail)
Function centre	Photographic tray work/manual development
Hotel	Plants retail (no nursery)
Ice cream parlour	School (Primary and Secondary)
Juice bar	Stone working
Mixed business	Swimming pool/spa/hydrotherapy
Motel	Vehicle washing (by hand/wand, automatic car wash, external truck wash or underbody/engine degrease only)
Nightclub	Venetian blind cleaning
Nursing home kitchen	Veterinary /animal kennels with X-ray
Nut shop	Waterless minilab
Patisserie	
Pie shop	
Pizza shop	
Restaurant	
Salad bar	
Sandwich shop	
School canteen	
Supermarket (with butcher/delicatessen/ seafood/or charcoal chickens)	
Take-away food outlet	

Table 4-3 - Liquid trade waste discharges with automatic assumed concurrence

Notes on **Table 4-3**: The volume of liquid trade waste must not exceed 5 kL/d or 1000 kL/a except in the case of commercial retail food preparation activities, where up to 16 kL/d is included in this category. If the waste discharged to the sewer exceeds these volumes, the application must be treated as Concurrence Classification B. Discharges over 20 kL/d must be treated as Classification C.

4.1.3.4 Discharge Factors

On approval of a site's discharge, Council sets the site's Sewer Discharge Factor (SDF) and Trade Waste Discharge Factor (TWDF). These are an estimated

percentage of all wastewater discharged from the site, based on water consumption, and are used to determine the site's sewer and trade waste charges for a period.

In most circumstances, Council uses the suggested SDF and TWDF provided by DCCEEW on their secure website (refer to ***Table 5-4***) to set the discharge factors for billing purposes.

However, in some circumstances a customer may request to use site-specific SDF and/or TWDF by applying in writing to Council. The site-specific factors can be developed by:

- carrying out a water balance assessment taking into account any additional water supply sources and the volume of water not discharged to the sewerage system;
- using check meters installed on dedicated water supply lines for liquid trade waste areas and applying a suitable factor to the water consumption recorded by the check meter;
- using check meters installed on water supply lines for areas where water is not discharged to the sewerage system; or
- measuring the actual flow to the sewerage system.

Customers who elect not to use the guidance SDF and/or TWDF will need a suitably qualified person to develop site-specific factor(s) using one of the methods above at their own cost. All supporting information is to be provided to Council for approval of the site-specific factor(s) prior to it being used for billing purposes. Site-specific factors will be reviewed on an at least five-yearly basis, or upon change of activities, to ensure currency. In some circumstances Council may require the Customer to install measures to verify discharges at the Customers cost.

The above also applies to complex developments where there is no suitable standard SDF and/or TWDF.

Site-specific SDF and TWDF will only be used for the property they are developed.

Discharger	Discharge Factor	
	SDF	TWDF
Bakery	95	25
with a residence attached[1]	70	18
Bed and Breakfast/Guesthouse (max. 10 persons)	75	N/A[2]
Boarding House	90	20
Butcher	95	90
with a residence attached[1]	70	65
Cakes/Patisserie	95	50
Car Detailing	95	90
Car Wash	75	70[5]
Caravan Park (with commercial kitchen)	75	15
Caravan Park (no commercial kitchen)	75	N/A[2]
Chicken/poultry shop (retail fresh, no cooking)	95	90
Charcoal Chicken	95	80

Discharger	Discharge Factor	
	SDF	TWDF
Club	95	30
Cold store	7	N/A[2]
Community hall (minimal food only)	95	N/A[2]
Correctional Centre	90	Note 6
Craft/Stonemason	95	80
Day Care Centre	95	N/A[2]
Delicatessen, mixed business (no hot food)	95	N/A[2]
with a residence attached[1]	70	
Dental Surgery with X-ray	95	80
with a residence attached[1]	70	60
Fresh Fish Outlet	95	90
Hairdresser	95	N/A[2]
High School	95	25[5]
Hospital	95	30
Hostel	90	20
Hotel	100	25
Joinery	95	10
KFC, Red Rooster	95	80
Laundry	95	92[5]
Marina	90	70
McDonalds Restaurant, Burger King, Pizza Hut	95	62
Mechanical Workshop[3]	95	70
Mechanical workshop with car yard	85	70
Medical Centre	95	25[5]
Motels small (breakfast only, no hot food)	90	N/A[2]
Motel (hot food prepared)	90	20
Nursing Home	90	30
Office Building	95	N/A
Optical Service	95	N/A[2]
Panel Beating/Spray Painting	95	70
Primary School	95	10[5]
Printer	95	85
Restaurant[4]	95	50
Self Storage	90	N/A
Service Station	90	70

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Discharger	Discharge Factor	
	SDF	TWDF
Shopping Centre	85	30
Supermarket	95	70
Swimming Pool (commercial)	85	N/A[2]
Take Away Food	95	50
Technical College or University	95	Note 6
Vehicle Wash: Robo, Clean and Go, Gerni Type	95	90[5]
Veterinary (no X-ray), Kennels, Animal wash	80	N/A[2]

Table 4-4 – Trade waste discharge factors (TWDF) and sewer discharge factors by discharger type

NOTES:

1 If a residence is attached, that has garden watering, the residential SDF should be applied.

2 A trade waste usage charge is not applicable for this activity.

3 Includes lawn mower repairer and equipment hire.

4 Includes café, canteen, bistro, etc.

5 A trade waste usage charge applies if appropriate pre-treatment equipment has not been installed or has not been properly operated or maintained.

6 A discharge factor to be applied on the basis of the relevant activity, e.g., food preparation/service, mechanical workshop, optical services, etc

4.1.3.5 Liquid Trade Waste Charging Categories

Four classifications of liquid trade waste have been established for concurrence purposes, Classification A, B, C and S. For trade waste charging purposes there are also four charging categories, Category 1, 2, 2S and 3.

Figure 1 below shows that Classification A dischargers fall into Charging Category 1 or Category 2. Classification B dischargers fall into Charging Category 2, except for a few dischargers with low impact on the sewerage system which fall into Category 1. Classification S dischargers fall into Charging Category 2S. Classification C dischargers fall into Charging Category 3.

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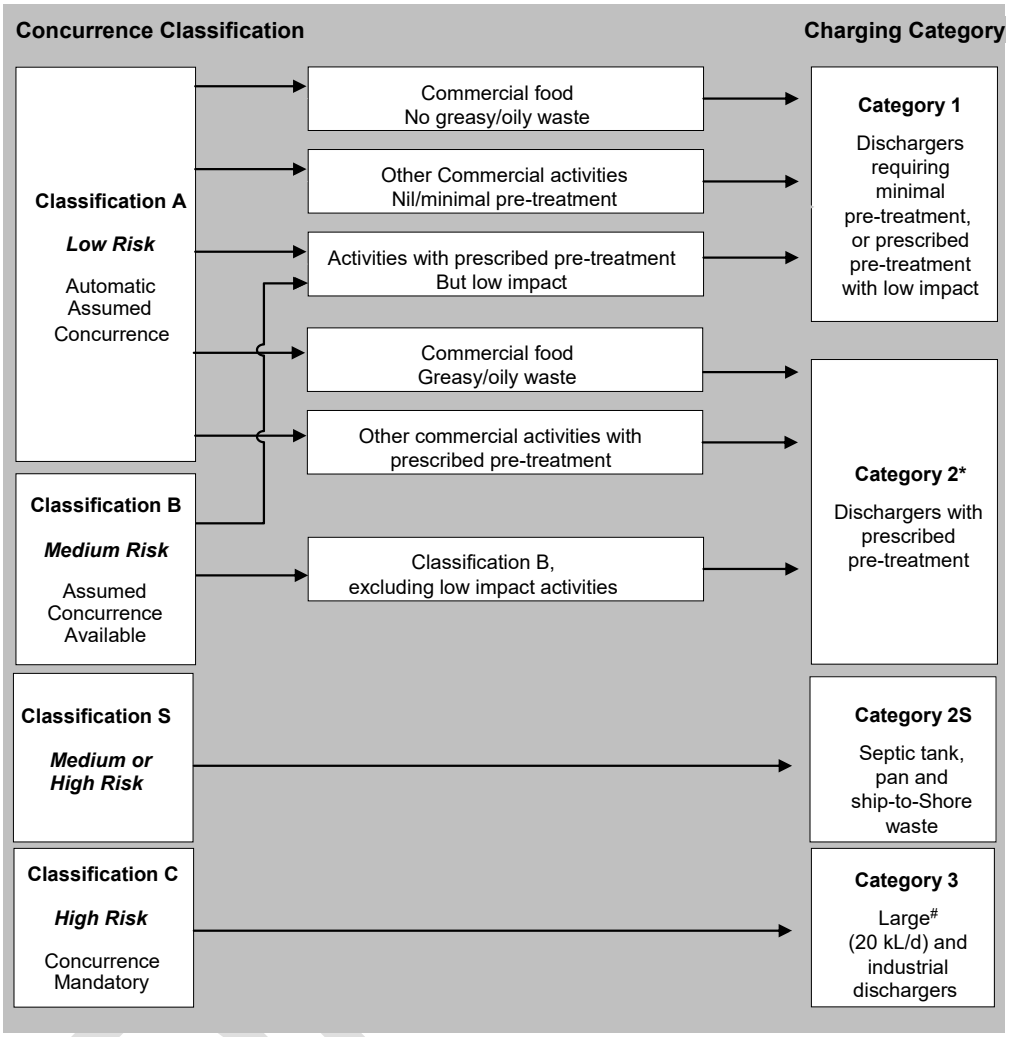


Figure 1 - Charging categories for trade waste

CATEGORY 1 DISCHARGER

Category 1 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring nil or only minimal pre-treatment equipment and whose effluent is well defined and of a relatively low risk to the sewerage system. In addition, Category 1 includes dischargers requiring prescribed pre-treatment but with low impact on the sewerage system.

Classification A activities – Commercial retail food preparation activities that do not generate an oily/greasy waste: bakery (only bread baked on-site), bistro (sandwiches, coffee only), café/coffee shop/coffee lounge, canteen, community hall (minimal food), day care centre, delicatessen, fruit and vegetable shop, hotel, ice cream parlour (take away only), juice bar, mixed business, motel, nightclub, nut shop, pizza cooking/reheating (no preparation or washing up on-site, pizza heated and sold for consumption off-site), potato peeling (small operation), sandwich shop/salad bar, take away food outlet.

Classification A activities – Other commercial activities: animal wash, beautician/hairdressing, crafts < 1000 L/d, dental surgery (plaster casts, no X-ray

unless digital), doctor's surgery and medical centre (plaster casts, no X-ray), florist, funeral parlour, mobile cleaning units, morgue, jewellery shop, optical service (retail), pet shop, plants retail (no nursery), public swimming pool, photographic (tray work/manual development), venetian blind cleaning, veterinary (no X-ray).

Classification A or B activities – dischargers with prescribed pre-treatment with low impact on the sewerage system: boiler blowdown, cooling tower, industrial boilers, laboratory (analytical/pathology/tertiary institution), laundry, primary and secondary school, vehicle washing.

CATEGORY 2 DISCHARGER

Category 2 liquid trade waste dischargers are those conducting an activity deemed by Council as requiring a prescribed type of liquid trade waste pre-treatment equipment and whose effluent is well characterised.

Trade Waste dischargers with prescribed pre-treatment include:

Classification A activities: Premises that prepare and/or serve hot food or foods that generate an oily/greasy waste: bakery (pies, sausage rolls, quiches, cakes, pastries with creams or custards), bistro, boarding house/hostel kitchen, butcher, café/coffee shop/coffee lounge, cafeteria, canteen, fast food outlet, chicken/poultry shop, club, community hall, commercial kitchen/caterer, nursing home, patisserie, supermarket, doughnut shop, fish shop (cooking on-site), function centre, hotel, ice cream parlour, motel, nightclub, pizza cooking, restaurant, sandwich shop/salad bar, take away food outlet.

Other commercial Classification A activities: car detailing, craft activities > 1000 L/d, dental surgery with X-ray, lawnmower repairs, mechanical workshop, stone working, veterinary (with X-ray), waterless mini-lab.

Classification B activities: auto dismantler, bus/coach depot, construction equipment maintenance and cleaning, equipment hire, maintenance and cleaning, glass cutting and grinding, graphic arts, hospital (with or without X-ray), medical centre (with X-ray), optical services (at medical or educational facilities, workshops), oyster processing – shucking, panel beating, photographic lab, radiator repairer, screen printing, service station forecourt, shopping complex, water wash mini-lab, X-ray radiologist.

Other Classification A activities: fish shop (fresh fish for retail).

CATEGORY 2S DISCHARGER

Category 2S dischargers are those conducting an activity of transporting and/or discharging septic tank or pan content waste into the sewerage system. Note that Singleton Council does not accept Classification S waste, however this Category is included for informational purposes.

Trade waste dischargers include the following Classification S activities:

Classification S activities: bus/rail coaches/caravan/motor home/caravan park waste dump points, mooring/marina dump points, pan waste, portable chemical toilet waste, septage, septic tank effluent, ship-to-shore pump-outs (galley waste and toilet waste).

CATEGORY 3 DISCHARGER (LARGE OR INDUSTRIAL WASTE DISCHARGERS)

Category 3 liquid trade waste dischargers are those conducting an activity which is of an industrial nature and/or which results in the discharge of large volumes (over 20 kL/d) of liquid trade waste to the sewerage system. Any Category 1 or 2 discharger whose volume exceeds 20 kL/d becomes a Category 3 discharger, except shopping complexes and institutions (eg. hospitals, educational facilities, correctional facilities, etc.)

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Large trade waste dischargers and other Classification C activities include: abattoir, bakery (wholesale), brewery, cooling towers, cosmetics/perfumes manufacture, dairy processing (milk/cheese/yoghurt/ice cream etc.), food processing (cereals/cannery/condiments/ confectionary/edible oils/fats/essence/ flavours/fish/fruit juice/gelatine/honey/meat/pickles/ smallgoods/tea and coffee/vinegar/yeast manufacture etc.), fruit and vegetable processing, flour milling, glue manufacturer, egg processing, pet food processing, plants nursery (open areas), potato processing, poultry processing, saleyards, seafood processing, soft drink/cordial manufacture, starch manufacture, sugar refinery, tanker washing, tip leachate, transport depot/ terminal, water treatment backwash, wholesale meat processing, winery, wine/spirit bottling.

Dischargers of industrial waste include the following Classification C activities: acid pickling, adhesive/latex manufacture, agricultural and veterinary drugs, anodising, bitumen and tar, bottle washing, cardboard and carton manufacture, carpet manufacture, caustic degreasing, chemicals manufacture and repackaging, contaminated site treatment, cyanide hardening, detergent/soaps manufacture, drum washing, electroplating, engine gearbox reconditioning, extrusion and moulding (plastic/metal), feather washing, fellmonger, felt manufacture, fertilisers manufacture, fibreglass manufacture, filter cleaning, foundry, galvanising, glass manufacture, ink manufacture, laboratories (excluding those in Category 2), liquid wastewater treatment facility (grease trap receival depot and other pump-out waste depot), metal finishing, metal processing (refining/rumbling/ non-cyanide heat treatment/phosphating/ photo engraving/printed circuit etching/sheet metal fabrication etc.), mirrors manufacture, oil recycling (petrochemical) and refinery, paint stripping, paint manufacture, paper manufacture, pharmaceuticals manufacture, plaster manufacture, powder coating, printing (newspaper, lithographic), sandblasting, slipway, tannery, timber processing (joinery and furniture/plywood/hardwood), textile manufacture (wool dyeing/ spinning/scouring), truck washing (internal), waxes and polishes.

4.1.3.6 Liquid Trade Waste Fees and Charges

Council provides sewerage and liquid trade waste services on a commercial basis, with full cost recovery through sewerage and liquid trade waste fees and charges. Council's proposed fees and charges are advertised annually for public comment in its draft Operational Plan.

Note that the fees and charges set out below are for example purposes; Council's Fees and Charges are advertised annually for that year. In addition to the trade waste fees and charges described below, Council may elect to include any trade waste charges shown in Section 8 of the Liquid Trade Waste Management Guidelines, 2021.

Liquid trade waste discharged to the sewerage system from industrial, commercial or other non-residential customers can impose significant costs on sewage transport and treatment facilities. To recover these costs and to ensure removal of existing significant cross-subsidies from residential customers, in addition to a two-part tariff with an appropriate sewer usage charge/kL for non-residential sewerage, appropriate fees and charges are levied for liquid trade waste.

Council's liquid trade waste fees and charges ~~may~~ include:

- Application fee
- Annual trade waste fee
- Re-inspection fee
- Trade waste usage charge
- ~~Septic tank and pan waste disposal charge~~

- Excess mass charges
- Food waste disposal charge
- Non-compliance trade waste usage charge
- Non-compliance excess mass charge and pH charge
- Non-compliance penalty.

Application Fee

The application fee recovers the cost of administration and technical services provided by Council in processing applications for approval to discharge liquid trade waste to the sewerage system. The application fee will be allocated on the basis of the category into which the discharger is classified and reflects the complexity of processing the application. Application fees will be set annually by Council, refer to Council's adopted Fees and Charges.

Annual Trade Waste Fee

The purpose of this fee is to recover the cost incurred by Council for administration and the scheduled inspections each year to ensure a liquid trade waste discharger's ongoing compliance with the conditions of their approval.

As part of an inspection, Council or its agents may undertake monitoring of the liquid trade waste discharges from premises or business. Such monitoring may include but is not limited to, flow measurement and the sampling of the liquid trade waste. Where more than one instance of such monitoring is undertaken by Council, or its agents, in a financial year, the cost involved may be recovered from the discharger.

Annual liquid trade waste fees are determined on the basis of the category of the discharger and are proportionate to the complexity of their inspection and administration requirements. Annual trade waste fees will be set by Council. Where the discharger is required to pay for monitoring this will be charged on the basis of full cost recovery.

Re-inspection Fee

Where non-compliance with the conditions of an approval has been detected and the discharger is required to address these issues, Council will undertake re-inspections to confirm that remedial action has been satisfactorily implemented. Council will impose a fee for each re-inspection. The re-inspection fee will be set annually by Council on the basis of full cost recovery. A re-inspection may include the monitoring of liquid trade waste discharges, the cost of which may be recovered from the discharger.

Trade Waste Usage Charge (Category 2 dischargers)

The trade waste usage charge is imposed to recover the additional cost of transporting and treating liquid trade waste from Category 2 dischargers.

Trade Waste Usage Charge ($) = Q x C2

Where Q = Volume (kL) of liquid trade waste discharged to sewer, and

C2 = Usage Charge set by Council annually in its fees and charges

Excess Mass Charges

Excess mass charges will apply for substances discharged in excess of the deemed concentrations in domestic sewage shown in Table 4-5 below. For excess mass charge calculation, equation 1 below will be applied.

Substance	Concentration (mg/L)
Biochemical Oxygen Demand (BOD_5)	300
Suspended Solids	300
Total Oil and Grease	50
Ammonia (as Nitrogen)	35
Total Kjeldahl Nitrogen	50
Total Phosphorus	10
Total Dissolved Solids	1000
Sulphate (SO_4)	50

Table 4-5 - Deemed concentration of substances in domestic sewage

Equation 1: Liquid Trade Waste Excess Mass Charge ($) = $\frac{(S-D)\times Q\times U}{1{,}000}$

Where: S = Concentration (mg/L) of substance in sample.

D = Concentration (mg/L) of substance deemed to be present in domestic sewage.

Q = Volume (kL) of liquid trade waste discharged to the sewerage system.

U = Charging rate ($/kg) for discharge of substance to the sewerage system.

Charging rates (U) used in equation (1) are as shown in Council's Operational Plan.

With regard to BOD, equation (1) applies for BOD_5 up to 600 mg/L.

If Council approves the acceptance limits for BOD_5 higher than 600mg/L, an exponential type equation will be used for calculation of the charging rate U_e ($/kg) as shown in equation 2. Equation 2 provides a strong incentive for dischargers to reduce the strength of waste. In addition, equation 5 will be used where the discharger has failed to meet their approved BOD limit on two or more instances in a financial year.

Ue is the excess mass charging rate for BOD ($/kg).

Equation 2: $U_e = 2C \times \frac{(\text{Actual BOD} - 300\text{mg/L})}{600\text{mg/L}} \times 1.05^{\frac{(\text{Actual BOD} - 600\text{mg/L})}{(600\text{mg/L})}}$

Where C = the charging rate ($/kg) for BOD_5 600mg/L.

Actual BOD = the concentration of BOD_5 as measured in a sample

Food Waste Disposal Charge

Where Council has permitted the use of a food waste disposal unit for an existing hospital, nursing home or other eligible facility, the following additional food waste disposal charge will be payable annually.

Food Waste Disposal Charge ($) = B x UF

Where B = Number of beds in hospital or nursing home.

UF = Annual charging rate ($/bed) for a food waste disposal unit at a hospital or nursing home.

Non-compliance Charges

Category 1 and 2 Dischargers - If the discharger has not installed or maintained appropriate pre-treatment equipment, the following trade waste usage charges will be applied for the relevant billing period:

Category 1 and 2 Discharger - $22.95/kL (2025/26) as set annually in Council's Fees and Charges

Category 3 Discharger - Non-compliance pH charge

Equation 3 is used for waste with pH being outside the approved range. This equation provides an incentive for dischargers to apply appropriate pH correction so their waste remains within the approved pH limits. Council may require industrial and large dischargers to install and permanently maintain a pH chart recorder or data logger as control of pH is critical to minimising odour and corrosion problems in the sewerage system.

Equation 3: Charging rate for pH where it is outside the approved range for the discharger =

K x (actual pH – approved pH) x 2 *(actual pH – approved pH)*

Where K = pH coefficient = 0.58 (2025/26) as set annually in Council's Fees and Charges

Non-compliance Excess Mass Charges

Where a discharge quality fails to comply with the approved concentration limits of substances specified in Council's approval conditions (or the acceptance criterion listed in Council's trade waste policy), Council incurs additional costs in accepting and treating that waste. Council may also face problems with the effluent and biosolids management.

In order to recover Council's costs, equation 4 shall apply for non-compliance excess mass charges, except for BOD where equation 5 shall apply.

Equation 4: Non-compliance Excess Mass Charges ($) =

$$\frac{(S-A)\,x\,Q\,x\,2U}{1{,}000}+\frac{(S-D)\,x\,Q\,x\,U}{1{,}000}$$

Where S = Concentration (mg/L) of substance in sample.

A = Approved maximum concentration (mg/L) of pollutant as specified in Council's approval (or liquid trade waste policy).

Q = Volume (kL) of liquid trade waste discharged for the period of non-compliance.

U = Excess mass charging rate ($/kg) for discharge of pollutant to sewerage system, as shown in Council's Annual Management Plan.

D = Concentration (mg/L) of substance deemed to be present in domestic sewage.

Non-compliance Excess Mass Charges for BOD

If a discharger has failed to meet the approved maximum concentration of BOD on two or more instances in a financial year, the non-compliance excess mass charging rate for BOD U_n will be levied on the basis of equation 5:

U_n is the BOD non-compliance excess mass charging rate.

Equation 5: U_n =

$$2C\,x\,\frac{(A-300mg/L)}{600mg/L}\,x1.05^{\frac{(A-600mg/L)}{600mg/L}}+4C\,x\,\frac{(Actual\,BOD-A)}{600mg/L}\,x1.05^{\frac{(Actual\,BOD-A)}{600mg/L}}$$

Non-compliance Penalty

The non-compliance penalty covers instances where Council may seek compensation for its costs relating to legal action, damage to infrastructure, incurred fines and other matters resulting from illegal, prohibited or unapproved liquid trade waste discharged to the sewerage system.

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Responsibility for Payment of Fees and Charges

Property (land) owners are responsible for the payment of fees and charges for water supply, sewerage and liquid trade services provided by Council. This includes property owners of marinas, caravan parks, etc., if a dump point located at their premises is connected to the sewerage system. Where another party (lessee) leases premises any reimbursement of the lessor (property owner) for such fees and charges is a matter for the lessor and the lessee.

All dischargers of liquid trade waste to Council's sewerage system should be aware that they are subject to prosecution and imposition of fines under the *Local Government Act 1993* and the *Protection of the Environment (Operations) Act 1997* and Regulations. In addition to fines, Council may recover costs of damages and fines.

Charging Category	Application Fee	Annual Non-Residential Sewerage Bill With Appropriate Sewer Usage Charge/kL	Annual Trade Waste Fee	Re-Inspection Fee (when required)	Trade Waste Usage Charge/Kl	Septic Waste Disposal Charge	Excess Mass Charges/kg	Non-Compliance Trade Waste Usage Charge/kL	Non-Compliance Excess Mass/kg and pH Charges/kL (if required)
1	Yes	Yes	Yes	Yes	No	No	No	Yes	No
2	Yes	Yes	Yes	Yes	Yes	No	No	Yes	No
2S	Yes	Yes	Yes	Yes	No	Yes	No	No	No
3	Yes	Yes	Yes	Yes	No	No	Yes	No	Yes

Table 4-6 - Summary of trade waste fees and charges incurred by the discharger as a result of an illegal liquid trade waste discharge

4.1.3.7 Risk Assessment and Ranking

Council will carry out inspections of premises of all liquid trade waste dischargers and their treatment facilities according to a risk-based approach to Council's sewerage network and treatment plant. These risk categories are based on the complexity and impact of the discharge, and are:

Low Risk	Classification A	2-yearly inspections, minimum
Medium Risk	Classification B	Annual inspections, minimum
High Risk	Classification C	Quarterly inspections

If a site is considered to pose an increased risk than its default Classification would generally indicate, such as by being subject to non-compliance or reinspection fees more than once in a calendar year, Council may at its discretion increase the Risk

category. This will result in an increase in frequency of compliance inspections, and therefore cost to the customer.

Similarly, Council may reverse a previously increased Risk category if the customer demonstrates willing compliance over a two year period of increased inspections.

The customer will be informed via letter of any change to its default Risk category.

4.1.3.8 Monitoring

Council will carry out inspections of the premises of all liquid trade waste dischargers and their treatment facilities as per their risk category.~~at least once per annum~~. Monitoring of the large and industrial dischargers is to be carried out as specified in the approval conditions.

The applicant may be required to monitor the liquid trade waste discharge as a condition of an approval or agreement. They may also be required to pay for any sampling and testing of liquid trade waste undertaken by Council.

For this purpose, an inspection/sampling point, where the waste can be inspected and sampled, will be specified in the approval and/or agreement. This point will normally be located after the pre-treatment facility. The discharger may need to install a suitable method of flow measurement.

Council may require the discharger to:

- install a permanent primary measurement device;
- measure the volume and flow rate using the permanently installed flow measurement system (such as a flow metering system);
- install a flow measurement device on a temporary basis and obtain enough data to determine a basis for assessing the flow rate and volume; and/or
- provide a system which allows obtaining a flow weighted composite sample.

Testing of samples is to be undertaken by a NATA-registered or other laboratory recognised by DCCEEW to ensure reliable and accurate results. Where the discharger is sampling the effluent, Council may randomly take duplicates to confirm the waste characteristics.

4.1.3.9 Liquid Trade Waste Services Agreement

In addition to its approval under the *Local Government Act 1993*, Council may require certain dischargers, including those who wish to discharge liquid trade waste in large volumes (discharge >20 kL/d) or industrial waste (Concurrence Classification C discharges) to execute a liquid trade waste services agreement. The agreement will set out the conditions associated with the discharge and execution of the agreement will be a condition of the approval issued by Council. The conditions will be binding on the applicant and the Council. The agreement will be for a period of up to five (5) years. No discharge is to be made to Council's sewerage system until an agreement or an interim agreement has been executed.

Provision can be made in the agreement for (in addition to Council's approval conditions):

- additional conditions for discharge of liquid trade waste;
- cancellation of the agreement and/or order to cease the discharge if the discharger is found to be in breach of the agreement or the liquid trade waste approval or, in the opinion of Council, the waste is adversely affecting the sewerage system or the environment;

- entry by Council officers to inspect the liquid trade waste collection, treatment, monitoring and disposal systems;
- the applicant to notify Council in advance of any changes that may affect the quality and quantity of the liquid trade waste; and
- the amount of bond/security to be lodged with Council prior to discharging to the sewerage system.

4.1.3.10 Enforcement of Approvals and Agreements

Failure to obtain Council's approval to discharge liquid trade waste into the sewerage system, or failure to comply with the conditions of the approval is an offence under s626 and s627 of the *Local Government Act 1993*. In addition, these offences are prescribed as penalty notice offences under the Act and Council may issue a penalty notice to such discharger.

Furthermore, sections 628 and 634 to 639 list other offences related to water, sewerage and stormwater drainage.

Polluting of any waters by a discharger of liquid trade waste who does not have a Council approval or who fails to comply with the conditions of the approval is guilty of an offence under section 120 (1) of the *Protection of the Environment Operations Act* 1997. In addition, under section 222 of this Act, Council may issue a penalty notice to such a discharger.

Any person who fails to comply with the terms or conditions of a liquid trade waste services agreement (i.e.. there is a breach of the agreement) will be required to indemnify the Council against any resulting claims, losses or expenses in accordance with section 8 of the agreement. Suspensions may also apply and may include a notice to cease the discharge.

4.1.3.11 Modification and Revocation of Approvals

Council reserves the right to modify or revoke an approval to discharge liquid trade waste to the sewerage system in any of the following circumstances:

- if the approval was obtained by fraud, misrepresentation or concealment of facts;
- for any cause arising after the granting of the approval which, had it arisen before the approval was granted, would have caused the council not to have granted the approval;
- for failure to comply with a requirement made by or under the Local Government Act 1993 relating to a condition of the approval; and/or
- for failure to comply with a condition of the approval.

4.1.3.12 Prevention of Waste of Water

Water must be used efficiently and must be recycled where practicable. It is an offence under section 637 of the *Local Government Act 1993* and its Regulation to waste or misuse water.

Dilution of trade waste with water from any non-process source including Council's water supply, bore water, groundwater and/or stormwater as a means of reducing pollutant concentration is therefore strictly prohibited.

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4.1.3.13 Effluent Improvement Plans

Where the existing liquid trade waste discharged does not meet Council's requirements, the applicant may be required to submit an Effluent Improvement Plan setting out how Council's requirements will be met. The proposed plan must detail the methods/actions proposed to achieve the discharge limits and a timetable for implementation of the proposed actions. Such actions may include more intensive monitoring, improvements to work practices and/or pre-treatment facilities to improve the effluent quality and reliability.

4.1.3.14 Due diligence programs and contingency plans

For Concurrence Classification A, a discharger is not required to submit either a due diligence program or a contingency plan.

A discharger may be required to submit a due diligence program and a contingency plan for Concurrence Classification B where it is considered that the discharge may pose a potential threat to the sewerage system. If required, a due diligence program and contingency plan must be submitted to Council within six months and three months respectively of receiving a liquid trade waste approval.

For Concurrence Classification C, a discharger may need to provide a due diligence program and contingency plan to Council within six months and three months respectively of receiving a liquid trade waste approval.

It should be noted that:

- If the discharger has an accredited environmental management system in place, a due diligence program and contingency plan may not be required. However, proof of accreditation must be provided to Council with the application. The Environmental Management Plan (EMP) may not include all necessary provisions in regard to trade waste. In such cases Council may require that a suitable due diligence program and contingency plan be developed and submitted to Council.
- Where Council considers there is potential risk to the sewerage system from a discharge, it may request a due diligence program and contingency plan to be submitted prior to commencing the discharge.

5 RELEVANT LEGISLATION

Council provides water and sewer services appropriate to the current and future needs of the local community in accordance with relevant Acts, Regulations and standards. Some of the relevant Acts and Regulations are:

- *Local Government Act 1993 and Local Government (General) Regulation 2021*
- *Liquid Trade Waste Management Guidelines, 2021*
- *Protection of the Environment Operations Act 1997*

6 DOCUMENT INFORMATION

Related documents and reference information in this section provides a single reference point to develop and maintain site compliance information.

6.1 Related Documents

Related documents, listed below, are external documents directly related to or referenced from this document.

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- Australian Sewage Quality Management Guidelines, June 2012, WSAA
- Practice Note, Managing Run-off from Service Station Forecourts, June 2019, NSW EPA

Related documents, listed in Table 6-1 below, are internal documents directly related to or referenced from this document.

Number	Title
POL/26031	• Policy – Sewer Services Policy
09/1474	• Trade Waste - Form - Application - Commercial Liquid Trade Waste - Classification A - Template
09/1477	• Trade Waste - Form - Application - Commercial Liquid Trade Waste - Classification B or C - Template
13/17926	• Trade Waste - Form - Discharge Approval - Template

Table 6-1 – Related documents

7 RESPONSIBLE OFFICER / POLICY OWNER

The implementation and ownership of this policy rests with the Liquid Trade Waste Officer, unless appropriately delegated to another officer.

8 RESPONSIBILITIES

Parties or Persons	Responsibilities
Liquid Trade Waste Officer	• Implement Discharge of Liquid Trade Waste to Sewerage System Policy • Liaise with DCCEEW – Water as required • Review Policy in accordance with Section 12 • Report on liquid trade waste matters to Manager – Water and Sewer
Manager – Water and Sewer	• Oversee the implementation of Discharge of Liquid Trade Waste to Sewerage System Policy

9 APPROVAL

As per cover sheet.

10 MONITORING

This policy will be monitored by the Manager Water and Sewer, unless appropriately delegated to another officer.

11 REVIEW DATE

This policy, once adopted, is to remain in force until it is reviewed by Council. This policy is to be reviewed approximately every four (4) years to ensure that it meets legislative requirements.

In accordance with section 165 (4) of the *Local Government Act 1993*, this policy will be reviewed within one year of the election of every new Council.

12 LAST REVIEW DATE

April 2022

13 RECORD KEEPING, CONFIDENTIALITY AND PRIVACY

All records received, created or supporting this policy will be kept on Council's Corporate Computer Systems in accordance with *State Records Act 1998, NSW* and will retain confidentiality and privacy in accordance with *Privacy and Personal Information Protection Act 1998, NSW* and Council Policy. Council is required to release certain information in accordance with *Government Information (Public Access) 2009, NSW*.

This policy is to be made available for public viewing as required under the *Government Information (Public Access) 2009, NSW*.

14 BREACHES AND SANCTIONS

Any breaches of this Policy will be referred to the General Manager for appropriate action.

15 DOCUMENT HISTORY

The below table provides a summary of changes and amendments to this document.

Version	Date Amended	Author	Comments (eg reasons for review)
1	06/11/2000	Liquid Trade Waste Officer	• Initial release
2	05/12/2005	Liquid Trade Waste Officer	• Periodic review
3	16/08/2012	Liquid Trade Waste Officer	• Periodic review
4	19/03/2020	Liquid Trade Waste Officer	• Periodic review • Update to new template
5	18/05/2020	Liquid Trade Waste Officer	• Biennial review • Classification S (septage) excluded from acceptance
6	17/05/2022	Liquid Trade Waste Officer	• Periodic review • Added document history
7	10/04/2026	Liquid Trade Waste Officer	• Periodic review • Added Discharge Factors

DRAFT

GM28/26. Update on Council Resolution – Affordable Housing Stakeholder Engagement **FILE:** 26/00033
Author: Coordinator Strategic Planning

Executive Summary

The purpose of this report is to provide an update on the actions undertaken in response to Council's resolution at the April 2025 Council Meeting regarding engagement with Home in Place and other relevant agencies to discuss opportunities for the rapid delivery of additional affordable housing stock within the Singleton Local Government Area (LGA).

Correspondence has been sent to the relevant organisations, and all Councillors have been invited to attend the proposed meeting.

Invitations were extended to the following agencies

- Homes NSW
- Home in Place
- Wanaruah Local Aboriginal Land Council
- Aboriginal Housing Office

FOR INFORMATION

At its Ordinary Council Meeting held on 21 April 2026, Council resolved to write to local Community Housing Provider Home in Place, the local Aboriginal community housing provider, Homes NSW and other relevant agencies, requesting their attendance at a meeting with Councillors to discuss opportunities and strategies for the rapid delivery of additional affordable housing stock within the Singleton Local Government Area.

In response to this resolution, correspondence has been prepared and issued to the relevant organisations inviting representatives to attend a meeting to discuss:

- current affordable housing initiatives and programs;
- opportunities for partnership and collaboration;
- barriers to the delivery of affordable housing in the Singleton LGA; and
- potential short, medium and long-term actions to support the accelerated delivery of additional affordable housing stock.

All Councillors have been invited to attend the meeting. The meeting will provide an opportunity for direct engagement with Home in Place and key government agencies to seek input on the opportunities and strategies for the rapid delivery of affordable housing stock within the Singleton LGA.

Attachments
There are no attachments for this report.

ED23/26. Response from Minister Clare O'Neil MP - LGNSW Resolutions from the 2025 Annual Conference **FILE:** 26/00228/001

Author: Executive Assistant

Executive Summary

Council submitted a motion to the LGNSW Annual Conference held in November 2025:

- Resolution 58 – Enabling infrastructure (Resolution 58 is on page 112)

In response, Local Government NSW (LGNSW) made representations to the Minister for Housing, Minister for Homelessness, Minister for Cities, the Hon Clare O'Neil MP regarding this issue.

Attachment 1 includes the Minister's response letter for Councillors' information.

Attachments

AT-1⇩ Response from Minister Clare ONeil MP - LGNSW Resolutions from the 2025 Annual Conference

THE HON CLARE O'NEIL MP
MINISTER FOR HOUSING
MINISTER FOR HOMELESSNESS
MINISTER FOR CITIES

Ref: MC26-000483

Mr David Reynolds
Chief Executive
Local Government NSW
Level 8 28 Margaret Street
SYDNEY NSW 2001

Dear Mr Reynolds David

Thank you for your correspondence on 15 January 2026 concerning motions from Local Government New South Wales's (LGNSW) 2025 Annual Conference. I am always keen to hear how the Commonwealth can work more closely with local governments to deliver our national housing priorities, and I appreciate the time you have taken to bring these resolutions to my attention.

The Australian Government has a $45 billion plan to build more homes, back first home buyers into home ownership, and support renters. Local councils play a vital role in helping us deliver this plan to tackle Australia's housing challenges.

This is reflected in local government's role as a co-signatory to our National Housing Accord, through the Australian Local Government Association, and support for our aspirational target of building 1.2 million well-located homes over five years. As you know, this ambitious target is a national commitment which requires collaboration, accountability and delivery across all levels of government—federal, state and local.

Thank you for sharing the resolutions arising from the LGNSW's Annual Conference relevant to my portfolios of housing, homelessness and cities. Several themes emerge from these resolutions which I have also noted during previous discussions with local governments.

The first of these is the importance of enabling infrastructure in helping us deliver our housing targets. The Government knows that enabling infrastructure plays a critical part in boosting supply by accelerating the delivery of housing on existing development-ready land. That is why we have made several major investments in enabling infrastructure and committed further funds to unlock infrastructure barriers.

Parliament House Canberra ACT 2600 Australia
Telephone: (02) 6277 7610

This starts with our existing commitment to provide $1.5 billion through the Housing Support Program to states and territories for housing infrastructure and planning improvements. This funding is delivering important infrastructure projects around the country, with a particular focus on enabling infrastructure in regional and remote communities.

We are also investing $10 billion to partner with state developers and industry to build up to 100,000 homes reserved for sale to first home buyers. Under this new initiative, the Government is working with state and territory governments to identify and fast-track suitable projects, including funding for enabling infrastructure where it will help to unlock homes for first home buyers. I encourage local councils to work with state and territory governments to bring forward projects for consideration under this program.

The second theme is the call for governments to efficiently manage surplus government land and property. The Commonwealth and NSW Government committed under the National Planning Reform Blueprint (the Blueprint) to identify well-located development ready land and to ensure the efficient use of government land. In the most recent Blueprint round, the NSW Government indicated that its audit of development ready land is ongoing. More information about the Blueprint is available on the Treasury website at www.treasury.gov.au/policy-topics/housing/blueprint.

I also note that LGNSW has called for delivery of social housing to boost housing supply. As you know, the Government has an ambitious commitment to deliver 55,000 social and affordable homes. Our $10 billion Housing Australia Future Fund (HAFF) is the single biggest investment to support social and affordable rental housing in over a decade.

In November, we announced that the Government will deliver its largest round yet under the HAFF, with Round 3 delivering more than 21,000 new social and affordable homes across the country. The 21,000 homes delivered through Round 3 keeps us on track to meet our commitment to deliver 55,000 social and affordable homes in full by mid-2029, with tens of thousands of homes to be delivered even earlier. Furthermore, the HAFF is now supporting around 29,000 jobs each year across the economy over the period to June 2029 – which means more tradies on the tools building homes for people that need them.

I would like to thank you and LGNSW for your ongoing engagement with housing policy discussions and for your continued collaboration with myself and the Commonwealth.

Yours sincerely

CLARE O'NEIL

5 / 3 / 2026

Parliament House Canberra ACT 2600 Australia
Telephone: (02) 6277 7610

ED24/26. IP&R Service Review and Service Level Review (SLR) – Parks and Open Spaces **FILE:** 24/00116

Author: Governance Lead
Coordinator Recreation & Facilities

Executive Summary

Council has commenced a Service Level Review (SLR) of the Parks and Open Spaces to ensure ongoing delivery is sustainable and aligned with the Integrated Planning and Reporting (IP&R) Framework.

The IP&R Service Review Project is a statutory requirement, identified in the Operational Plan and has been completed. Key findings include inconsistencies in service levels, maintenance standards, financial and tenure arrangements with user groups, and resourcing constraints. These findings highlight opportunities to improve governance, consistency and financial sustainability.

This report provides the results and data of the IP&R Service Review Project and a progress update of the phases of the SLR. There are no decisions sought from Council at this stage.

FOR INFORMATION

The SLR Project commenced following the completion of the IP&R Service Review Project.
The SLR is being undertaken in the following five phases:

- Phase 1: Gap analysis to determine appropriate service and resourcing levels, including investigation of a user pays model, incorporating fees and charges for use of open space. This phase includes significant engagement with internal and external stakeholders, including sporting user groups.
- Phase 2: Modelling of levels of service and fee scenarios.
- Phase 3: Review by key stakeholders via the Singleton Sports Advisory Committee.
- Phase 4: Reporting to Council and seeking public exhibition approval.
- Phase 5: Adoption and implementation of any approved changes.

IP&R Service Review Project

Service Reviews are a mandated process set by the NSW Office of Local Government where councils are required to regularly review their services as part of their Integrated Planning and Reporting (IP+R) framework. Service Reviews ensure council services are meeting community needs and are delivering services efficiently and effectively; this includes identifying areas for improvement and engaging with stakeholders to establish service level expectations.

The Service Review Program for 2025/2026 includes Open Space and Parks. This was completed by Singleton Council's participation in the Local Government Professionals Service Reviews in a Box Program.

Council has undertaken a comprehensive service review of Parks and Open Space, including benchmarking against nine comparable councils. The benchmarking identified that Council's current arrangements are not consistent with sector practice in several key areas.

The results were reported to the Audit, Risk and Improvement Committee (ARIC) in May 2026. Key findings identified inconsistencies in service levels across parks and open spaces, including variations in maintenance standards and service frequency not consistently aligned with usage, risk or strategic priority. Financial arrangements with sporting and community clubs were also found to be inconsistent, with differing fees, subsidies, lease and tenure arrangements and contributions applied across facilities and locations.

The review further identified that current staffing resources are constrained relative to the size, number and complexity of the parks and open space asset portfolio. This limits Council's ability to deliver consistent service levels, proactively manage assets and address maintenance and renewal requirements, increasing the risk of asset deterioration, safety issues and longer term financially sustainability.

The review also identified that current staffing levels are limited relative to the size, number, and complexity of the parks and open space asset portfolio. Notwithstanding these constraints, the existing team continues to deliver a high standard of service, maintaining extensive assets with low levels of community complaints.

Overall, the findings highlighted opportunities to strengthen governance, improve consistency and equity in service delivery, and better align service levels with risk, asset condition and strategic priorities. Addressing these matters is expected to support improved risk management, greater financial sustainability and more effective asset stewardship over time.

The Findings Report – **Attachment 1**, provides a consolidated summary of the analysis and information compiled throughout the review process. The report incorporates the proposed Levels of Service Hierarchy – **Attachment 2**, the Parks and Open Space Sporting Club Usage Data – **Attachment 3**, and Benchmarking Data – **Attachment 4**, to support an informed assessment of current service provision, asset utilisation and comparative performance across the service area. The findings presented within the report are intended to provide a broad overview of existing service levels and usage patterns, while also identifying key trends and considerations to inform future planning, resource allocation and service delivery discussions. All information and supporting data was current as at September 2025.

SLR Project

Following the completion of the IP&R Service Review Project, Recreation Services is now progressing through the Phases of the SLR Project. This includes:

- Phase 1: Gap analysis to determine appropriate service and resourcing levels, including investigation of a user pays model, incorporating fees and charges for use of open space. This phase includes significant engagement with internal and external stakeholders, including sporting user groups.

- Phase 2: Modelling of levels of service and fee scenarios.

- Phase 3: Review by key stakeholders via the Singleton Sports Advisory Committee.

- Phase 4: Reporting to Council and seeking public exhibition approval.

- Phase 5: Adoption and implementation of any approved changes.

Phase 1 and Phase 2 are currently underway. Council has engaged @Leisure Planners to assist in reviewing service levels and developing a fees and charges framework to ensure outcomes are sustainable, equitable and aligned with levels of service and community expectations. This phase will include significant internal and external stakeholder engagement.

Phases 3 – 5 have not commenced and will be undertaken following completion and consolidation of the earlier phase outputs. These earlier phases include a review of the draft findings and proposed service and financial models by key stakeholders via the Sports Advisory Committee followed by reporting to Council.

Next Steps

- Ongoing engagement with internal and external stakeholders including sports user groups, community representatives and relevant committees to inform service levels and financial modelling.
- Completion of service level assessment and financial modelling.
- Review by the Singleton Sports Advisory Committee.
- Reporting of draft outcomes to Council and seeking public exhibition approval.
- Consideration of submissions and options.
- Final report to Council and adoption of approved changes.

It is anticipated that the phased project will be completed in early 2027, allowing sufficient time for any approved changes to be incorporated into the development of the 2026/27 Operational Plan. This timeframe ensures that the outcomes arising from each phase of the process can be appropriately considered and, where endorsed, translated into future operational delivery and service improvements.

Attachments

AT-1⇩ Service Review findings Report- Parks and Open Space
AT-2⇩ Parks and Open Space Levels of Service Hierarchy 2025/202626/23371
AT-3⇩ Parks and Open Space Sporting Clubs Usage - Service Review Parks and Open Space 2025/26
AT-4⇩ Benchmarking data Parks and Open Space Service Review - Singleton Council comparison to participating councils -

Service Review in a Box program

Service Review Findings Report

Parks and Open Space

Completed: Operational Plan 2025/2026

EXECUTIVE SUMMARY

As part of the Operational Plan 2025/2026, Council has completed a service review of its Parks and Open Space services to ensure they meet community needs, are delivered efficiently and effectively, meet statutory obligations and align to Council's strategic objectives under the Integrated Planning and Reporting (IP&R) framework. The review was completed as part of the Local Government Professionals Service Review in a Box program which provided a structured and consistent approach to the service review and data benchmarking with nine comparable councils.

The service review has resulted in identification of some key findings and opportunities, which if implemented will enhance consistency and equity in service delivery, strengthen governance arrangements and support the sustainable management of Council's parks and open space assets.

BACKGROUND

The Singleton Local Government Area (LGA) has 69 parks and reserves (venues) categorised as community parks, sportsgrounds, civic spaces, linear spaces, landscape areas and natural areas and unmaintained reserves. Within each category is a hierarchy of regional, district, local and village, which supports assignment of levels of service for each venue.

Sportsgrounds are the most utilised venues across the LGA of which Council owns or manages 23, including a range of community sports grounds, village reserves and associated facilities that support active recreation. Singleton's sportsgrounds are used on average 20 to 25 hours per week for competitions and training by the 6,617 individuals registered to 20 local sports clubs. The sporting community is highly engaged with Council, with many sporting clubs represented on the Singleton Sports Council.

The Singleton community highly values the current quality and access to parks and open space assets, rating it as one of the top 10 community priorities in the Community Strategic Plan – Create Singleton 2035. In line with the IP&R Framework, the community's interest in this service led to selection of this service review during the Operational Plan 2025/2026 to ensure the service continues to meet community needs and is delivered efficiently and effectively.

SERVICE REVIEW PROCESS

The Service Review was delivered as part of the Local Government Professionals Service Review in a Box program ensuring a structured and consistent approach and opportunity to benchmark data against nine comparable councils. The service review was completed utilising the data and information that was available as at 18 September 2025 and utilising the following process.

Stage	Activity	Description
Planning and Scope	Define review scope and objectives	Established the scope, objectives and methodology of the service review in line with the Operational Plan 2025/2026 with a focus on alignment to community priorities outlined in the Singleton 2035 – Community Strategic Plan legislative requirement under the *Local Government Act 1993*.
Data collection	Collection and benchmarking of service level data	Service level data and budget allocation collected and benchmarked with comparable councils.
Review of documentation, process and resourcing	Review of documentation, processes and resourcing available and used in planning and delivery of services	Reviewed Council's levels of service, procedures, guidelines and related documentation to assess alignment with community expectations and comparable councils.
Service assessment	Assessment of current services and practices	Examined how services are planned, customer requests are received and resolved across Council services to identify consistency, clarity and effectiveness of current practices.
Compliance assessment	Alignment to statutory requirements	Assessed Council's service in line with requirements for management of community land included in *Local Government Act 1993* and other legislation.
Findings identification	Identify gaps and strengths	Identified areas of strength, gaps, risks and improvement opportunities arising from the review.
Recommendations	Develop recommendations	Developed practical and proportionate recommendations to address identified gaps, strengthen service delivery in line with budgetary restrictions and community expectations.

SUMMARY OF FINDINGS

The Parks and Open Space service review completed a comprehensive assessment resulting in identification of inconsistencies in levels of service, income, formal lease and user agreements and constrained staffing resources.

1. **Income generation**
   The review found inconsistencies in income and contributions received from sporting and community clubs, with differing approaches applied across facilities and locations. Currently, sporting clubs utilising Council owned venues are mostly engaged in seasonal licences rather than formal lease agreements, requiring minimal to nil financial contribution by the clubs. Benchmarking shows Council's income from sportsground usage is 94% lower than the average income of the nine comparable councils benchmarked during the service review. Benchmarking data is an attachment to this report.
   Recommendation:
   - Introduce standardised fees, contributions, and subsidies policy
   - Apply consistent financial arrangements across all clubs

2. **Levels of service**
   The level and type of service provided across sportsgrounds were found to be inconsistent, with variations in maintenance standards, asset provision and service frequency established over time from a reactive response to customer requests. The more engaged and proactive sporting clubs receive a higher level of service than identified in the levels of service hierarchy, better grant support and asset improvements. The current Levels of Services Hierarchy is an attachment to this report.
   Recommendation:
   - Develop and implement standard service level framework across all parks
   - Conduct community consultation to align services with expectations

3. **Inconsistency of formal lease or user agreements**
   The review identified inconsistencies in the application of formal lease or user agreements with sporting and community groups using Council-owned parks and open space facilities. This creates inconsistency in tenure, unclear responsibilities for maintenance and renewal, and limited ability to manage risk, cost recovery and compliance. The breakdown of the Sporting Club Facility Usage is an attachment to this report.
   Recommendation:
   - Establish formal lease and user agreements for all clubs and user groups
   - Review and standardise terms and conditions

4. **Resourcing challenges**
   The review and benchmarking also identified that current staffing resourcing is limited relative to the size, complexity and number of park and open space assets managed by Council. This constrains Council's capacity to deliver consistent service levels, proactively manage assets and adapt to new and improved facilities from grant funding.
   Recommendation:
   - Review staffing allocation and operational efficiencies
   - Prioritise high-risk and high-use areas

5. **Community satisfaction of service**
   The review highlighted the high quality of workmanship delivered by a small team of just ten operational staff. The staff consistently delivers above the required levels of service across parks and open space assets across the Singleton LGA, resulting in high community satisfaction. The Singleton community highly values the current quality and access to parks and open space assets, rating it as one of the top 10 community priorities in the Community Strategic Plan – Create Singleton 2035.

CONSULTATION

- Executive Leadership Team
- Parks and Open Space Team
- Singleton Sports Council
- Park user survey respondents

FINANCIAL IMPLICATIONS

The review has found that Council incurs significant costs to operate and maintain parks and open spaces, with minimal income generated or received. Ongoing operating and renewal costs are largely rate-funded, placing pressure on the Long-Term Financial Plan and limiting resources for other services. Deferred renewal may increase future costs and risk service levels. Opportunities for additional revenue are limited, although introduction of the alternative service delivery approaches or selective cost-recovery mechanisms may improve efficiency while maintaining community benefit.

RISK IMPLICATIONS

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
Inconsistent service levels leading to community dissatisfaction and complaints which may lead to reputational damage.	Medium	• Develop and implement standard service level framework across all parks. • Conduct community consultation to align services with expectations	Low	Yes
Lack of formal lease or user agreements creating legal, financial or operational exposure which may lead to unapproved use of Councils assets or financial loss.	Medium	• Establish formal lease and user agreements for all clubs and user groups • Review and standardise terms and conditions	Low	Yes
Inconsistent payments or contributions from clubs resulting in inequity and reduced cost recovery which may lead to unfair financial outcomes and reduced funding available for maintenance.	Medium	• Introduce standardised fees, contributions, and subsidies policy • Apply consistent financial arrangements across all clubs	Low	Yes
Limited staffing resources constraining service delivery and asset management which may lead to delayed maintenance, reduced service quality and increased operational risk.	Medium	• Review staffing allocation and operational efficiencies • Prioritise high-risk and high-use areas	Low	No

Risk	Risk Ranking	Proposed Treatments	Proposed Risk Ranking	Within Existing Resources?
Deferred maintenance leading to asset deterioration, safety hazards or higher future costs which may lead to increased repair costs, potential safety incidents and reduced asset lifespan.	High	• Monitor and report on asset condition and any renewal backlog	Medium	Partially

CONCLUSION

These findings highlight the need for a consistent governance framework, standardised arrangements with clubs, and clearly defined service levels to ensure Council can sustainably manage its assets while continuing to meet community needs, legislative obligations, and strategic objectives under the IP&R framework.

Addressing the service review findings will strengthen equity, consistency, and accountability of Council's parks and open space services, while supporting alignment with community expectations, strategic priorities and legislative requirements.

Information as at the 18 September 2025

Levels of Service - Parks and Open Space

Levels of Service categories definitions

QS1 - QUALITY STANDARD 1High level of exposure and/or utilisationThis standard has the highest level of asset provision, using quality materials. Maintenance is undertaken to the highest affordable standards, with quick response times and proactive programed operations.Maintenance is undertaken to the highest affordable standards, with quick response times and proactive programed operations.

QS2 - QUALITY STANDARD 2Medium level of exposure and/or utilisationThis standard has a moderate level of asset provision, using robust materials and simple designs. Maintenance is undertaken to good standards, with standard response times and programmed operations. Maintenance is undertaken to good standards, with standard response times and programmed operations.

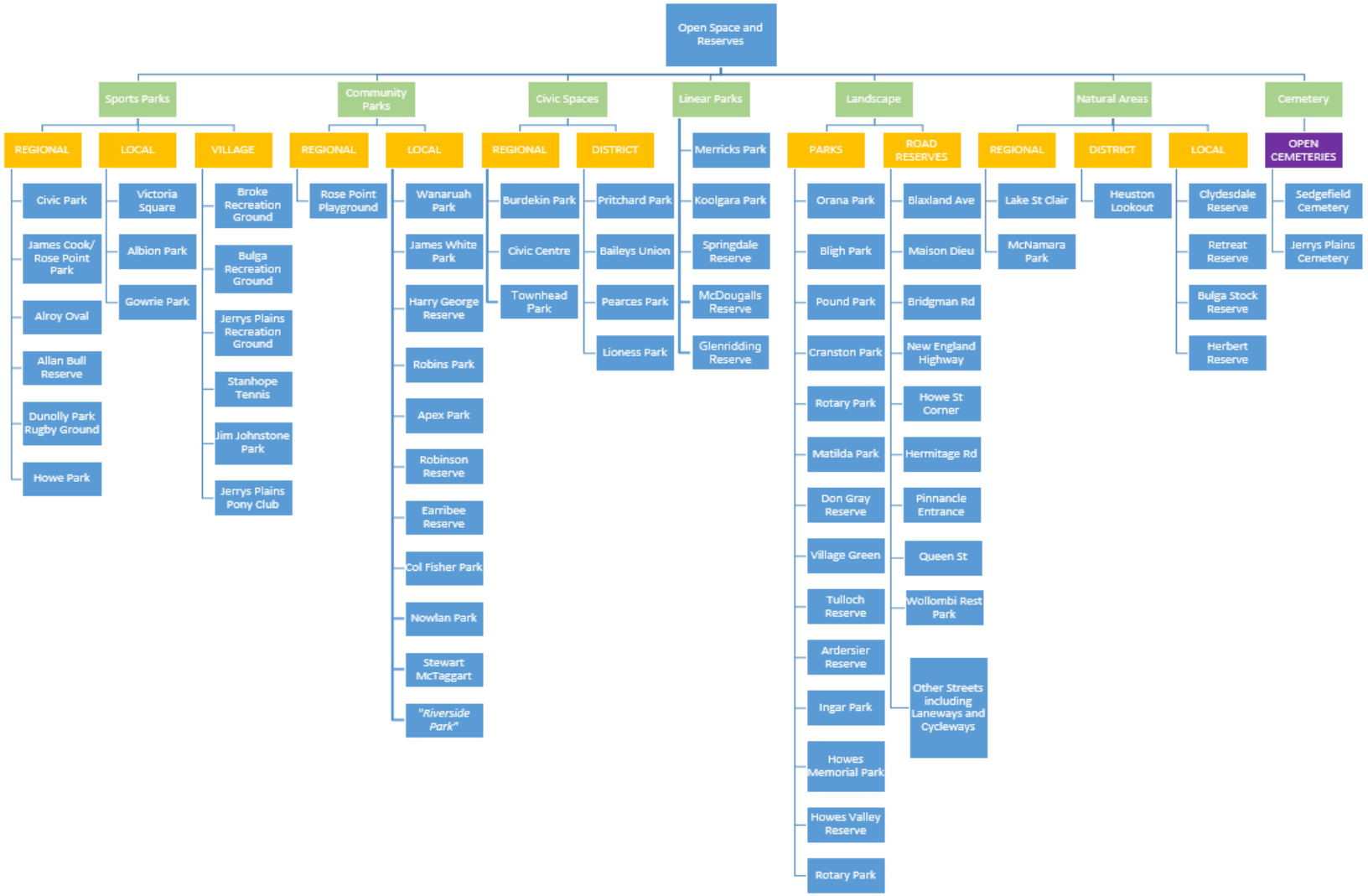
QS3 - QUALITY STANDARD 3Relatively low level of exposure and/or utilisation or natural area.This standard has the lowest level of asset provision, using robust materials and simple designs. Maintenance is undertaking to a reasonable standard, with longer response times and fewer programed operations.Maintenance is undertaken to a reasonable standard, with longer response times and fewer programed operations.

| Service Statement / Profile | | | Stakeholders | | | | Operational Level of Service | | | | | | | | | Development Level of Service | | | | | | | | |

| Service Statement / Profile | | | Stakeholders | | | | Operational Level of Service | | | | | | | | Development Level of Service | | | | | | | |

| Service Statement / Profile | | | Stakeholders | | | | Operational Level of Service | | | | | | | | Development Level of Service | | | | | | | |

Appendix G Singleton Council Open Space Hierarchy



The service review was completed utilising the data and information that was available as at 18 September 2025.

Information as at the 18 September 2025

Parks and Open Space Service Review - Sporting Club Facility Usage

Sporting Club	Club user numbers	Park / Facility used	Under the Lease / Licence of Council Land & Buildings to Community Groups Policy, does the facility meet the definition of Community Group?	Under the Lease / Licence of Council Land & Buildings to Community Groups Policy, does the facility meet the definition of Facility?	Council owned or private land	Council built or user built facility	Current facility infrastructure	Planned future facility infrastructure + recent improvements	Funding of planned future facility infrastructure + recent improvements (Grant or General Fund)	Total Capital Works completed per club between FY 2020/2021 -FY 2025/2026	Water charges - funding source (Club and/or Council)	Water metered / not metered	Total of Water & Sewer charges paid to Council between FY 2020/2021 -FY 2025/2026	Total of Electricity charges paid to Council between FY 2020/2021 -FY 2025/2026	Council Sports Grants received between FY 2020/2021 -FY 2025/2026	Other payments and/or in-kind support (provided by Council to the club)	Should Council receive a rental subsidy from the Club?	Is there a formal lease/seasonal licence in place?	Is usage a resolution of Council?	Exceptions to the usual seasonal hire arrangements
Singleton Rugby Club	110	Rugby Park	Yes - Community Group	No - private land	Private land	User built	N/A	N/A	Resources for Regions (R4R) funding	$ 1,200,000.00	Club	Metered	$ -	$ 117.50	$ 5,200.00	Nil	No - private land	N/A - private land	N/A - private land	N/A
Singleton Junior Rugby Club	279	Allan Bull Reserve	Yes - Community Group	Yes - Facility	Council owned land	Council built	Building - canteen, change rooms, lights, irrigation	Recent improvements, New LED lighting on both Fields 100 LUX, New Irrigation system and Post. Future improvement Aluminium grandstand seating 25/26 CAP works	Lighting: $221,592 LRCI $253,072 SCCF Irrigation: Aluminium Seating: $50,000 Cap Works	$ 1,023,592.06	Club	Metered	$ -	$ 1,549.47	$ -	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Touch Football	1250	Civic Park	Yes - Community Group	Yes - Facility	Council owned land	Council built	Toilets, canteen, lighting, club house, field, irrigation	Master Plan and Concept Amenities Completed, Needs funding to progress	Nil	$ -	Club	Metered	$ -	$ -	$ -	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Howe Park Tennis Club	300	Howe Park Tennis Courts	Yes - Community Group	Yes - Facility	Council owned land	Council built	Tennis courts, lighting, club house	New lighting, 6 x synthetic courts, fencing, club house upgrades	LRCI $20,000 OLG Flood Grants	$ 1,256,770.52	Club	Metered	$ -	$ -	$ 128,536.01	Building Maintenance - reactive, proactive and statutory	No - seasonal licence, lease agreement currently in negotiation	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton AFL	180	Rose Point James Cook 4	Yes - Community Group	Yes - Facility	Council owned land	Council built	Lighting, club house, field, irrigation	full club house upgrade, lighting	$300,000 LRCI (field lighting) $1.7M Office of Sport	$ 2,872,466.01	Club	Metered	$ -	$ 4,301.19	$ 36,509.00	Grounds Maintenance Building Maintenance	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Amateur Swimming Club	70	Gym and Swim	Yes - Community Group	Yes - Facility	Council owned land	Council built	indoor and outdoor swimming pools, lighting, club house	swimming pool upgrade	Nil	$ -	Club	Metered	$ -	$ -	$ -	Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Clay Target Club	100	Warkworth	Yes - Community Group	No - private land	Private land	User built	N/A	N/A	N/A	$ -	Club	N/A	$ -	$ -	$ 73,930.54	Nil	No - private land	N/A - private land	N/A - private land	N/A
Singleton District Cricket Association	184	Rose Point James Cook 1/2/3/4, Civic Park, Howe Park, Albion Park	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation, sub-surface drainage (Howe Park only)	Cook fields - lighting upgrade, irrigation, spectator seating Howe - lighting upgrade, irrigation, sub-surface drainage, fencing	LRCI Howe Park Lighting - $400,000 R4R Howe Park Field upgrades - $800,000 R4R Cook Park Seating - $650,000	$ 1,175,448.81	Council	Metered	$ -	$ -	$ 18,988.03	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton District Junior Cricket Association	100	Cook Park, Civic Park, Howe Park, Albion Park	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation, sub-surface drainage (Howe Park only)	Cook fields - lighting upgrade, irrigation,spectator seating Howe - lighting upgrade	LRCI Howe Park Lighting - $400,000 R4R Howe Park Field upgrades - $800,000 R4R Cook Park Seating - $650,000	$ -	Council	Metered	$ -	$ 1,072.68	$ -	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Golf Club	300	Golf Course	Yes - Community Group	Yes - Facility	Council owned land	User built	club house, golf course, irrigation, machinery sheds	irrigation and dam work, machinery/green keepers shed	R4R - Machinery Shed - $285,000 R4R - Irrigation and dam works- $450,00	$ -	Club	Metered	$ -	$ -	$ 73,130.44	Rental rebate $21,445.40 (FY 2024/25)	Yes - lease agreement through to 2044	Yes	Seasonal licence issued under delegation of the Sports Council	Singleton Golf Course is under lease arrangement until 2044. Under the Lease the club is responsible for all operating, utility and maintenance costs, whilst Council retains asset renewal responsibility.
Singleton Mountain Bike Club	100	Pioneer Road Mountain Bike Park, Masion Dieu Mountain Bike Park	Yes - Community Group	Yes - Facility	Council owned land	Council built	MB tracks and bridges, car parking	new track	RHF - $500,000	$ -	N/A	N/A	$ -	$ -	$ 29,180.00	Some grounds and asset maintenance	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Netball Association	300	Rose Point James Cook Netball	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, netball courts	new courts, lighting and spectator seating	R4R Seating: $65,000 ECSAPIG Court Resurfacing and lighting: $1,238,063	$ 1,417,312.77	Club	Metered	$ 6,143.89	$ -	$ 4,895.00	Grounds Maintenance Building Maintenance - reactive, proactive	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Park Run	2500	Rose Point, Rose Point James Cook	Yes - Community Group	Yes - Facility	Council owned land	Council built	track markers, signage	markers and signage funding	Nil	$ -	N/A	N/A	$ -	$ -	$ -	Grounds Maintenance	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A

The service review was completed utilising the data and information that was available as at 18 September 2025.

Singleton Junior Touch Football	887	Civic Park	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation	nil	N/A	$ -	Club	Metered	$ -	$ -		Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Strikers Football Club - Community	448	Alroy Oval	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation, sub-surface drainage	$8m complex upgrade - current project	IIOC $3.5M LTPF $2.0M Council loan fundings $2.5M	$ 7,954,042.93	Club	Metered	$ -	$ 3,876.55		Grounds Maintenance Building Maintenance -	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Strikers Football Club - Premier	180	Howe Park, Civic Park, Alroy Oval	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation, sub-surface drainage (Howe Park only)	Howe - lighting upgrade, irrigation, sub-surface drainage, fencing	LRCI $20,000 LRCI - $400,000 (Field Lighting)	$ 568,801.54	Club	Metered	$ -	$ 2,656.55	$ 35,982.00	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Track and Field	250	Rose Point James Cook 5	Yes - Community Group	Yes - Facility	Council owned land	Council built	lighting, club house, field, irrigation	Cook fields - lighting upgrade, irrigation, new clubhouse, synthetic long jump pit, discuss and shot put cages, aluminium grand stands	Field Works: LRCI $195,078 Amenities LRCI $429,493 SCCF $773,544 Council $217,943	$ 2,217,354.49	Club	Metered	$ -	$ 2,340.80	$ 97,280.00	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Triathlon Club	30	Gym and Swim	Yes - Community Group	Yes - Facility	Council owned land	Council built	indoor and outdoor swimming pools, lighting, club house	Shed	$50,000?	$ -	N/A	N/A	$ -	$ -	$ 5,900.00	Nil	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton Junior Rugby League	430	Rose Point James Cook 1/2/3	Yes - Community Group	Yes - Facility	Council owned land	Council built	Clubhouse, lighting, goal posts, spectator seating	Spectator Seating	R4R Seating $400,000	$ 435,415.64	Club	Metered	$ -	$ -	$ 41,349.73	Grounds Maintenance Building Maintenance - reactive, proactive and statutory	No - seasonal licence, nil lease agreement	No	Seasonal licence issued under delegation of the Sports Council	N/A
Singleton United Rugby League Football Club	110	Pirtek Park	Yes - Community Group	Yes - Facility	Council owned land	User built	lighting, club house, field, irrigation, Balcony Waterproofing	upgrade to club house, seating, irrigation tank and software to support irrigation upgrades	Building extn: LRCI - $255,000 R4R - $1,345,000 Waterproofing: LRCI - $20,000	$ 676,912.55	Club	Metered	$ 40,294.93	$ 7,276.51	$ 36,026.09	Building Maintenance - reactive, proactive and statutory inaccordance with the lease agreement	Yes - lease agreement through to 2038	Yes	Seasonal licence issued under delegation of the Sports Council	Pirtek Park is under lease arrangements until 2038. Under the Lease the club is responsible for all operating, utility and maintenance costs, whilst Council retains asset renewal responsibility.

The service review was completed utilising the data and information that was available as at 18 September 2025.

Information as at the 18 September 2025

Park and Open Asset Data Information

Ha / 1000 pop

Data was provided for benchmarching as detailed as possible within the current capabilities of the finance system and as consistent as possible with the categorisations used by the participating councils. Cells presenting 0 or $0 reflect data not available to be benchmarked.

Asset type	Your Council	Group Mean
Passive parks - premier/district	5.26	1.79
Passive parks - local	4.55	2.04
Passive parks - neighbourhood	2.69	2.80
Active parks or sports fields	4.41	7.32
Garden beds	0.02	0.27

Amount / 1000 pop

Asset type	Your Council	Group Mean
Trees	21.87	235.18
Playgrounds	0.99	1.07
Toilet blocks	0.87	0.59
Change room blocks	0.32	0.17
Park furniture	21.20	29.42
Depot infrastructure	0.43	0.07

Expenditure by Asset type per Ha ($/Ha)

	Your Council			Group Mean		
Asset type	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
Passive parks - premier/district	3,803.8	4,539.1	2,222.9	21,861.1	22,183.7	21,187.8
Passive parks - local	7,857.9	13,977.5	14,424.7	11,119.9	12,265.7	11,791.8
Passive parks - neighbourhood	56,026.4	30,957.8	23,941.2	14,540.2	11,703.6	9,177.7
Active parks or sports fields	31,352.1	112,370.9	83,239.5	13,131.0	21,352.5	15,583.7
Garden beds	124,992.0	127,204.4	104,488.3	65,325.3	119,345.6	74,995.2

Expenditure by Asset type per amount ($/amount)

	Your Council			Group Mean		
Asset type	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
Trees	225.1	77.2	232.7	37.8	21.9	37.5
Playgrounds	19,138.0	1,714.0	15,471.3	4,639.2	1,967.8	3,894.0
Toilet blocks	16,834.5	18,591.9	23,441.4	15,051.3	15,112.1	11,595.6
Change room blocks	0.0	0.0	0.0	1,508.3	1,931.6	1,974.1
Park furniture	147.9	145.3	360.1	181.4	83.1	41.6
Depot infrastructure	45,850.8	44,387.5	15,345.5	43,551.6	44,895.8	42,003.1

Revenue by Asset type per Ha ($/Ha)

	Your Council			Group Mean		
Asset type	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
Passive parks - premier/district	9.1	6.4	7.5	163.7	112.6	131.0
Passive parks - local	57.2	12.9	8.7	424.5	24.0	21.9
Passive parks - neighbourhood	7,507.4	9,502.5	8,347.5	882.2	952.7	837.7
Active parks or sports fields	41.9	45.7	47.6	1,149.3	935.5	782.3
Garden beds	0.0	0.0	0.0	0.0	0.0	0.0

Expenditure by Asset type per amount ($/amount)

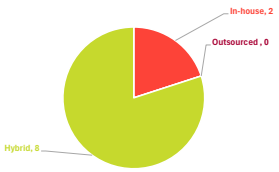
	Your Council			Group Mean		
Asset type	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
Trees	0.0	0.0	0.0	74,995.2	424.5	24.0
Playgrounds	0.0	0.0	0.0	37.5	882.2	952.7
Toilet blocks	0.0	0.0	0.0	3,894.0	1,149.3	935.5
Change room blocks	0.0	0.0	0.0	11,595.6	0.0	0.0
Park furniture	0.0	0.0	0.0	1,974.1	0.0	0.0
Depot infrastructure	0.0	0.0	0.0	41.6	42.1	0.0

The service review was completed utilising the data and information that was available as at 18 September 2025.

Park and Open Asset Operations

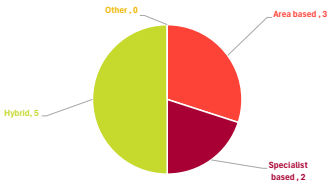
Operating Model

Operation Models	Total
In-house	2
Outsourced	0
Hybrid	8



Organisational Structural Model

Organisational Structural Model	Total
Area based	3
Specialist based	2
Hybrid	5
Other	0



Operations details (Total Ha per FTE)

	Your Council	Group Mean
Total Ha per FTE management staff	2144.49	844.14
Total Ha per FTE coordinator or supervisory staff	85.78	155.51
Total Ha per FTE operations staff	42.89	22.16
Plant utilised (total written down value 2023/24 actual)($)	$581,219	$4,307,211

Expenditure by Cost category per Ha ($/Ha)

	Your Council			Group Mean		
Cost category	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
FTE	1,916	2,220	2,265	5,466	6,146	6,396
Contractors	0	0	0	1,714	1,730	1,646
Operational	1,781	2,085	2,125	7,858	7,747	7,901
Capital	134	135	140	5,552	15,047	11,355

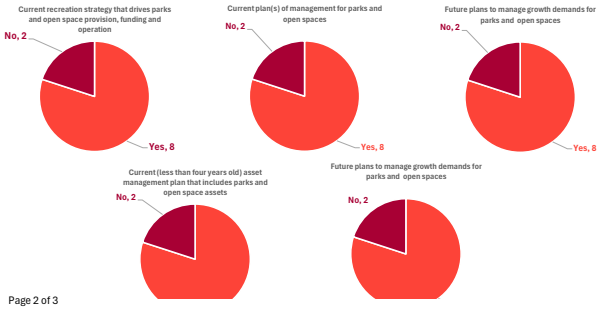
Total revenue from fees and Charges ($)

	Your Council			Group Mean		
	2023/24 Actual spend	*2024/25 Budget*	*2025/26 Draft Budget*	*2023/24 Actual spend*	*2024/25 Budget*	*2025/26 Draft Budget*
Fees and Charges	692,572	720,091	575,649	502,233	505,320	416,770

Strategies

Count of Councils with a specific strategy

Strategies	Yes	No
Current recreation strategy that drives parks and open space provision, funding and operation	8	2
Current plan(s) of management for parks and open spaces	8	2
Future plans to manage growth demands for parks and open spaces	8	2
10 year capital works program that identifies new capital and renewal projects for parks and open spaces	8	2
Current (less than four years old) asset management plan that includes parks and open space assets	8	2



The service review was completed utilising the data and information that was available as at 18 September 2025.

DCCS33/26. Minutes - Singleton and District Disability Advisory Committee - 31/03/2026 **FILE:** 26/00032
Author: Executive Assistant - Directors

Executive Summary

The Singleton and District Disability Advisory Committee held its ordinary meeting on 31 March 2026. The minutes of the meeting are shown as **Attachment 1** for Council's information.

FOR INFORMATION

Attachments

AT-1⇩ Minutes - Singleton & District Disability Advisory Committee 31032026

MINUTES
SINGLETON AND DISTRICT DISABILITY ADVISORY COMMITTEE
1:00PM - 2:00PM TUESDAY 31 MARCH 2026

Present	Cr Mel McLachlan, Councillor – Singleton Council (Chair) Cr Patrick Thompson, Councillor – Singleton Council Dwight Graham, Director Corporate & Community Services – Singleton Council Janice Lawrence – Hunter Ability Support Jenna Barwick – Singleton PCYC Joss Davies – Community Member Brianna Fogarty – Community Member Matthew Hourn – Community Member
In Attendance	Kirsten Torrance, Executive Assistant – Singleton Council Ellen Papanicolaou, Coordinator Events – Singleton Council Courtney Wagner, Coordinator Arts and Culture (Gallery Director) – Singleton Council Harrison Kirkwood, Community Member
Meeting Location	Committee Room & Virtual via Microsoft Teams

1 Welcome and Apologies

- Welcome
- Acknowledgement of Country by Chair
- Apologies – Kristy Murphy, Maxine Smith

2 Disclosure of Interests

Nil

3 Confirmation of Minutes

- The minutes of the Singleton and District Disability Advisory Committee meeting held on Tuesday 2 December 2025, were confirmed.

Moved: Cr Patrick Thompson **Seconded**: Matthew Hourn
CARRIED

4 Matters arising from the Minutes

Nil

5 Agenda Items

5.1 Singleton Arts & Cultural Centre Update

Courtney Wagner, Coordinator Arts and Culture (Gallery Director), presented a high-level update on key activities and achievements at the Singleton Arts and Cultural Centre (SACC), focusing on access and inclusion aspects of the centre.

Courtney confirmed the difference between Audio Description and Audio Description Labels. Audio Description is a specialised, detailed verbal narration of an artwork's visual elements and Audio Visual Label is a shorter, interpretative narrative focusing on context, history and curator insights.

Committee members discussed Auslan interpreters for exhibition openings and various aspects of the presentation and recent improvements to the SACC in the access and inclusion space.

A link to Courtney's presentation is attached to these minutes for the information of this Committee.

5.2 Disability Inclusion Action Plan 2027-2031 Presentation

Dwight Graham, Director Corporate and Community Services, presented on the Singleton Disability Inclusion Action Plan 2027-2031 (DIAP). The current DIAP 2022-2026 is coming to the end of its implementation-phase and a new DIAP 2027-2031 is being developed.

A working group has been established comprising members of this Committee. Achievements of the current plan were discussed with 95% of actions completed.

The new DIAP is in the early planning phase and Committee members will be asked to review and provide feedback on the draft DIAP prior to its presentation to Council for public exhibition.

An update on the development of the DIAP will be provided at each committee meeting for the duration of the project.

5.3 Sport4All Presentation

Harrison Kirkwood, Sports4All Singleton Inclusion Coach, presented on the Sports4All Program. Singleton Council has entered into a partnership with Sports4All, a national initiative focused on increasing inclusion and accessibility in sport for people with a disability.

Harrison (Harry) delivered a presentation on the Sports4All program, including current activities, progress and opportunities for collaboration.

Harry noted that online resources are independently accessible and can be completed in a self-directed manner, and advised that he remains available to provide assistance as needed.

Strategies for enhancing inclusivity within clubs and schools were discussed.

When clubs and schools demonstrate active engagement, it supports grant

applications, as they are recognised as being committed to sport and inclusion.

A significant part of the challenge lies in facilitating initial engagement—encouraging participation through introductions at meetings, and ensuring the availability of supports such as easy-read materials and accessible parking.

Results and feedback have been mixed, and any opportunities to strengthen connections with sporting clubs are welcomed.

Harry will attend the next Singleton Sports Advisory Committee meeting and Cr Mclachlan will initiate contact between Harry and Singleton's Junior Rugby League and Touch Football Clubs.

5.4 Firelight Presentation

Ellen Papanicolaou, Coordinator Events, presented on Council's Firelight event.

Preparations are underway for Council's annual Firelight event, set to take place on Saturday 2 May 2026, at the Civic Centre Precinct. Ellen provided a high level presentation of the event, gathering feedback and seeking guidance from the Committee to ensure Firelight is an accessible and inclusive event.

Committee members noted that last year's event was excellent and continues to improve each year, building on previous experience.

A copy of Ellen's presentation is attached to these minutes for the information of the Committee.

6 Other Business

- Singleton's Australia Day Committee is seeking a representative from the Singleton and District Disability Advisory Committee. The next meeting for the Australia Day Committee is Wednesday 10 June 2026 at midday. Please advise your interest to attend the Australia Day Committee to ktorrance@singleton.nsw.gov.au by COB 22 May 2026.

7 Action List

Nil

8 Next Meeting

Tuesday 2 June 2026, 1:00pm – 2:00pm

The meeting closed at 1:43pm

Cr Mel McLachlan
Chair

34. Investment Report - April 2026 **FILE:** 25/00405
Author: Finance Officer - Treasury
Coordinator Finance Business Partnering

Executive Summary

In accordance with clause 212 of the *Local Government (General) Regulation, 2021* the following funds are invested under section 625 of the *Local Government Act, 1993* as at 30 April 2026.

FOR COUNCIL'S INFORMATION

Report
For the last 12 months to 30 April 2026, the investment portfolio returned 6.52% versus the bank bill index benchmark's 3.79%.

Council's total portfolio of investments was $126.061 million with an additional $849k held in Council's operational account, as of 30 April 2026.

Without marked-to-market influences, Council's investment portfolio yielded 4.62% pa for the month. This is based on the actual interest rates being received on investments and excludes the underlying changes to the market values of the bonds and TCorp growth fund.

During April, Council had $5m in deposits mature and Council invested a total of $1.5m during the month. This new investment is detailed in the following table:

Amount	Investment Type	Period	Rate
$1,500,000	Floating Rate Note	1097 Days	5.79%

The NSW TCorpIM Long Term Growth Fund recorded a strong result of 4.07%(actual) for the month of April. A rebound in the share and bond markets from March's poor performance contributed to this result. It's important to note ongoing volatility is expected in the fund, as tensions in the Middle East and oil supply concerns continue.

Council has a well-diversified portfolio invested predominantly among a range of term deposits and senior ranked bonds from highly rated Australian bank issuers. Council also has exposure to growth classes, including listed property and international and domestic shares, via NSW TCorp's Long Term Growth Fund. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection and holding the securities for the recommended time horizons of their asset classes. However, short-term fluctuations should be expected.

The TCorpIM Long Term Fund's investment strategy is to provide high exposure to growth assets, with a high return potential over the long term, with a high risk of negative annual returns. The investment object is to provide returns of CPI +3.5% pa over rolling 10-year

periods. Council's investment in TCorp's IM Funds (long-term) is 26% of its portfolio. Council can therefore expect some fluctuations to its portfolio returns.

The size of the investment portfolio varies from month to month as a result of cash flow for the period. Cash outflows (expenditure) are typically relatively stable from one month to another. Cash inflows (income) are cyclical and are largely dependent on the rates instalment due dates and the timing of grant payments, including receipts of the Financial Assistance Grant.

Attachment 1 to this report provides Council's Investment Summary Report and Accrued Interest Report for April 2026.

Certification by the Responsible Accounting Officer:

In accordance with clause 212(1)(b) of the *Local Government (General) Regulation*, *2021* the investments listed in this report have been made in accordance with:

i) the *Local Government Act, 1993*
ii) the Regulations, and
iii) Council's Investment Policy.

Attachments

AT-1⇩ Singleton Investment Report - April 2026
AT-2⇩ Singleton Investment Accruals Report - April 2026

SINGLETON COUNCIL

Investment Summary Report
April 2026

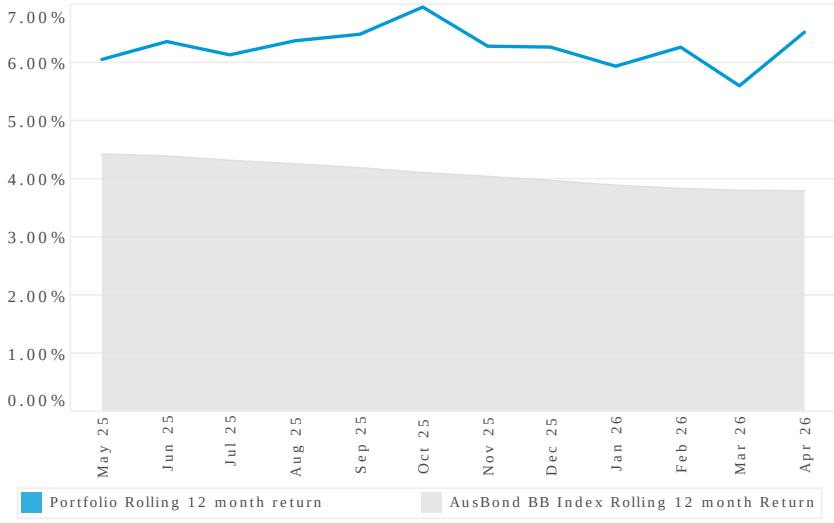
PRUDENTIAL INVESTMENT SERVICES CORP

Singleton Council
Executive Summary - April 2026

Investment Holdings

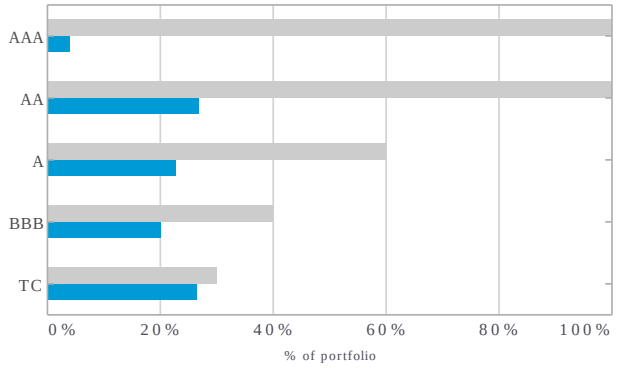
	Face Value ($)	Current Value ($)
Bonds	5,000,000	4,976,595
Cash	7,316,022	7,316,022
Floating Rate Note	39,400,000	39,493,142
Managed Funds	33,345,631	33,345,631
Term Deposit	41,000,000	41,000,000
	126,061,653	126,131,390

Investment Performance

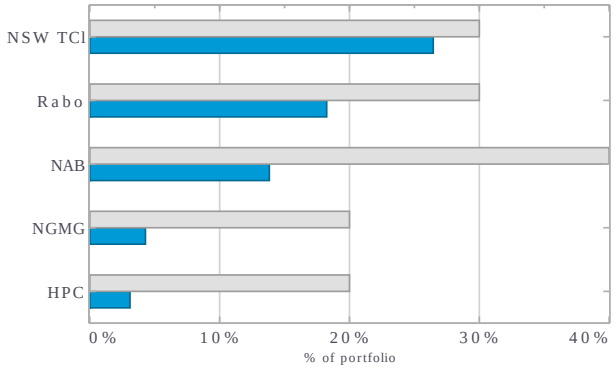


Investment Policy Compliance

Total Credit Exposure



Individual Institutional Exposures



g Portfolio Exposure g Investment Policy Limit

Term to Maturities

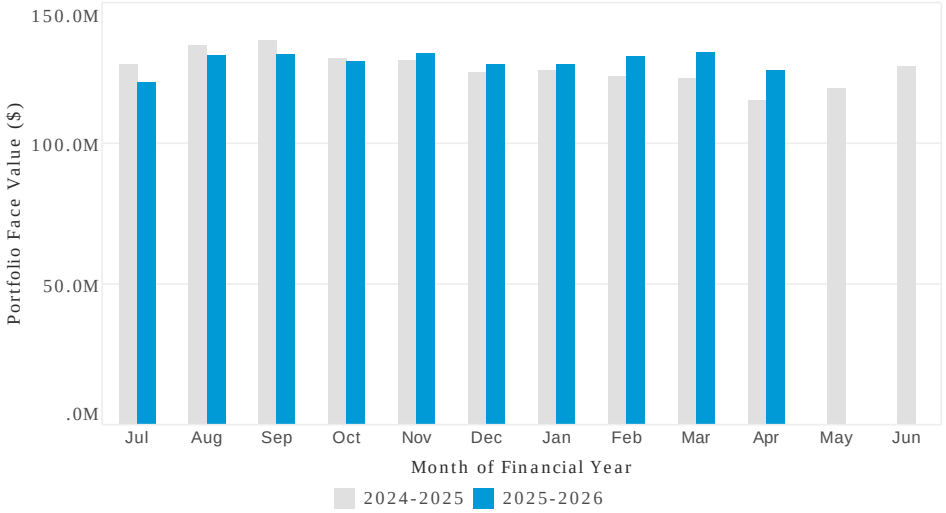
	Face Value ($)		Policy Max	
Between 0 and 1 years	100,561,653	80%	100%	a
Between 1 and 10 years	25,500,000	20%	80%	a
	126,061,653			

Specific Sub Limits				
Between 3 and 10 years	*12,750,000*	*10%*	*50%*	a
Between 5 and 10 years	*0*	*0%*	*25%*	a

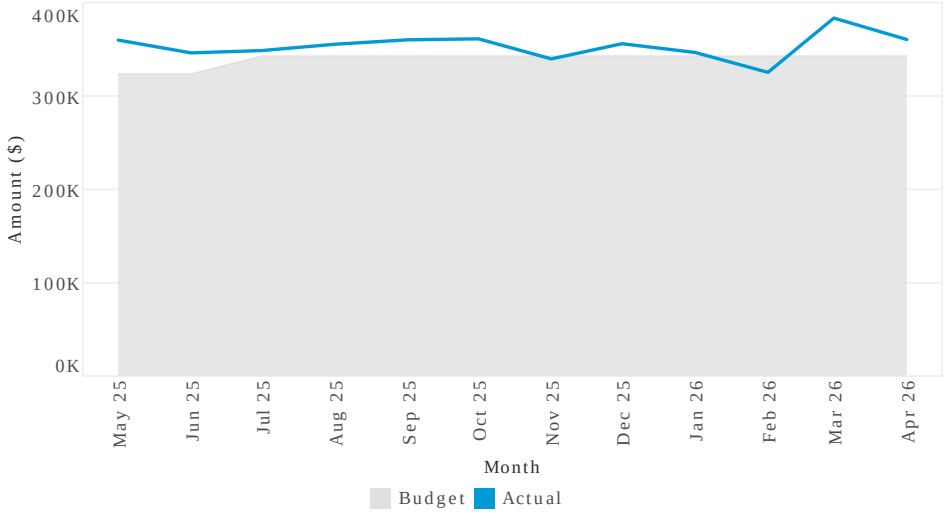
Singleton Council

Executive Summary - April 2026

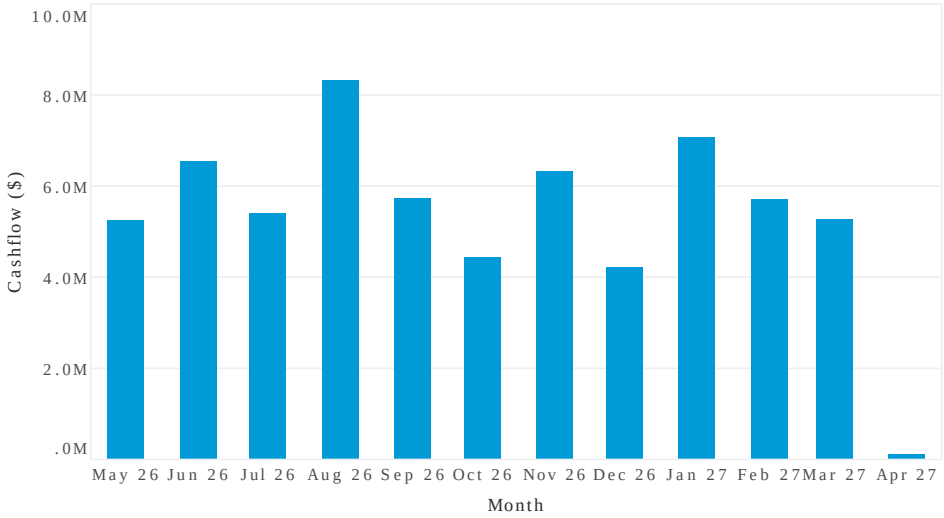
Historical Portfolio Balance



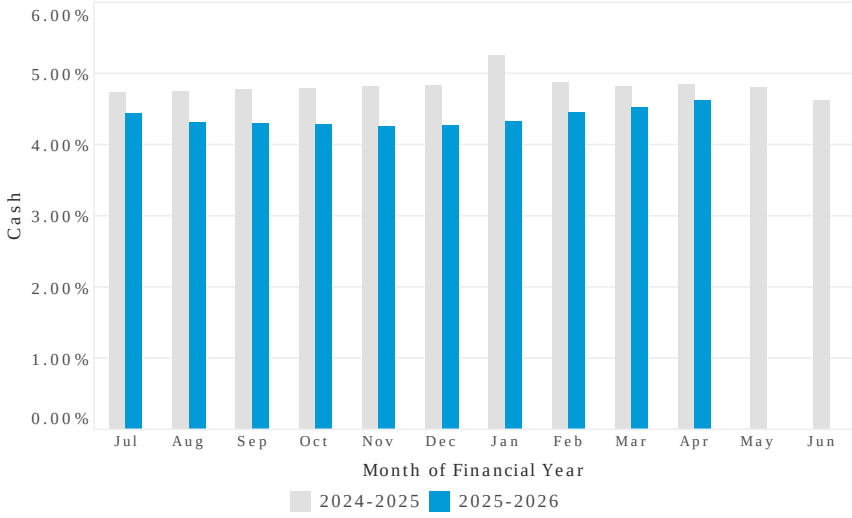
Interest Earned Rolling 12 months



Upcoming Investment Cashflow Summary



Weighted Average Return



PRUDENTIAL INVESTMENT SERVICES CORP

Singleton Council

Investment Holdings Report - April 2026

Cash Accounts

Face Value ($)	Current Rate (%)	Institution	Credit Rating	Current Value ($)	Deal No.	Reference
2,285,982.81	4.7500%	AMP Bank	BBB+	2,285,982.81	540079	31d Notice
5,030,038.83	4.2000%	National Australia Bank	AA-	5,030,038.83	546234	Prof Acct
7,316,021.64	4.3719%			7,316,021.64		

Managed Funds

Face Value ($)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value ($)	Deal No.	Reference
33,345,631.22	4.0689%	NSW T-Corp (LT)	TCl	Long Term Growth Fund	33,345,631.22	544559	
33,345,631.22	4.0689%				33,345,631.22		

Term Deposits

Maturity Date	Face Value ($)	Current Rate (%)	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Interest Date	Reference
7-May-26	2,000,000.00	4.3000%	Rabobank Australia	A	2,000,000.00	8-Oct-25	2,048,301.37	546661	48,301.37	At Maturity	
21-May-26	2,000,000.00	4.2700%	Suncorp Bank	AA-	2,000,000.00	16-Jun-25	2,074,637.26	546169	74,637.26	At Maturity	
4-Jun-26	1,000,000.00	4.2500%	Rabobank Australia	A	1,000,000.00	1-Aug-25	1,031,787.67	546297	31,787.67	At Maturity	
11-Jun-26	1,000,000.00	4.3600%	Rabobank Australia	A	1,000,000.00	13-Nov-25	1,020,187.40	546839	20,187.40	At Maturity	
11-Jun-26	2,000,000.00	4.7700%	National Australia Bank	AA-	2,000,000.00	12-Mar-26	2,013,068.49	547215	13,068.49	Annually	
25-Jun-26	1,000,000.00	4.9000%	National Australia Bank	AA-	1,000,000.00	19-Mar-26	1,005,772.60	547230	5,772.60	Annually	
25-Jun-26	1,000,000.00	5.0000%	People First Bank	BBB+	1,000,000.00	26-Mar-26	1,004,931.51	547247	4,931.51	At Maturity	
1-Jul-26	2,000,000.00	4.6000%	Rabobank Australia	A	2,000,000.00	2-Mar-26	2,015,123.29	547166	15,123.29	At Maturity	
9-Jul-26	1,000,000.00	4.2000%	Rabobank Australia	A	1,000,000.00	19-Jun-25	1,036,361.64	546183	36,361.64	Annually	
23-Jul-26	2,000,000.00	4.0800%	Rabobank Australia	A	2,000,000.00	26-Jun-25	2,069,080.55	546209	69,080.55	Annually	
6-Aug-26	2,000,000.00	4.1800%	National Australia Bank	AA-	2,000,000.00	4-Sep-25	2,054,740.82	546422	54,740.82	Annually	
13-Aug-26	1,000,000.00	4.1300%	Westpac Group	AA-	1,000,000.00	22-Aug-25	1,028,513.97	546375	28,513.97	At Maturity	
10-Sep-26	1,000,000.00	4.2300%	Rabobank Australia	A	1,000,000.00	9-Jul-25	1,034,303.56	546250	34,303.56	Annually	
23-Sep-26	1,000,000.00	4.1000%	National Australia Bank	AA-	1,000,000.00	24-Jul-25	1,031,564.38	546285	31,564.38	Annually	
23-Sep-26	2,000,000.00	4.2000%	National Australia Bank	AA-	2,000,000.00	10-Sep-25	2,053,621.92	546463	53,621.92	Annually	

Singleton Council

Investment Holdings Report - April 2026

Maturity Date	Face Value ($)	Current Rate (%)	Institution	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Interest Date	Reference
5-Nov-26	2,000,000.00	4.5300%	Rabobank Australia	A	2,000,000.00	4-Dec-25	2,036,736.44	546913	36,736.44	At Maturity	
12-Nov-26	2,000,000.00	4.6200%	Rabobank Australia	A	2,000,000.00	11-Dec-25	2,035,694.25	546936	35,694.25	At Maturity	
26-Nov-26	2,000,000.00	4.0800%	Rabobank Australia	A	2,000,000.00	26-Jun-25	2,069,080.55	546210	69,080.55	Annually	
2-Dec-26	2,000,000.00	4.4700%	Westpac Group	AA-	2,000,000.00	2-Dec-25	2,036,739.73	546908	36,739.73	At Maturity	
10-Dec-26	1,000,000.00	4.2300%	Rabobank Australia	A	1,000,000.00	9-Jul-25	1,034,303.56	546251	34,303.56	Annually	
7-Jan-27	2,000,000.00	4.7000%	Rabobank Australia	A	2,000,000.00	8-Jan-26	2,029,101.37	547011	29,101.37	At Maturity	
11-Feb-27	2,000,000.00	4.8200%	Bank of Queensland	A-	2,000,000.00	13-Feb-26	2,020,336.44	547122	20,336.44	At Maturity	
18-Feb-27	1,000,000.00	4.9000%	Rabobank Australia	A	1,000,000.00	9-Feb-26	1,010,873.97	547096	10,873.97	Annually	
4-Mar-27	2,000,000.00	4.7900%	ING Bank (Australia)	A	2,000,000.00	3-Feb-26	2,022,834.52	547079	22,834.52	At Maturity	
11-Mar-27	1,000,000.00	4.9000%	Rabobank Australia	A	1,000,000.00	9-Feb-26	1,010,873.97	547097	10,873.97	Annually	
25-Mar-27	2,000,000.00	3.9500%	Rabobank Australia	A	2,000,000.00	26-Jun-25	2,066,879.45	546211	66,879.45	Annually	
	41,000,000.00	4.4371%			41,000,000.00		41,895,450.68		895,450.68		

Floating Rate Notes

Maturity Date	Face Value ($)	Current Rate (%)	Security Name	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Coupon Date	Reference
15-Sep-26	1,500,000.00	4.6539%	SUN Snr FRN (Sep26) BBSW+0.48%	AA-	1,500,000.00	15-Sep-21	1,508,827.78	541879	8,797.78	15-Jun-26	
23-Oct-26	1,200,000.00	5.9500%	GSB Snr FRN (Oct26) BBSW+1.60%	BBB+	1,200,000.00	23-Jan-24	1,206,573.73	544801	1,564.93	23-Jul-26	
27-Oct-26	1,000,000.00	5.1677%	BoQ Snr FRN (Oct26) BBSW+0.80%	A-	1,000,000.00	21-Oct-21	1,001,324.74	542004	424.74	27-Jul-26	
30-Oct-26	2,000,000.00	5.8731%	BOz Snr FRN (Oct26) BBSW+1.50%	BBB+	2,020,540.00	7-Jun-24	2,007,503.81	545154	321.81	30-Jul-26	
23-Dec-26	1,000,000.00	4.7230%	CBA Green Snr FRN (Dec26) BBSW+0.41%	AA-	1,000,000.00	23-Sep-21	1,005,186.49	541918	5,046.49	23-Jun-26	
14-Jan-27	2,000,000.00	5.0366%	CBA Snr FRN (Jan27) BBSW+0.70%	AA-	2,000,000.00	14-Jan-22	2,008,711.63	542237	4,691.63	14-Jul-26	
25-Jan-27	1,000,000.00	5.0677%	WBC Snr FRN (Jan27) BBSW+0.70%	AA-	1,000,000.00	25-Jan-22	1,002,586.52	542257	416.52	27-Jul-26	
25-Jan-27	1,800,000.00	5.1477%	SUN Snr FRN (Jan27) BBSW+0.78%	AA-	1,800,000.00	25-Jan-22	1,805,171.58	542262	761.58	27-Jul-26	
8-Feb-27	1,400,000.00	5.5400%	HPC Snr FRN (Feb27) BBSW+1.60%	BBB+	1,400,000.00	8-Feb-24	1,425,765.95	544823	17,211.95	8-May-26	
10-Feb-27	1,000,000.00	4.9428%	NPBS Snr FRN (Feb27) BBSW+1.00%	BBB+	996,250.00	28-May-24	1,012,623.53	545104	10,833.53	11-May-26	
14-May-27	600,000.00	4.9572%	BEN Snr FRN (May27) BBSW+1.00%	A-	600,000.00	14-May-24	608,640.13	545078	6,030.13	14-May-26	
21-Jun-27	1,000,000.00	5.6130%	TMB Snr FRN (Jun27) BBSW+1.30%	BBB+	1,000,000.00	21-Jun-24	1,011,787.45	545188	5,997.45	22-Jun-26	

Singleton Council

Investment Holdings Report - April 2026

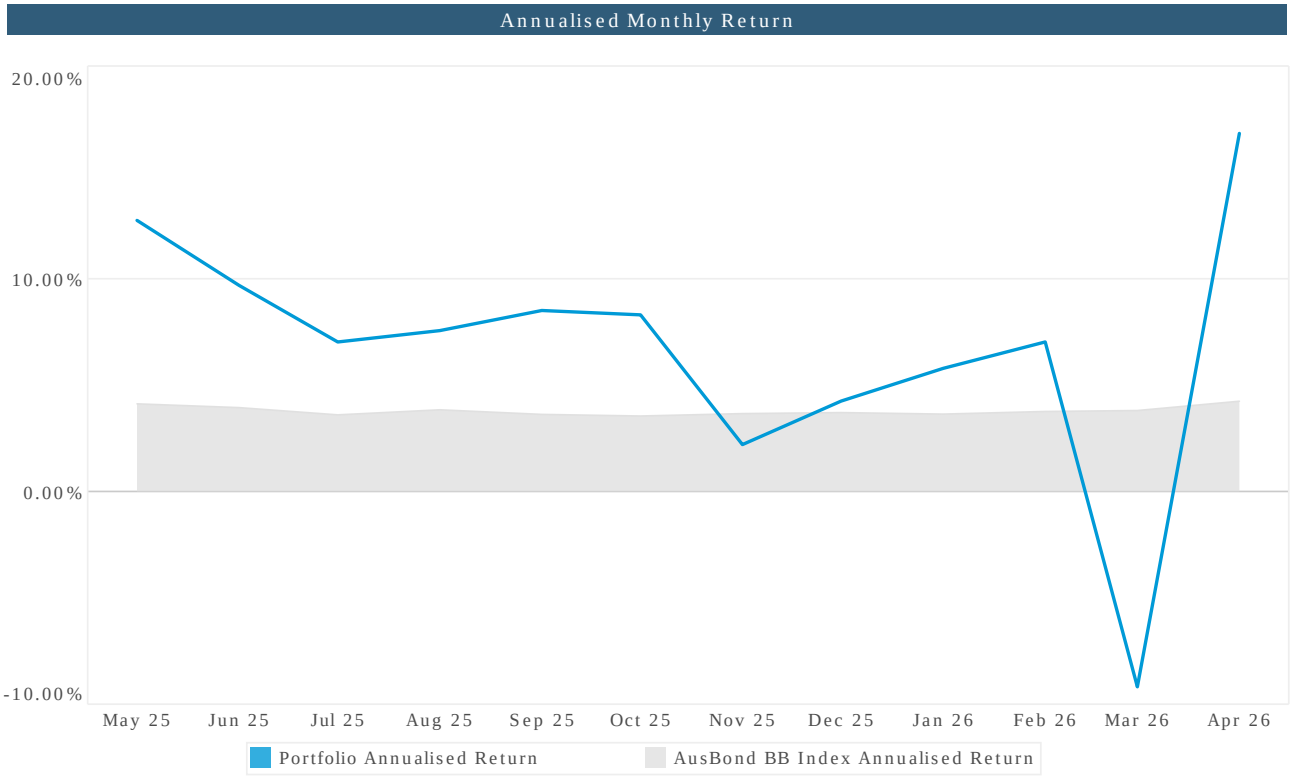
Maturity Date	Face Value ($)	Current Rate (%)	Security Name	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Next Coupon Date	Reference
13-Sep-27	1,000,000.00	5.5075%	AusW Snr FRN (Sep27) BBSW+1.33%	Baa2	1,000,000.00	13-Sep-24	1,013,013.63	545463	7,393.63	15-Jun-26	
13-Sep-27	1,300,000.00	5.4475%	AMP Snr FRN (Sep27) BBSW+1.27%	BBB+	1,300,000.00	13-Sep-24	1,315,799.01	545482	9,507.01	15-Jun-26	
14-Dec-27	1,100,000.00	5.4239%	SUN Snr FRN (Dec27) BBSW+1.25%	AA-	1,100,000.00	14-Dec-22	1,119,113.16	543634	7,519.16	15-Jun-26	
15-May-28	1,500,000.00	5.4572%	MMB Snr FRN (May28) BBSW+1.50%	BBB	1,500,000.00	14-May-25	1,516,595.87	546024	16,595.87	14-May-26	
3-Oct-28	1,500,000.00	5.2673%	TMB Snr FRN (Oct28) BBSW+0.95%	BBB+	1,500,000.00	3-Oct-25	1,504,325.15	546598	5,195.15	3-Jul-26	
3-Nov-28	2,000,000.00	4.7950%	GSB Snr FRN (Nov28) BBSW+0.93%	BBB+	2,000,000.00	3-Nov-25	2,017,568.82	546745	22,858.36	5-May-26	
27-Nov-28	750,000.00	5.0161%	BOz Snr FRN (Nov28) BBSW+1.03%	BBB+	750,000.00	27-Nov-25	756,109.44	546852	6,493.44	27-May-26	
22-Mar-29	2,000,000.00	5.2130%	NAB Snr FRN (Mar29) BBSW+0.90%	AA-	2,000,000.00	15-Mar-24	2,026,392.11	544957	11,140.11	22-Jun-26	
30-Apr-29	1,500,000.00	5.7927%	MMB Snr FRN (Apr29) BBSW+1.40%	BBB	1,500,000.00	29-Apr-26	1,500,476.11	547318	476.11	29-Jul-26	
5-Nov-29	1,500,000.00	4.9826%	HPC Snr FRN (Nov29) BBSW+1.05%	BBB+	1,500,000.00	5-Nov-25	1,513,114.97	546771	17,404.97	5-May-26	
21-Jan-30	3,000,000.00	5.5920%	NPBS Snr FRN (Jan30) BBSW+1.25%	BBB+	3,023,670.00	18-Aug-25	3,019,356.16	546339	4,596.16	21-Jul-26	
18-Mar-30	2,400,000.00	5.0886%	NAB Snr FRN (Mar30) BBSW+0.83%	AA-	2,400,000.00	18-Mar-25	2,426,887.69	545902	14,722.09	18-Jun-26	
15-Jan-31	1,750,000.00	5.0642%	CBA Snr FRN (Jan31) BBSW+0.74%	AA-	1,750,000.00	15-Jan-26	1,756,574.81	547005	3,884.87	15-Jul-26	
23-Jan-31	1,400,000.00	5.4800%	NPBS Snr FRN (Jan31) BBSW+1.13%	BBB+	1,400,000.00	23-Jan-26	1,395,815.53	547032	1,681.53	23-Jul-26	
12-Feb-31	1,200,000.00	4.6364%	WBC Snr FRN (Feb31) BBSW+0.68%	AA-	1,200,000.00	12-Feb-26	1,210,753.11	547090	11,889.51	12-May-26	
	39,400,000.00	5.2569%			39,440,460.00		39,696,598.91		203,456.51		

Fixed Rate Bonds

Maturity Date	Face Value ($)	Current Rate (%)	Security Name	Credit Rating	Purchase Price ($)	Purchase Date	Current Value ($)	Deal No.	Accrued Interest ($)	Purchase Yield	Reference
24-Aug-26	5,000,000.00	3.2500%	SUN Cov Bond (Aug26) 3.25%	AAA	5,527,000.00	28-Apr-21	5,006,222.02	541284	29,627.07	1.30500%	
	5,000,000.00	3.2500%			5,527,000.00		5,006,222.02		29,627.07	1.3050%	

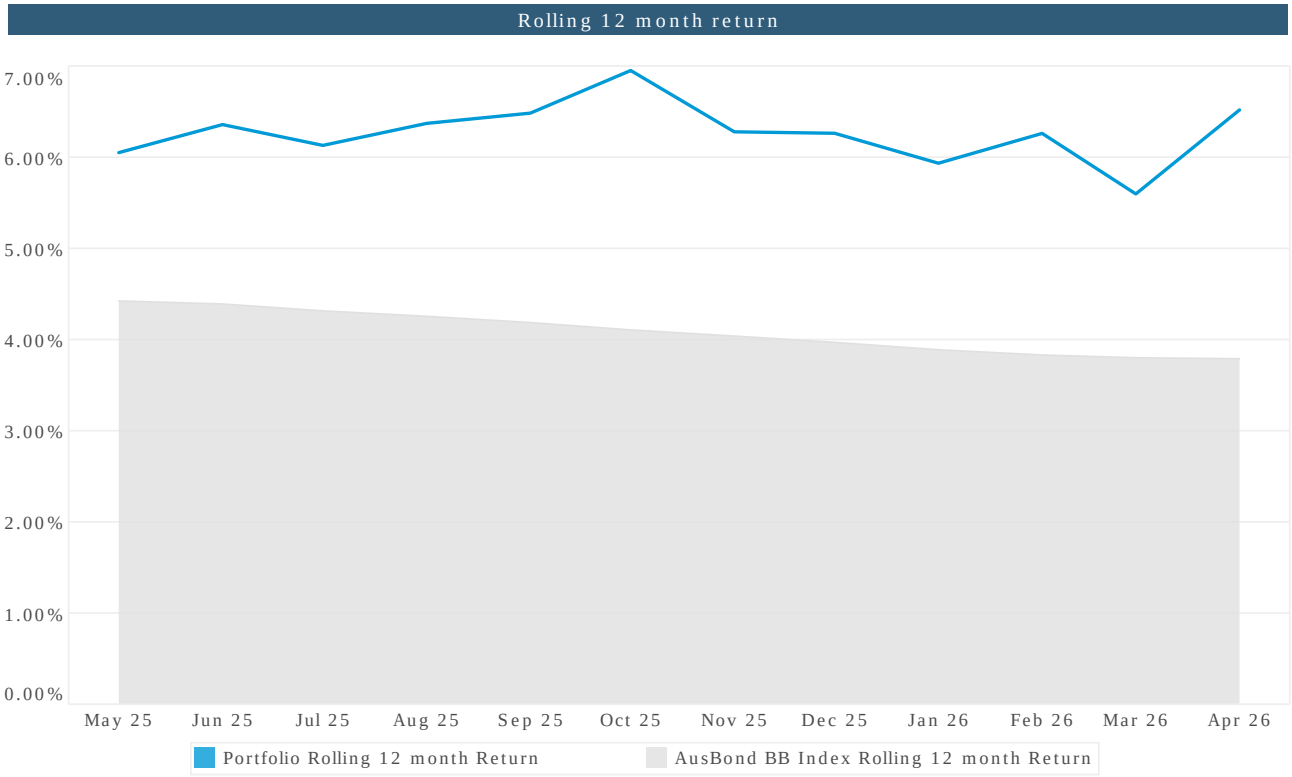
Singleton Council

Investment Performance Report - April 2026



Historical Performance Summary (%pa)			
	Portfolio	Annualised BB Index	Outperformance
Apr 2026	16.83%	4.24%	12.59%
Last 3 months	4.11%	3.94%	0.17%
Last 6 months	4.10%	3.80%	0.30%
Financial Year to Date	5.60%	3.74%	1.86%
Last 12 months	6.52%	3.79%	2.73%

Singleton Council
Investment Performance Report - April 2026

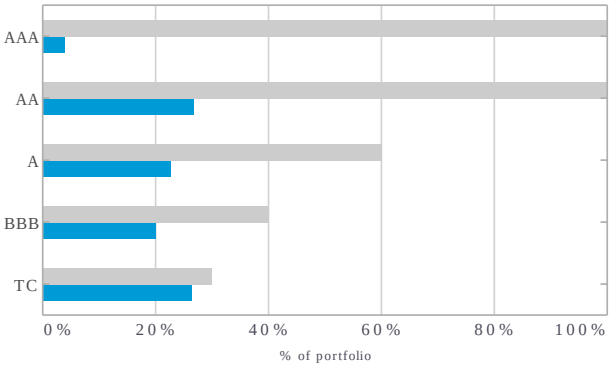


Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
Apr 2026	1.29%	0.34%	0.95%
Last 3 months	0.99%	0.95%	0.04%
Last 6 months	2.01%	1.87%	0.14%
Financial Year to Date	4.64%	3.11%	1.53%
Last 12 months	6.52%	3.79%	2.73%

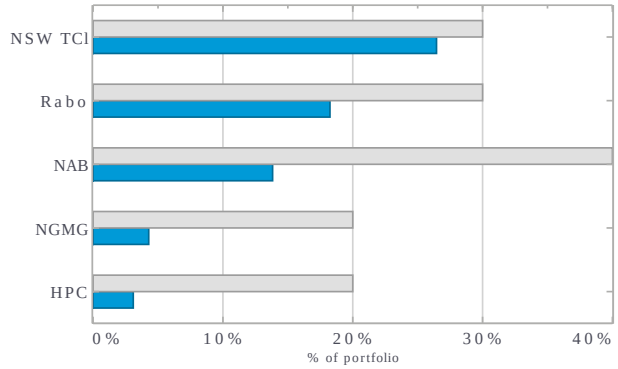
Singleton Council

Investment Policy Compliance Report - April 2026

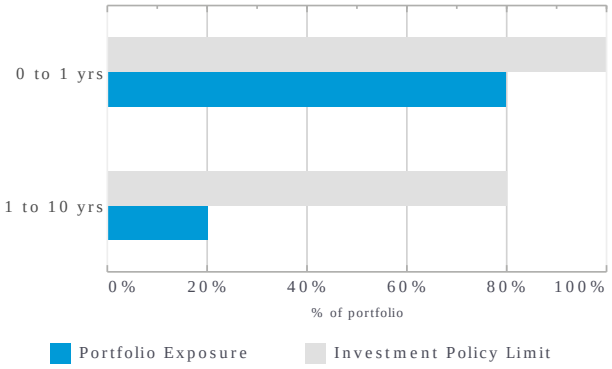
Total Credit Exposure



Individual Institutional Exposures



Term to Maturities



Credit Rating Group	Face Value ($)		Policy Max	
AAA	5,000,000	4%	100%	a
AA	33,780,039	27%	100%	a
A	28,600,000	23%	60%	a
BBB	25,335,983	20%	40%	a
TC	33,345,631	26%	30%	a
	126,061,653			

Institution	% of portfolio	Investment Policy Limit	
NSW T-Corp (TCl)	26%	30%	a
Rabobank Australia (A)	18%	30%	a
National Australia Bank (AA-)	14%	40%	a
Newcastle Greater Mutual Group (BBB+)	4%	20%	a
Heritage and People's Choice (BBB+)	3%	20%	a
AMP Bank (BBB+)	3%	20%	a
Suncorp Bank (AA-)	5%	40%	a
Great Southern Bank (BBB+)	3%	20%	a
Maitland Mutual Limited (BBB)	2%	20%	a
Bank Australia (BBB+)	2%	20%	a
Westpac Group (AA-)	4%	40%	a
Suncorp Bank Covered (AAA)	4%	40%	a
Teachers Mutual Bank (BBB+)	2%	20%	a

	Face Value ($)		Policy Max	
Between 0 and 1 years	100,561,653	80%	100%	a
Between 1 and 10 years	25,500,000	20%	80%	a
	126,061,653			

Specific Sub Limits				
Between 3 and 10 years	*12,750,000*	*10%*	*50%*	a
Between 5 and 10 years	*0*	*0%*	*25%*	a

a = compliant
r = non-compliant

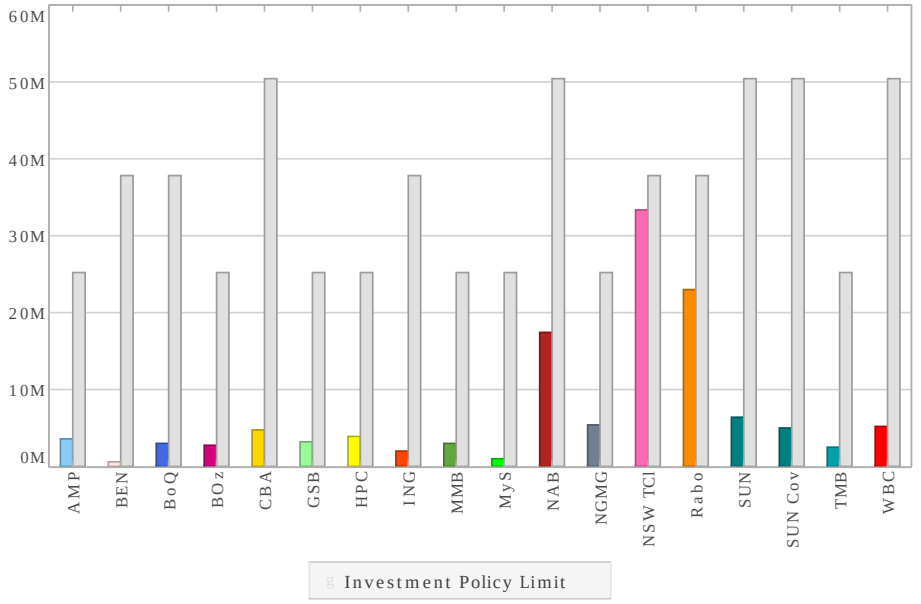
Singleton Council

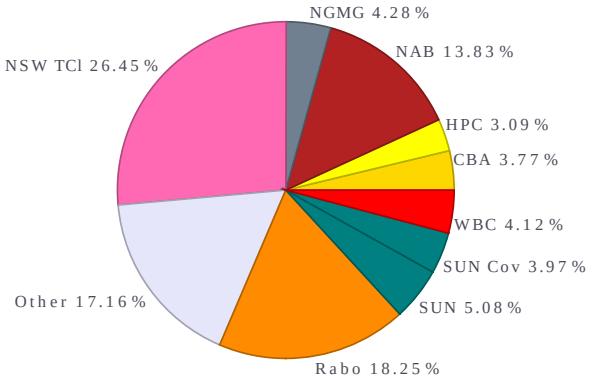
Individual Institutional Exposures Report - April 2026

Individual Institutional Exposures

	Current Exposures		Policy Limit		Capacity
AMP Bank (BBB+)	3,585,983	3%	25,212,331	20%	21,626,348
Bank Australia (BBB+)	2,750,000	2%	25,212,331	20%	22,462,331
Bank of Queensland (A-)	3,000,000	2%	37,818,496	30%	34,818,496
Bendigo and Adelaide Bank (A-)	600,000	0%	37,818,496	30%	37,218,496
Commonwealth Bank of Australia (AA-)	4,750,000	4%	50,424,661	40%	45,674,661
Great Southern Bank (BBB+)	3,200,000	3%	25,212,331	20%	22,012,331
Heritage and People's Choice (BBB+)	3,900,000	3%	25,212,331	20%	21,312,331
ING Bank Australia (A)	2,000,000	2%	37,818,496	30%	35,818,496
Maitland Mutual Limited (BBB)	3,000,000	2%	25,212,331	20%	22,212,331
MyState Bank (Baa2)	1,000,000	1%	25,212,331	20%	24,212,331
National Australia Bank (AA-)	17,430,039	14%	50,424,661	40%	32,994,622
Newcastle Greater Mutual Group (BBB+)	5,400,000	4%	25,212,331	20%	19,812,331
NSW T-Corp (TCl)	33,345,631	26%	37,818,496	30%	4,472,865
Rabobank Australia (A)	23,000,000	18%	37,818,496	30%	14,818,496
Suncorp Bank (AA-)	6,400,000	5%	50,424,661	40%	44,024,661
Suncorp Bank Covered (AAA)	5,000,000	4%	50,424,661	40%	45,424,661
Teachers Mutual Bank (BBB+)	2,500,000	2%	25,212,331	20%	22,712,331
Westpac Group (AA-)	5,200,000	4%	50,424,661	40%	45,224,661
	126,061,653				

Individual Institutional Exposure Charts





Singleton Council

Accrued Interest Report - April 2026

Investment	Deal No.	Comments	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days	Interest Accrued ($)	Yield (% pa)
Bonds									
SUN Cov Bond (Aug26) 3.25%	541284		5,000,000.00	28-Apr-21	24-Aug-26	0.00	30	13,466.85	3.28%
						0.00		13,466.85	3.28%
Cash									
AMP Bank	540079					12,689.62	0	11,787.74	4.75%
National Australia Bank	546234					17,189.56	0	17,189.56	4.20%
						29,879.18		28,977.30	4.41%
Floating Rate Note									
SUN Snr FRN (Sep26) BBSW+0.48%	541879		1,500,000.00	15-Sep-21	15-Sep-26	0.00	30	5,737.68	4.65%
GSB Snr FRN (Oct26) BBSW+1.60%	544801		1,200,000.00	23-Jan-24	23-Oct-26	16,003.23	30	5,476.83	5.55%
BoQ Snr FRN (Oct26) BBSW+0.80%	542004		1,000,000.00	27-Oct-21	27-Oct-26	11,497.41	30	3,836.06	4.67%
BOz Snr FRN (Oct26) BBSW+1.50%	545154		2,000,000.00	7-Jun-24	30-Oct-26	26,315.51	30	8,801.25	5.35%
CBA Green Snr FRN (Dec26) BBSW+0.41%	541918		1,000,000.00	23-Sep-21	23-Dec-26	0.00	30	3,881.91	4.72%
CBA Snr FRN (Jan27) BBSW+0.70%	542237		2,000,000.00	14-Jan-22	14-Jan-27	21,875.18	30	7,851.38	4.78%
WBC Snr FRN (Jan27) BBSW+0.70%	542257		1,000,000.00	25-Jan-22	25-Jan-27	11,248.10	30	3,753.87	4.57%
SUN Snr FRN (Jan27) BBSW+0.78%	542262		1,800,000.00	25-Jan-22	25-Jan-27	20,605.59	30	6,875.33	4.65%
HPC Snr FRN (Feb27) BBSW+1.60%	544823		1,400,000.00	8-Feb-24	8-Feb-27	0.00	30	6,374.80	5.54%
NPBS Snr FRN (Feb27) BBSW+1.00%	545104		1,000,000.00	28-May-24	10-Feb-27	0.00	30	4,062.57	4.94%
BEN Snr FRN (May27) BBSW+1.00%	545078		600,000.00	14-May-24	14-May-27	0.00	30	2,444.65	4.96%
TMB Snr FRN (Jun27) BBSW+1.30%	545188		1,000,000.00	21-Jun-24	21-Jun-27	0.00	30	4,613.42	5.61%
AusW Snr FRN (Sep27) BBSW+1.33%	545463		1,000,000.00	13-Sep-24	13-Sep-27	0.00	30	4,526.71	5.51%
AMP Snr FRN (Sep27) BBSW+1.27%	545482		1,300,000.00	13-Sep-24	13-Sep-27	0.00	30	5,820.62	5.45%
SUN Snr FRN (Dec27) BBSW+1.25%	543634		1,100,000.00	14-Dec-22	14-Dec-27	0.00	30	4,903.80	5.42%
MMB Snr FRN (May28) BBSW+1.50%	546024		1,500,000.00	14-May-25	15-May-28	0.00	30	6,728.06	5.46%
TMB Snr FRN (Oct28) BBSW+0.95%	546598		1,500,000.00	3-Oct-25	3-Oct-28	17,734.70	30	6,351.76	5.15%
GSB Snr FRN (Nov28) BBSW+0.93%	546745		2,000,000.00	3-Nov-25	3-Nov-28	0.00	30	7,882.20	4.80%
BOz Snr FRN (Nov28) BBSW+1.03%	546852		750,000.00	27-Nov-25	27-Nov-28	0.00	30	3,092.11	5.02%

Singleton Council

Accrued Interest Report - April 2026

Investment	Deal No.	Comments	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days	Interest Accrued ($)	Yield (% pa)
NAB Snr FRN (Mar29) BBSW+0.90%	544957		2,000,000.00	22-Mar-24	22-Mar-29	0.00	30	8,569.32	5.21%
MMB Snr FRN (Apr29) BBSW+1.40%	547318		1,500,000.00	29-Apr-26	30-Apr-29	0.00	2	476.11	5.79%
HPC Snr FRN (Nov29) BBSW+1.05%	546771		1,500,000.00	5-Nov-25	5-Nov-29	0.00	30	6,142.93	4.98%
NPBS Snr FRN (Jan30) BBSW+1.25%	546339		3,000,000.00	18-Aug-25	21-Jan-30	36,832.44	30	12,781.15	5.18%
NAB Snr FRN (Mar30) BBSW+0.83%	545902		2,400,000.00	18-Mar-25	18-Mar-30	0.00	30	10,037.79	5.09%
CBA Snr FRN (Jan31) BBSW+0.74%	547005		1,750,000.00	15-Jan-26	15-Jan-31	19,268.51	30	6,882.20	4.78%
NPBS Snr FRN (Jan31) BBSW+1.13%	547032		1,400,000.00	23-Jan-26	23-Jan-31	17,047.97	30	5,848.81	5.08%
WBC Snr FRN (Feb31) BBSW+0.68%	547090		1,200,000.00	12-Feb-26	12-Feb-31	0.00	30	4,572.89	4.64%
						198,428.64		158,326.21	5.07%
Term Deposits									
National Australia Bank	545780		2,000,000.00	7-Feb-25	8-Apr-26	15,095.89	7	1,821.92	4.75%
Rabobank Australia	546423		1,000,000.00	4-Sep-25	16-Apr-26	25,775.34	15	1,726.02	4.20%
Rabobank Australia	546136		2,000,000.00	5-Jun-25	30-Apr-26	74,813.70	29	6,594.52	4.15%
Rabobank Australia	546661		2,000,000.00	8-Oct-25	7-May-26	0.00	30	7,068.49	4.30%
Suncorp Bank	546169		2,000,000.00	16-Jun-25	21-May-26	0.00	30	7,019.18	4.27%
Rabobank Australia	546297		1,000,000.00	1-Aug-25	4-Jun-26	0.00	30	3,493.15	4.25%
Rabobank Australia	546839		1,000,000.00	13-Nov-25	11-Jun-26	0.00	30	3,583.56	4.36%
National Australia Bank	547215		2,000,000.00	12-Mar-26	11-Jun-26	0.00	30	7,841.09	4.77%
National Australia Bank	547230		1,000,000.00	19-Mar-26	25-Jun-26	0.00	30	4,027.39	4.90%
People First Bank	547247		1,000,000.00	26-Mar-26	25-Jun-26	0.00	30	4,109.59	5.00%
Rabobank Australia	547166		2,000,000.00	2-Mar-26	1-Jul-26	0.00	30	7,561.65	4.60%
Rabobank Australia	546183		1,000,000.00	19-Jun-25	9-Jul-26	0.00	30	3,452.05	4.20%
Rabobank Australia	546209		2,000,000.00	26-Jun-25	23-Jul-26	0.00	30	6,706.85	4.08%
National Australia Bank	546422		2,000,000.00	4-Sep-25	6-Aug-26	0.00	30	6,871.23	4.18%
Westpac Group	546375		1,000,000.00	22-Aug-25	13-Aug-26	0.00	30	3,394.52	4.13%
Rabobank Australia	546250		1,000,000.00	9-Jul-25	10-Sep-26	0.00	30	3,476.71	4.23%

Singleton Council

Accrued Interest Report - April 2026

Investment	Deal No.	Comments	Face Value ($)	Settlement Date	Maturity Date	Interest Received ($)	Days	Interest Accrued ($)	Yield (% pa)
National Australia Bank	546285		1,000,000.00	24-Jul-25	23-Sep-26	0.00	30	3,369.86	4.10%
National Australia Bank	546463		2,000,000.00	10-Sep-25	23-Sep-26	0.00	30	6,904.11	4.20%
Rabobank Australia	546913		2,000,000.00	4-Dec-25	5-Nov-26	0.00	30	7,446.58	4.53%
Rabobank Australia	546936		2,000,000.00	11-Dec-25	12-Nov-26	0.00	30	7,594.52	4.62%
Rabobank Australia	546210		2,000,000.00	26-Jun-25	26-Nov-26	0.00	30	6,706.85	4.08%
Westpac Group	546908		2,000,000.00	2-Dec-25	2-Dec-26	0.00	30	7,347.95	4.47%
Rabobank Australia	546251		1,000,000.00	9-Jul-25	10-Dec-26	0.00	30	3,476.71	4.23%
Rabobank Australia	547011		2,000,000.00	8-Jan-26	7-Jan-27	0.00	30	7,726.03	4.70%
Bank of Queensland	547122		2,000,000.00	13-Feb-26	11-Feb-27	0.00	30	7,923.29	4.82%
Rabobank Australia	547096		1,000,000.00	9-Feb-26	18-Feb-27	0.00	30	4,027.39	4.90%
ING Bank (Australia)	547079		2,000,000.00	3-Feb-26	4-Mar-27	0.00	30	7,873.97	4.79%
Rabobank Australia	547097		1,000,000.00	9-Feb-26	11-Mar-27	0.00	30	4,027.39	4.90%
Rabobank Australia	546211		2,000,000.00	26-Jun-25	25-Mar-27	0.00	30	6,493.15	3.95%
						115,684.93		159,665.72	4.43%
Grand Totals						343,992.75		360,436.08	4.62%

Singleton Council
Cashflows Report - April 2026

Actual Cashflows for April 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
7-Apr-26	546598	TMB Snr FRN (Oct28) BBSW+0.95%	Floating Rate Note	Coupon Date	17,734.70
				Deal Total	17,734.70
				Day Total	17,734.70
8-Apr-26	545780	National Australia Bank	Term Deposit	Maturity: Face Value	2,000,000.00
	545780	National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	15,095.89
				Deal Total	2,015,095.89
				Day Total	2,015,095.89
14-Apr-26	542237	CBA Snr FRN (Jan27) BBSW+0.70%	Floating Rate Note	Coupon Date	21,875.18
				Deal Total	21,875.18
				Day Total	21,875.18
15-Apr-26	547005	CBA Snr FRN (Jan31) BBSW+0.74%	Floating Rate Note	Coupon Date	19,268.51
				Deal Total	19,268.51
				Day Total	19,268.51
16-Apr-26	546423	Rabobank Australia	Term Deposit	Maturity: Face Value	1,000,000.00
	546423	Rabobank Australia	Term Deposit	Maturity: Interest Received/Paid	25,775.34
				Deal Total	1,025,775.34
				Day Total	1,025,775.34
21-Apr-26	546339	NPBS Snr FRN (Jan30) BBSW+1.25%	Floating Rate Note	Coupon Date	36,832.44
				Deal Total	36,832.44
				Day Total	36,832.44
23-Apr-26	540079	AMP Bank	Notice Account	Withdrawal from Notice Account	1,000,000.00
				Deal Total	1,000,000.00
23-Apr-26	544801	GSB Snr FRN (Oct26) BBSW+1.60%	Floating Rate Note	Coupon Date	16,003.23
				Deal Total	16,003.23
23-Apr-26	547032	NPBS Snr FRN (Jan31) BBSW+1.13%	Floating Rate Note	Coupon Date	17,047.97
				Deal Total	17,047.97

Singleton Council
Cashflows Report - April 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
				Day Total	1,033,051.21
28-Apr-26	542004	BoQ Snr FRN (Oct26) BBSW+0.80%	Floating Rate Note	Coupon Date	11,497.41
				Deal Total	11,497.41
28-Apr-26	542257	WBC Snr FRN (Jan27) BBSW+0.70%	Floating Rate Note	Coupon Date	11,248.10
				Deal Total	11,248.10
28-Apr-26	542262	SUN Snr FRN (Jan27) BBSW+0.78%	Floating Rate Note	Coupon Date	20,605.59
				Deal Total	20,605.59
				Day Total	43,351.10
	547318	MMB Snr FRN (Apr29) BBSW+1.40%	Floating Rate Note	Settlement: Accrued Coupon at Purchase	0.00
29-Apr-26	547318	MMB Snr FRN (Apr29) BBSW+1.40%	Floating Rate Note	Settlement: Face Value	-1,500,000.00
	547318	MMB Snr FRN (Apr29) BBSW+1.40%	Floating Rate Note	ettlement: Premium / Discount on Purchase	0.00
				Deal Total	-1,500,000.00
				Day Total	-1,500,000.00
30-Apr-26	545154	BOz Snr FRN (Oct26) BBSW+1.50%	Floating Rate Note	Coupon Date	26,315.51
				Deal Total	26,315.51
30-Apr-26	546136	Rabobank Australia	Term Deposit	Maturity: Face Value	2,000,000.00
	546136	Rabobank Australia	Term Deposit	Maturity: Interest Received/Paid	74,813.70
				Deal Total	2,074,813.70
				Day Total	2,101,129.21
				Total for Month	4,814,113.57

Forecast Cashflows for May 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
5-May-26	546745	GSB Snr FRN (Nov28) BBSW+0.93%	Floating Rate Note	Coupon Date	23,909.32
				Deal Total	23,909.32
5-May-26	546771	HPC Snr FRN (Nov29) BBSW+1.05%	Floating Rate Note	Coupon Date	18,224.03
				Deal Total	18,224.03

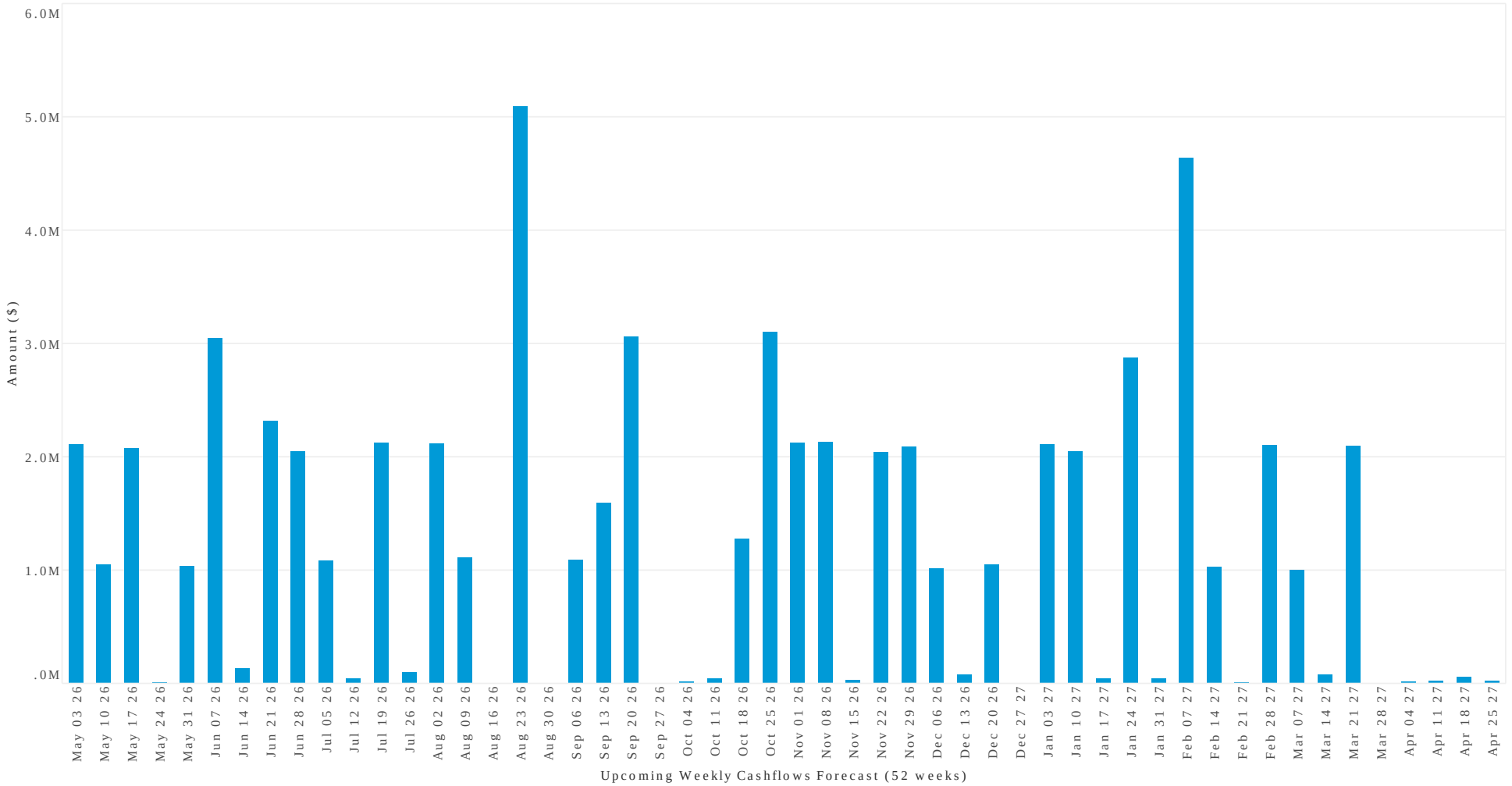
Singleton Council
Cashflows Report - April 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
				Day Total	42,133.35
7-May-26	546661	Rabobank Australia	Term Deposit	Maturity: Face Value	2,000,000.00
	546661	Rabobank Australia	Term Deposit	Maturity: Interest Received/Paid	49,715.07
				Deal Total	2,049,715.07
				Day Total	2,049,715.07
8-May-26	544823	HPC Snr FRN (Feb27) BBSW+1.60%	Floating Rate Note	Coupon Date	18,699.40
				Deal Total	18,699.40
				Day Total	18,699.40
11-May-26	545104	NPBS Snr FRN (Feb27) BBSW+1.00%	Floating Rate Note	Coupon Date	12,187.73
				Deal Total	12,187.73
				Day Total	12,187.73
12-May-26	547090	WBC Snr FRN (Feb31) BBSW+0.68%	Floating Rate Note	Coupon Date	13,566.23
				Deal Total	13,566.23
				Day Total	13,566.23
14-May-26	540079	AMP Bank	Notice Account	Withdrawal from Notice Account	1,000,000.00
				Deal Total	1,000,000.00
14-May-26	545078	BEN Snr FRN (May27) BBSW+1.00%	Floating Rate Note	Coupon Date	7,089.48
				Deal Total	7,089.48
14-May-26	546024	MMB Snr FRN (May28) BBSW+1.50%	Floating Rate Note	Coupon Date	19,511.36
				Deal Total	19,511.36
				Day Total	1,026,600.83
21-May-26	546169	Suncorp Bank	Term Deposit	Maturity: Face Value	2,000,000.00
	546169	Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	79,316.71
				Deal Total	2,079,316.71
				Day Total	2,079,316.71
27-May-26	546852	BOz Snr FRN (Nov28) BBSW+1.03%	Floating Rate Note	Coupon Date	9,173.28
				Deal Total	9,173.28

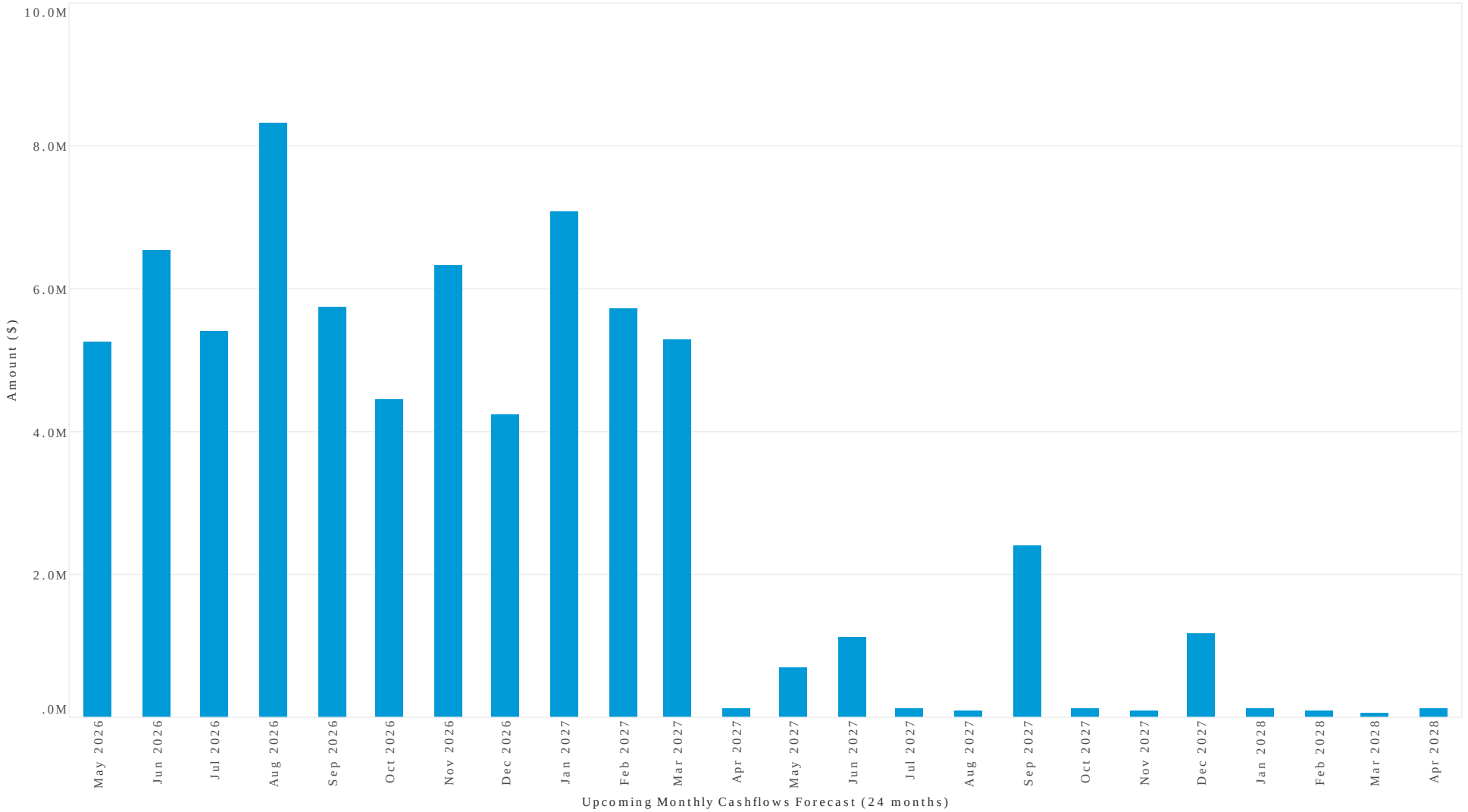
Singleton Council

Cashflows Report - April 2026

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
				Day Total	9,173.28
				Total for Month	5,251,392.60



Singleton Council
Cashflows Report - April 2026



DI&P17/26. Minutes - Sports Advisory Committee - 16/04/2026 **FILE:** 26/00151
Author: Executive Assistant - Directors

Executive Summary

The Sports Advisory Committee held its ordinary meeting on 16 April 2026. The minutes of the meeting are shown as **Attachment 1** for Council's information.

FOR INFORMATION

Attachments
AT-1⇩ Minutes - Sports Advisory Committee - 16 April 2026

MINUTES
SINGLETON SPORTS ADVISORY COMMITTEE
7:00PM THURSDAY 16 APRIL 2026

Present	Cr Daniel D Thompson – Singleton Council (Chair) (Cr DT) Cr Mel M McLachlan – Singleton Council (Cr MM) Howe Park Tennis Club – Mark Rix (MR) Singleton Amateur Swimming Club – Lea Scoular (LS) Singleton Junior Rugby – Eric Blaikie (EB) Singleton Junior Touch Football – Tina Kerr (TK) Singleton Mountain Biking Club – Alan Fletcher (AF) Singleton Netball – Kate Munzenberger (KM) Singleton Parkrun – Carol Burgmann (CBU) Singleton Rugby League / Singleton Junior Rugby League – Luke Holz (LH)
In Attendance	Mike Duff – Director Infrastructure & Planning Services, Singleton Council (MD) Conor Byrne – Manager Infrastructure Services, Singleton Council (CB) Susan Stewart – Coordinator Recreation & Facilities, Singleton Council (SS) Kellie Doherty – Minute Taker, Singleton Council
Meeting Location	Committee Room

1 Welcome and Apologies

- Welcome
- Acknowledgement of Country by Chair
- Apologies
    - Greg Bateman – Singleton Golf Club
    - Mal Draper – Singleton AFL
    - Mark Austin – Singleton Strikers Football Club (Community)

2 Disclosure of Interests

- Nil

3 Confirmation of Minutes

- The minutes of the Singleton Sports Advisory Committee meeting held on Thursday 19 February 2026, were confirmed.

Moved AF **Seconded** CBU

4 Matters arising from the Minutes

- Nil

5 Agenda Items

MINUTES
SINGLETON SPORTS ADVISORY COMMITTEE
7:00PM THURSDAY 16 APRIL 2026

5.1 Financial Report FILE:26/00151

The Singleton Sports Advisory Committee – Financial Report for March 2026 was reviewed by the Committee.

SS requested if previously approved Sports Grant projects are no longer going ahead, please advise Council so funds can be put back into the funding pool.

NOTED

5.2 Strategic Planning Update FILE:26/00151

SS provided an update on the progression of Strategic Planning.

Gowrie Park Masterplan

- Plan complete, awaiting adoption by Council

Sport and Recreation Fees and Charges Review

- Consultant engaged – @Leisure Planning
- Compilation of background information on venues, assets, usage, and costs completed
- Mapping of sports code layouts completed
- Stakeholder engagement to commence May 2026

Singleton Equine Feasibility Study

- Consultant engaged – COHA Consulting
- Site visits in Singleton and surrounds completed
- Desktop analysis of sites completed
- Market analysis and stakeholder engagement underway
- AF queried the preferred site, CB confirmed the buffer land on Cemetery Lane

NOTED

5.3 Capital Works Planning FILE:26/00151

Nil.

NOTED

5.4 Capital Works Delivery FILE:26/00151

CB provided an update on the progression of the Capital Works Delivery.

Cook #4 Amenities Extension ($2.2M)

- Completed – minor rectification works occurring as identified

Alroy Oval and Amenities Upgrade ($8.2M)

- Completed
- Currently working with the contractor whilst in the defects and liability period to address drainage line issues

Gym & Swim Indoor Pool Dome Roof Replacement ($6.68M)

- Tenders for demolition of the dome have closed
- Replacement options for the dome being evaluated

Bulga Recreation Ground Cricket Pitch Replacement

- Awaiting final approval for the works from the VPA Committee
- Cr DT noted this is funding from a separate funding area, not Sports related

NOTED

5.5 Maintenance Activities FILE:26/00151

SS advised there were 17 CRM's received from February – March 2026

Customer	Date	Issue	Outcome
Singleton Netball	18/02/2026	The padlock to the main entry of the clubhouse and the canteen are not working. We have not been able to access the clubhouse through the main door	Completed
Singleton Netball	19/02/2026	E-bikes and bat poo have made holes in the court surfaces	Completed
Singleton	26/02/2026	The door lock to our post pad room	Completed

MINUTES
SINGLETON SPORTS ADVISORY COMMITTEE
7:00PM THURSDAY 16 APRIL 2026

Netball		is jammed closed	
Howe Park Tennis Club	4/03/2026	The lock on the gate into Howe Park oval from Boundary Street no longer opens with our keys	Completed
Singleton Track & Field Club	8/03/2026	Damage to Spectator seating – long Jump pit	Completed
Singleton Junior Rugby League	10/03/2026	Could repairs please be made to the tap/sink in the away shed the water is turned off to prevent ongoing leaking and one of the shower heads has been damaged in the same showers. The light is also not operational	Completed
Howe Park Tennis Club	11/03/2026	The lock on the gate into Howe Park oval from Boundary Street no longer opens with our keys	Completed
Singleton Junior Rugby League	16/03/2026	Cook 1 has a number of green ants nests.	Completed
Singleton United Rugby League Football Club Inc	19/03/2026	We need tree lopping around the fences of Pirtek Park	Under investigation
Singleton United Rugby League Football Club Inc	19/03/2026	Canteen wall behind BBQ has a split and requires plastering and tiling	Under investigation
Singleton United Rugby League Football Club Inc	19/03/2026	Old Clubhouse exterior painting required	Under investigation
Singleton United Rugby	19/03/2026	Canteen internal painting required	Under investigation

League Football Club Inc			
Singleton Strikers Football Club	29/03/2026	Broken window in accessible toilet requires repair	Under investigation
Singleton Strikers Football Club	29/03/2026	Gate between the dug outs is not closing/latching	Completed however has since failed
Singleton Strikers Football Club	29/03/2026	Dug outs - missing and broken panels	Awaiting contractor
Singleton Strikers Football Club	29/03/2026	Stormwater alarm faulting	Awaiting contractor
Singleton Strikers Football Club	29/03/2026	Dug outs - replacement of old panels required	Awaiting contractor

- All sports fields sprayed with pre-emergent herbicides and pesticides
- Intermittent irrigation maintenance across sports fields
- Pump repairs at Allan Bull Reserve
- All grounds serviced as per service level agreements
- Minor repairs to the Netball Courts
- Minor repairs to the fencing at Howe Park
- Council working with the contractor to resolve drainage line sinking at Alroy Oval
- Investigating options to relocate player boxes at Alroy Oval
- Assisting Pirtek Park with irrigation concerns
- Assisting Junior Rugby League for a third playing field at Cook #3 for the upcoming season
- Topdressing of holes at Civic Park
- Working with Singleton Mountain Biking Club at Pioneer trails
- Sprayed green ants at Cook #1 & #2

NOTED

5.6 Grant Programs **FILE:26/00151**

SS provided an update on the open sports grant funding opportunities.

Singleton Council Sports Grant Program Round 2 2025/2026

- Closed 20 March 2026
- Five applications received
- Notification to applicants May 2026
- LH queried if an application is unsuccessful in one round, will it automatically carry over to the next round for assessment, SS confirmed no the application will need to be resubmitted
- EB queried if funding could be used for feasibility studies, Cr MM confirmed yes and that for strategic planning, clubs can apply for 100% of funding rather than $ for $. Guidelines (linked) are available on the Council website

Active Regional Communities – Community Participation Stream 2

- Funding of up to $25 million available
- To increase liveability and social cohesion of communities through greater participation in community activities
- Grant amounts from $100,000 to $1,000,000
- Applications close 1 May 2026
- 20% contribution required with exemptions considered
- CB advised Council is still considering options and will submit for an endorsed program that is currently unfunded

Australian Cricket Infrastructure Funding

- Closed 10 April
- Funding amounts from $15,000 – $40,000
- 50% contribution required

AF advised multiple grant opportunities are available through Glencore, Yancoal, TransGrid, etc. Each mine generally has a different grant scheme.

MR also suggested clubs register for Grant Guru (linked), you can opt-in for notifications for when grants become available.

NOTED

5.7 Sports Club Updates **FILE:26/00151**

Singleton Parkrun – CBU

- Numbers are increasing, 180-200 participants most weeks
- Received the key for our new storage shed, thank you to Council

Singleton Rugby League / Singleton Junior Rugby League – LH

- Approx. 500 registrations
- 100 volunteers including coaches, managers, etc
- Have begun reviewing plans for the clubhouse upgrade
- Several grant applications submitted for goal posts and essential equipment
- Seniors – 5 grades this year
- Won pre-season competition at Greta, will host the 2027 season for the first time since 1991
- Night games scheduled this year however require the lights to be tested
  ACTION: SS to arrange testing and liaise with LH

Singleton Junior Rugby – EB

- Season commenced just before school holidays
- Successful in Play Your Way Grant, 3 years to use the funding
- Approx. 280-300 registrations

Howe Park Tennis Club – MR

- Seniors tournament this weekend with 140 entrants
- Awaiting next steps to finalise lease agreement with Council

Singleton Netball – KM

- Winter competition has commenced
- AGM held with a big change in the committee this year, still trying to fill a few positions
- Working on upskilling coaches and umpires this year

Singleton Junior Touch Football – TK

- Requesting Council reconsider position on an additional storage container at Civic Park
- SS queried if items would then be removed from the canteen, Cr MM confirmed major items would remain in the canteen, however some items moved over into the storage container
  ACTION: CB to investigate further and advise

Singleton Amateur Swimming Club – LS

- Season finished last month
- Unfortunately with the pool closure there is nowhere for children to train throughout winter and the club will face children going to other clubs
- End of season clashes with Netball so season may be shortened next year, KM recommended reaching out to the committee again due to recent changes

Singleton Mountain Biking Club – AF

- Awaiting next steps to finalise licence agreement with Council
- Adaptive track works progressing with bridges widened and 'bumpers' installed
- Picnic shelter/table works are underway with the slab poured and shelter due for arrival next month

NOTED

5.8 Action List **FILE:26/00151**

CB provided an update on the below actions from the 19 February meeting.

Meeting Date	Action	Responsible Officer	Due Date	Update
19 February 2026	Gym & Swim – Rock entrance removal / concrete path	Conor Byrne	16 April 2026	Preliminary work around costings has been completed. Given primary heavy vehicle access, once dome works are completed will look to add in as wider works to the facility.
19 February 2026	Rose Point Park – Parkrun accessibility participation / additional footpath	Conor Byrne	16 April 2026	Resubmitting to the current round of Active Transport funding. Should receive an update in 4-6 weeks however will continue to seek funding.
19 February 2026	Request for Singleton Bypass community run	Conor Byrne	16 April 2026	Acciona/TfNSW are aware of this request and will give Council

				the opportunity to make submissions or attend future meetings. AF requested Singleton Mountain Biking Club also be included as interested parties along with Singleton Parkrun and Triathlon Club.

NOTED

6 Other Business

- SS – June Sports Advisory meeting there will be a presentation from Sports4All, a survey will be distributed prior to the meeting if all clubs could ensure completion
- SS – recently undertaken building risk assessments, if clubs can ensure electrical appliances are test and tagged appropriately. Due every 12 months for items moved around e.g. kettles, urns, and 5 years for non-moveable items e.g. fridges, freezers
- LS – will dome options be put to the community for consideration? CB advised the report to Council now considers other options and alternatives to a dome
- LH – has Council advocated on behalf of Singleton Amateur Swimming Club to hire another facility e.g. Maitland? CB believes assistance was provided however can confirm
  ACTION: CB to confirm and advise
- Cr DT – Mayoral Minute at next weeks Council meeting regarding affordable housing. 2 existing sports fields, Victoria Square and Albion Park are potential sites. Committee confirmed that Albion Park is used frequently however has no facilities or amenities available
- Cr MM – Response to Notice of Motion also at next weeks Council meeting regarding Review of Sporting Groups and Grounds, if anyone identifies any discrepancies please let Cr MM know.

7 Action List

As above.

8 Next Meeting

- Thursday 18 June 2026 at 7:00pm in the Committee Room

The meeting closed at 8:00pm.

Cr Daniel D Thompson
Chair

DI&P18/26. Project Status Report #1 – Gym & Swim 25m Pool Project **FILE:** PRO25/04/C

Author: Coordinator Capital Works

Executive Summary

The purpose of this report is to provide Council with a monthly progress update on the Gym & Swim 25m Pool project.

FOR INFORMATION

Introduction

Reporting project status and performance is critical for keeping this critical community project on track. The Capital Works team will provide monthly updates to Council to ensure progress is effectively communicated.

The following separate workstreams are currently active:

- Dome Demolition
- Feasibility and Temporary Operation of 25m Pool without Dome
- Request for Tender (RFT) for new enclosure or outdoor solution

Performance

Report Card	Status	Comment/Action Required
Overall:	☑	Performing well overall, targets met or exceeded.
Safety:	☑	Systems in place, zero incidents. High risk works currently underway, all safety systems, documentation and assessments checked and compliant.
Risk:	☑	Risks appropriately managed.
Scope:	☑	Scope as approved. Dome demolition minor amendments for level correction between the existing dome roof and the outside pool deck. Additional fencing to prevent public egress to external tanks and plant rooms.
Budget:	☑	Budgets approved, costs on track.
Schedule:	☑	Works on track for early completion of demolition. Procurement on track.
Resources:	☑	Contract awarded for demolition. Staff allocated within resource capacity for procurement and project management.
Quality:	☑	Good management of demolition works has resulted in lower impact and disturbance than anticipated.

Key Code for Status		
⮝	Excellent	Outstanding result, ahead of expectation
☆	Great	Met target, in place or performing well
☑	Good	Work in progress, on track to complete
🕐	Watch	Monitor, behind target, unsustainable or at risk
☒	Intervene	Requires urgent action or intervention

- Overall Narrative:
  - The project is currently well positioned, under budget and ahead of schedule.
  - The demolition contract has been awarded and demolition works have progressed with a current expected completion date around 15/05/2026 (weather pending).
  - A Request for Tender (RFT) was released on schedule (30/04/2026) for the enclosure replacement, with pretender site meeting being conducted on the 18/05/2026 and tender closing 10/06/2026.
  - The feasibility investigation and report into the temporary outdoor operation of the 25m pool during the 2026 winter period is currently underway.

- Budget Indicators:
  - Current Approved = $6,687,522
  - Spent to Date = $350,348
  - Percentage Spent = 5.2%

- Schedule Indicators:
  - Start Date = 22/04/2026
  - Deadline Date = 01/04/2027
  - Current Forecast = 01/04/2027

- Critical Issues:
  - All works are to be complete for return of pool to service for the 2027 winter swimming season.
  - Geopolitical inflationary pressures impact on construction industry cost escalation and project budget.

- Risks & Opportunities:
  - Potential opportunity to concurrently undertake asbestos cement return pipe redundancy and replacement, pool refurbishment and upgrading of disability access ramp to meet current compliance standards. Community Participation Grant application submitted for up to $1M of funding.
  - Risk of future major works to the pool to replace asbestos cement return line should a new enclosure proceed.
  - Risk tender prices exceed budget due to short term geopolitical inflationary pressure or tender schedules exceed target deadline date.

Achieved this Period

- Existing dome demolition contract awarded and site works commenced.
- Tender released for replacement enclosure or permanent outdoor pool operation.
- Feasibility investigation and reporting commenced for temporary outdoor 2026 winter period pool operation.

Planned next Period

- Completion of dome demolition, subsequent minor level corrections and make safe works.
- Tenders close for replacement enclosure, evaluation completed and recommendation provided.
- Feasibility of temporary outdoor pool operation completed and outcome concluded.
- Potential release of request for quotation for temporary outdoor pool operation works, pending outcome of feasibility report.

Project Budget

ID #	Description	Last Period	This Period
A	Baseline (Original)	$3,744,115	$3,744,115
B	Current (Approved)	$6,687,522	$6,687,522
C	Spent to Date (Actuals + Accruals)	$118,537	$350,348
D	To Finish (Estimate to Complete)	$6,568,985	$6,337,174
E	Final Forecast (Estimate at Completion)	$6,687,522	$6,687,522
F	Variance = E – B (negative = under budget)	$0	$0
NB: Previous FY budget spent totalling $155,651 is excluded from above summary but noted for record.			

Project Schedule

ID #	Workstream	Start Date	Target Finish
1	Dome Demolition (including ground level corrections)	17/03/2026	29/05/2026
2	Feasibility and Temporary Operation of 25m Pool without Dome	21/04/2026	01/07/2026
3	Request for Tender (RFT) for new enclosure or outdoor solution	21/04/2026	14/07/2026

Project Images





Attachments
There are no attachments for this report.